

GANCANG ARON: Public Service Innovation as an Effort to Improve Health Services in Blambangan Regional General Hospital.

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Abstract

Blambangan Regional General Hospital had created an innovation to improve their health services called Gancang Aron. Gancang Aron is launched by the Local Government collaborated with private sector, GO-JEK. With this program, the patients only stay at home and the drug will be delivered by Go-jek drivers who have been specially trained for safe drug delivery. Therefore, they do not have to wait and go to Blambangan Regional General Hospital, because the drug will be delivered. The objectives of this study were to describe the utilization of public service innovation in Banyuwangi Regency, called Gancang Aron. This study is a descriptive qualitative research using primary data in the form of interviews with informants in the field, collection of related organizational documents and supported by the use of literature data. The innovation of Gancang Aron is not a single innovation that only occurs in the service department, it means there is involvement between actors in certain areas that contribute to the emergence of these innovative practices.

Keywords: *Gancang Aron, Innovation, Public Service, Health Service, Banyuwangi*

1. Introduction

Public service is an activity that aims to fulfill society needs which consist of goods, services, and administrative services organized by public sector. According to Moenir (2001: 13), Public service is an activity that performed by the individual or groups based on material factors throughout the systems, procedures and particular methods in order to fulfill society needs in accordance with their rights.

Public services are engaged in various fields, such as health services. Health Service is a key component that must be performed by Government because its influence on prosperity. Improving the quality of healthiness indirectly increase the labor productivity so that economic development can be achieved significantly. A Hospital is a health care institution that providing individually medical treatment, including outpatient care, inpatient care, and emergency services. In addition, Health services well-known as activities performed by government, business agents, and the communities in order to service the society in terms of health care such as disease prevention, healing, and medication (Mindarti and Juniar, 2018).

In order to implement the public services regarding to Public health, there should be innovation to adjust the advancement of technology implementation. Innovation viewed as renewal resources so that they have greater benefits to the society. Innovation in the public sector is more emphasized on the aspect of "improvement" that resulted from these innovation activities, namely the government is able to provide public services more effective, efficient and high-quality, cheap and affordable (Wijyanti, 2008: 42).

Public Service Law (Law No. 25/2009) stated that the excellent service is a service that are quick, effortless, absolute, cheap, and accountable. To improve the quality of public service, the society is sought to be involved in the forming of government policies, standards, public service implementation satisfaction surveys, and the submission of complaints and appreciation. This community involvement and participation will support the improvement of established service standards.

The main problem that occurred in Banyuwangi is the long-lead time to take drugs, it can be reached approximately 4 hours in crowded conditions. While Complaints on drug services gained to 30% continue to recur even to social media, the lowest Pharmacy IKM in Blambangan Hospital stood at 71.4%, prescriptions pass (not served) with 27.8% and patients with conditions will get sick due to long lead times (dinkes.banyuwangikab.go.id). The time to prepare the drug is long to be formulated in advance by the pharmacist. However, the efforts should be made so that patients will not get bored due to the long waits. With the existence of these problems arises a new innovation called GANCANG ARON (*Gugus Antisipasi Cegah Antrian Panjang dengan Antar Obat Pasien*). Gancang Aron is a public service innovation in the category of how to deliver drug collection services at the hospital. This means that Blambangan Hospital has tried to provide extra services to patients and their families by facilitating the method of taking medicine at Blambangan Hospital.

In the Gancang Aron program, it cooperates with an online motorcycle taxi company. With the involvement of online motorcycle taxis, there was a contradiction with the medical community, because the mediation of the drug must be

accompanied by an explanation of related drugs. However, after consultation with the Ministry of Health, the problem can be addressed properly. Online motorcycle taxi drivers before going to deliver drugs to patients are given an education in the drug delivery technique. So that the quality and function of drugs which delivered to the patient are maintained. In addition to education for online motorcycle taxi drivers, patients are also given education during their first treatment to minimize the errors in drug consumption.

The impact of the implementation of this Gancang Aron innovation is changing health services in Banyuwangi Regency. Before the existence of this Gancang Aron innovation, the waiting time for drug collection was approximately 4 hours. After the Gancang Aron innovation, the waiting time for drug became approximately 1 hour and collaborated with online motorcycle taxi companies namely Gojek to approximately 30 minutes.

