



Managerial Transformation of Hospitals Post-Pandemic: Adaptation Strategies and Improvement of Healthcare Service Quality

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ABSTRACT

Introduction:

The COVID-19 pandemic has driven significant changes in hospital management, requiring adaptations to address immediate and long-term challenges. This study explores how hospitals have evolved their practices, integrated new technologies, and focused on resilience to improve healthcare quality. By analyzing these adaptation strategies, the paper provides insights into how hospitals can achieve sustainable improvements in service quality and operational effectiveness in the post-pandemic era.

Research Method:

This study uses a literature search in scientific article databases using keywords: "post pandemic", "adaptation strategy", and "Improvement of Healthcare Service Quality" from 2022 to 2024 for analysis. We also used Google Scholar, Scopus, NCBI, Pubmed, SINTA-indexed and Research Gate databases for additional literature searches.

Findings/Results:

The study finds that hospitals post-pandemic have successfully adopted digital health technologies and flexible management practices, improving patient access, administrative efficiency, and service quality. Enhanced staff training has further boosted patient satisfaction and operational efficiency. However, challenges such as staff burnout and resource constraints persist, highlighting the effectiveness and ongoing need for innovative adaptation strategies in hospital management.

Keyword: managerial transformation, hospital post pandemic, healthcare service quality

INTRODUCTION

In mid-2020, Indonesia was shocked by the emergence of the first COVID-19 case that occurred in Depok City, namely on March 2, 2020. SARSCoV-2 or the corona virus has infected many humans from various parts of the world, causing death. When viewed from its structure, the corona virus is a single strain positive Ribonucleic acid (RNA), which can infect the human respiratory tract. Viruses like this are sensitive to hot temperatures so that they can be effectively inactivated by disinfectants containing chlorine. This virus is thought to originate from animals, especially bats and other vectors, such as bamboo rats and civets (Sumiyati & Hamami, 2021). According to the World Health Organization (WHO), the spread of the corona virus is growing rapidly as evidenced by the increasing number of confirmed positive cases of COVID-19 every day and has spread to almost several parts of the world, including Indonesia. To date, the number of cases in Indonesia has reached 6,493,079 infected patients, 158,631 patients have died, and 6,309,790 patients have recovered (Worldometers, 20/31/2022). COVID-19 infection is characterized by symptoms such as fever with a temperature of >38 degrees Celsius, cough, accompanied by severe shortness of breath, myalgia, fatigue, digestive system disorders such as diarrhea, and respiratory tract disorders. In some very severe cases, these symptoms can experience progressive and rapid worsening. In fact, if the patient suffers from comorbid or congenital diseases, such as diabetes mellitus, hypertension, lung disease, heart disease, and others, it can worsen the condition of COVID-19 infection for sufferers and cause death. The corona virus spreads and is transmitted through droplets or splashes of fluid from the respiratory tract of an infected person, such as sneezing and coughing. Not only that, but the corona virus can also be transmitted if someone who is not infected touches an object or surface that is contaminated by the virus, then touches the head, especially the face, such as the eyes, nose, and mouth. So that someone who has direct contact with a sufferer is at greater risk of contracting this virus.

The government has taken various methods and efforts to prevent the transmission of the corona virus, starting from implementing Lockdown, Large-Scale Social Restrictions (PSBB), implementing the 3M health protocol which was later updated to 5M (washing hands, wearing masks, maintaining distance, avoiding crowds, and reducing mobility), Implementation of Community Activity Restrictions (PPKM), and other efforts. Several of

these efforts have indirectly changed every rule that applies in the social life of the community, including changing the rules and strategies in hospital policies. So that every level of society is required to adapt to new habits during the COVID-19 pandemic.

Health service institutions that provide comprehensive individual health services and provide outpatient, inpatient, and emergency services are health service institutions called hospitals (Ministry of Health of the Republic of Indonesia, 2021). Hospitals have become the main destination and hope of the community, health workers, hospital managers and owners and regulators during the COVID-19 pandemic. The ability to respond appropriately and quickly is the key to being able to deal with the COVID-19 pandemic well (Sumantono, 2021). During a pandemic like this, health services will certainly be very different from the previous situation. Hospitals must prepare changes in service procedures in order to adjust to the situation. In this case, regulations are needed that can integrate changes in service procedures in hospitals and other health institutions as an effort to prevent and handle COVID-19.