The previous IKM was only 71.4% , using Gancang Aron 78.99% and collaborating with Gojek rose 81.73%, the number of patient complaints from 29% dropped to 5.7% and currently 0%, prescriptions passed 27.8% down being 19% now only 10% and the area coverage was only hospital and when using Gancang Aron it covered 3 sub-districts and collaborated with Gojek covering 25 sub-districts. (dinkes.banyuwangikab.go.id)

2. Material and Methods

This study is a descriptive qualitative research using primary data in the form of interviews with informants in the field, collection of related organizational documents and supported by the use of literature data. Literature data uses various relevant research results and is published in various national and international public media. In this study using research informants with the composition of the Acting Director of the Hospital and the Head of the Pharmacy Installation Unit and the Chairman of the Blambangan Hospital innovation team, as well as the Gojek Driver, and also the Head of the Subdivision of Management of the Regional Secretariat of Banyuwangi Regency.

This research is a literature research that is strengthened by field data. Therefore this research is semi-desk-research, because research is not pure from literature studies, but also uses field results. The analysis technique used is analysis through 4 (four) stages, namely data collection, data reduction, data presentation, and conclusion (Huberman and Miles, 1983). This study focuses on the forms and innovative practices of Gancang Aron health services carried out by Blambangan Hospital in Banyuwangi Regency from the perspective of the public sector innovation matrix.

3. Result and Discussion

3.1 Matrik Inovasi Pelayanan Sektor Publik

Windrum (2008) discussed two forms of innovation in the field of public servants, namely product innovation and also how to deliver these products. All of these innovations can indeed be separate things or can be a series in both the concept and practice level. In addition, there are other forms of innovation that might be needed in realizing public service innovations.

These innovations can be in the form of concept innovation, policy innovation, organizational-administration innovation, and systemic innovation. These four things are innovations carried out before the public service innovations. That is, there are stages of innovation that are needed before going to the stages of public service innovation that are directly in contact with the community. But that does not mean that all four forms of innovation must exist and run linearly, it could be the only one or two forms of innovation are needed, and every form of innovation that exists does not have to go through a linear stage.

The existence of a form of innovation both at the concept / policy / organization level / collaboration between organizations as a prerequisite for realizing public service innovations carried out by public organizations shows that public sector organizations do have a form of rigid organizational rules and governance. Birkland (2015) stated that public sector organizations are often referred to as bureaucracy which is perceived as an organization that is slow in responding, has many hierarchies, and is bound by sharing procedures and rules. Therefore, Borins (2001) provides a reason why public organizations must innovate because this is done to deal with 5 (five) challenges such as the political system, new leadership models, current and future problems, organizational internal issues including policies, and the existence of new opportunity opportunities such as technology or other factors.

Public service innovation both service products and service delivery is a technical innovation that can be said to be the latest innovation carried out by public sector innovation because it has a direct impact on the community as its users. Meanwhile, the top concept innovation and policy innovation (both of these innovations are at the managerial or organizational leadership level), followed by administrative and organizational innovations and systemic innovation make it a prerequisite in implementing these two forms of public service innovation.

Area I - Internal Organization

In this area, the first thing in carrying out public sector innovation is to innovate at the level of concepts, policies, organizations, and systemics. The changes made is fundamental as a prerequisite for making other innovations that are more technical in nature and have a direct impact on the community / service users. In this area, innovations that present are very complex and not linear, policy innovations may be ahead of administrative innovations and systemic

innovations, or vice versa, each of which gives input to the required innovations. However, in the public sector policy changes often precede organizational changes because public organizations cannot operate without regulations or other policy products that are based on them. The sure thing is that there is a concept of innovation based on all forms of innovation in this area I.

Area II - External Organization.

In this area, innovation does not occur in a public organization, but this area is a place where external organizations influence changes in public organizations or innovations in area I, or it could be that external organizations have a direct or indirect impact on innovations carried out in area I. Often these changes lead to opportunities to partner or collaborate between public organizations and external organizations.

Area III - Public / Service Users.

In this area, public service innovations both service products and service deliveries are arised. Innovation can occur only in the form of service product innovation or service delivery independently, or both can occur and are interrelated. This innovation is in the form of technical changes resulting from various innovations that occur in internal public organizations (Area I). Without innovation in area I, innovation in area III cannot be implemented properly, even if it appears, then the innovation will only emerge for a moment and then disappear due to the lack of change of support at the leadership and managerial levels. In this area, people as service users are those directly affected by the activities of this public organization. They can also provide input for improvement of innovation both in area III and in area I.

Area IV - External Organizations and Public.

In this area, there is no form of innovation that occurs. Area IV is an area where external and public organizations or communities as service users have direct and indirect impacts from service innovation and service delivery innovations carried out by public sector organizations. External and public organizations as service users can also provide input regarding forms of innovation in areas I and III. Often, external and public organizations are the main factors underlying various innovations in areas I and III.

The four areas are influenced by a larger system, namely an environment consisting of various aspects ranging from social, political, economic, cultural, technological, various national and international regulations. The environment can influence the high and low pressure for public sector organizations to innovate directly. It can also encourage and accelerate the influence of external and public organizations in providing input or pressure for public sector organizations to innovate according to their demands and needs. The impact of innovation in the public sector also has an influence on the environment, the magnitude of which is less measurable specifically, because the environmental aspects are very broad and complex and easily change in a relatively short time.

3.2 Practice of Gancang Aron Health Services in the Perspective of the Public Sector Innovation Matrix.

In the public sector, innovation practices are not necessarily based on the objectives of the innovations produced as in the private sector, but there is political agreement from the highest leadership or representative institutions that makes public sector innovation practices more complex. For this reason, a public health service provider requires other innovations before deciding to innovate in health services.

One example is the Gancang Aron Innovation conducted by Blambangan Regional General Hospital (RSUD) in Banyuwangi Regency. Gancang Aron stands for "Cluster Anticipation Prevents Long Queues by Inter-Drug to Patient Homes". Through this innovation, the patients or their families do not need to queue for hours in getting drugs from the pharmacy department of Blambangan Hospital. Where before the existence of this service innovation patients and families of patients must wait up to 240 minutes for taking the drug. By this innovation the taking of drugs only requires 20-40 minutes and a maximum of 60 minutes will be delivered by motorcycle taxi online. If the patient is a health insurance card holder, it will not be charged anything.

This policy innovation has had a direct impact on changes in administration and organization of Blambangan Hospital. At the organizational management level, there have been many changes that support the emergence of innovation in the field of health services. One of them is the establishment of a work team in each unit or installation that works to find the problem of public services and find solutions through innovation. Each team in the unit or installation consists of various functional medical personnel and administrative personnel to jointly compete in innovating without leaving their main duties in the hospital. Various new ideas emerged from the employees and continued to the leadership level in Blambangan Hospital, the new ideas were only then collected and documented in the data repository in each unit / installation in the hospital.

Policy innovation also encourages systemic innovation. The management of Blambangan Hospital wants that in carrying out service activities, the RSUD management can cooperate with outside parties that are not limited to cooperation in medical matters which have been carried out or contracting out in the form of procurement of medical equipment or other forms of services, but also cooperation with various parties in non-medical matters that have never been done before. The desire of the Banyuwangi Regent to collaborate with PT Pos or an online motorcycle taxi in delivering medicines to the patient's homes, and collaboration with the Banyuwangi Regency Government

Organization as the coordinator of the public innovation in the Banyuwangi region. This collaboration then expanded by involving the Ministry of Health (Kemenkes) as the agency that gave health authorities, the Food and Drug Supervisory Agency (BPOM) as the drug and food safety supervision authority, the Ministry of PAN and RB as the organizers of public service innovations, the Indonesian Pharmacists Association, The East Java Provincial Government Health Service, the Faculty of Pharmacy Universitas Airlangga, and various work units in the other Banyuwangi District Governments that contribute to this systemic innovation. In other words, systemic innovation definitely involves two areas, namely Area I and Area II.

This organizational-administration and systemic innovation also influenced policy innovation where the head of Blambangan Hospital then provided flexibility for each team in each unit or installation to carry out various pilot activities and cooperation with other institutions to support innovation in the work unit. Collaboration with the Banyuwangi District Government Organizations began to intensify to identify potential innovations in Banyuwangi. For example, the pharmaceutical unit conducted a trial of free drug delivery services directly by the hospital pharmacist to the patient's house (door to door) to unravel the drug queue density at Blambangan Hospital. This practice then provides input to the forms of systemic innovation that are being carried out and has an impact on forms of administrative-organizational innovation such as staff time management in the division of medical work and public service innovation.

In the end, considering legality, health, pharmacy and mutual agreement between the competent institutions and not violating health regulations and drug trafficking, the collaboration between drugs was carried out between Blambangan Hospital and PT Gojek Indonesia which received full support from the Regent of Banyuwangi. There are 143 Gojek drivers in Banyuwangi who were trained and participated in this innovation program.

This innovation is in Area III where it is the end result of the activities of public organizations whose impact is directly felt for the community, namely public services. However, the essence of public organizations is prime public service for people as users of these services. At present, people in Banyuwangi as users can report or give an appreciation of the performance of public organizations through various social media accounts that are directly connected to the account of the Regent of Banyuwangi.

This Gancang Aron innovation has implications for both direct and indirect external organizations in Area IV. Public and external organizations can provide input to Area III public service innovations or conceptual, policy, administrative, and systemic innovations in Area I. External organizations such as PT Gojek Indonesia, BPOM, Ministry of Health, Indonesian Pharmacists Association, Ministry of PAN and RB, Faculty of Pharmacy Universitas Airlangga, another government organization, and the community as users of services more or less have had an influence on the innovations carried out by Blambangan Hospital.

The head of the Pharmacy Installation Unit as well as the head of the innovation team, said that the pressure and praise from external organizations and customer satisfaction on Gancang Aron's service was one of the motivations of employees to improve various forms of innovation at Blambangan Hospital. So that the existing form of innovation must be documented and connected with other work units. This was reinforced by the head of the sub-division of management of the Organization Section.

The influence of external and public organizations in Area IV was shown by the more active various innovation activities carried out by Blambangan Hospital such as the emergence of other health service innovations such as Abed Tangi in 2018 which aimed to accelerate the management of inpatient medical files, Jebeng innovation to minimize risk Maternal mortality is currently being developed, and is currently being prepared for the launch of the I-CARE innovation in 2019 as a form of innovation in medical services aimed at anticipating the incidence of stroke and the risk of disability.

The three forms of innovation are health service innovations in Area III. In addition, innovations in Area I emerged in the form of policy innovations with the issuance of a Decree (SK) Director of Blambangan Hospital as the basis for the formation and implementation of a special unit tasked with innovation with the name of the Blambangan Hospital Innovation Unit which happened to be chairman of the Blambangan Hospital Unit. Even now there is a "1 week 1 innovation" program at Blambangan Hospital. This innovation will then have a broad impact on the motivation of Blambangan Hospital employees to produce various other forms of innovation in this organization.

4. Conclusion

The innovation of Gancang Aron health services carried out by Blambangan Hospital is not a single innovation that only occurs in the service department. More than that, this innovation is a series of other innovations which tend to be integral, but in some cases the process is not linear. That is, there are several innovations at the internal management level of the organization that must be carried out to realize the service innovation.

Each innovation can be influenced by certain forms of innovation, or a form of innovation can influence the emergence of other forms of innovation. The emergence of various forms of innovation in Blambangan Hospital organization is also heavily influenced by external organizations and the community as users of services where these actors are also influenced by environmental factors. Likewise the impact, which is felt not only for service users, but also for the

organization itself. In other words, the innovation of Gancang Aron is not an activity that occurs in isolation, but rather there is involvement between actors in certain areas that contribute to the emergence of these innovative practices. This study limits the external environment or that influences innovation in the internal organization of Blambangan Hospital such as directions and policies from the Banyuwangi Regent, policies from the Ministry of Defense and RB to increase competition for public service innovations, regulations on health and pharmacy which are the domain of the Ministry of Health and the involvement of the Indonesian Pharmacists Association, Faculty of Pharmacy Universitas Airlangga and the general public's tendency towards public services. External organizations such as PT Gojek-Indonesia, the Organization Section and other regional instruments in the Banyuwangi District Government, as well as the community as service users are parties between the environmental area and the internal area of Blambangan Hospital. They are directly touched and received influence from both the environment and Blambangan Hospital. Or, they also have the potential to have an indirect influence on the environment and direct influence on Blambangan Hospital.

Acknowledgment

This research was only conducted by interview method and also small observations at Blambangan Hospital related to health services. In the future, this study can be strengthened by conducting a survey with quantitative methods related to the connection and influence between forms of innovation one with other forms of innovation that exist in Blambangan-Banyuwangi Hospital. The aim is to strengthen the findings of the concept from the public sector innovation matrix outlined in this study.

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