Maintaining and improving the quality of hospital services is a major challenge in the JKN era, especially after the Covid-19 pandemic. Each hospital must have the right strategy according to its conditions and capabilities. The JKN (National Health Insurance) program is a Universal Health Coverage program created by the Indonesian government where membership is mandatory for all Indonesian people, regulated in Law Number 40 of 2004 concerning the National Social Security System (SJSN), then implemented in Law (UU) Number 24 of 2011 concerning the Social Security Management Agency (BPJS). This regulation is intended to ensure equality, justice and independence of the community. In the health sector, it will be managed and implemented by BPJS Health. With the JKN era through BPJS, every hospital in Indonesia is always improving itself so that it remains the hospital of choice for people who need health services. The health service referral system is implemented in stages according to medical needs (BPJS, 2021). The Covid-19 pandemic that hit Indonesia has had a major impact on the hospital industry and health services. Hospitals must be adaptive, able to carry out efficiency supported by an integrated and comprehensive information system covered by JKN (BPJS, 2021). The Covid-19 pandemic has caused changes in patient behavior which has resulted in a decrease in the number of patient visits to the hospital. In addition, the implementation of the competency-based online referral system from BPJS Kesehatan is actually carried out based on hospital class

and not based on competency and distance.

The threat of COVID-19 requires a quick response to stop ongoing transmission. In dealing with this, strategic steps are needed to prevent and control COVID-19, one way is to increase the capacity for tracking, examining, quarantining, and isolating COVID-19 patients. This strategy requires community involvement and government coordination so that it can be carried out efficiently, quickly, and with discipline. Government coordination in this case creates a Guide for the Implementation of Examination, Tracking, Quarantine, and Isolation in the Framework of Accelerating Prevention and Control of COVID-19 in various sectors by implementing examination, tracking, quarantine, and isolation of COVID-19 patients which are then stated in the Decree of the Minister of Health of the Republic of Indonesia Number HK.01.07/Menkes 4641/2021. Hospitals in their activities must change, adapt, and meet the standards that must be achieved in supporting KMK Number HK.01.07/Menkes 4641/2021 in order to participate in accelerating the process of preventing and controlling the number of COVID-19 in Indonesia. Therefore, this study is intended to determine whether there are.

The Covid-19 pandemic period, although it has a bad impact on the world of health. However, the Covid-19 pandemic period also has a positive impact that can be applied in the world of health, especially for hospital strategies in improving the quality of patients after the Covid-19 pandemic ends. During the Covid-19 pandemic, hospitals and health workers are required to adapt to existing conditions. This adaptation is a form of natural training for hospitals and health workers in providing health services to patients. The natural training carried out has a positive impact on the implementation of hospital management after the Covid-19 pandemic ends. A good positive impact can be seen from the increase in patient satisfaction with hospital services and hospital operations can be more efficient (Priyotomo et al., 2022). Some of the positive impacts are adopted digital health technologies, flexibility management practices, improving patient access, administrative efficiency and service quality. Digital health technologies can be defined as: “the field of knowledge and practice associated with the development and use of digital technologies to improve health. Digital health expands the concept of eHealth to include digital consumers, with a wider range of smart and connected devices. It also encompasses other uses of digital technologies for health such as the Internet of Things (IoT), advanced computing, big data analytics, artificial intelligence including machine learning, and robotics”(WHO, 2021). Digital health technology is a combination of digital technology and health services that

aims to improve the quality of services and patient health outcomes (Herold et al., 2022).

Management flexibility is defined as: the ability of management to make choices that affect when and where to work. Many companies, especially in elite industries, have implemented innovative transmission programs that offer a variety of options for reducing workloads, changing work locations and times, and adapting to employees' personal lives. One way to categorize office workers is the level of mobility they have to move around the office environment, so work styles can combine different levels of mobility (Sopiah, 2022). Rapid changes in the modern business environment require adaptation in performance management systems to remain relevant and effective. In this context, the concept of flexible performance management emerged as an effort to adapt the performance appraisal system to the dynamics of the ever-changing work environment. Paradigm changes in the modern work environment, including the increasing use of technology, remote work, and changes in leadership styles, have presented new challenges in managing employee performance. Traditional models in performance management are often less responsive to the needs of today's rapidly evolving organizations. Therefore, a new approach that is more flexible and adaptive is needed. The importance of flexible performance management is increasing along with the increasing complexity and dynamics in the work environment. Organizations need to understand how to change their performance appraisal systems to suit the demands of the times, motivate employees, and improve productivity and work quality. Several previous studies have investigated various aspects of flexible performance management, including the use of technology in the performance evaluation process, the implementation of a competency-based approach, and adaptive performance development strategies (Setyawulan & Kusumaningrum, 2024).

What is needed to achieve good health services is to improve the level of education and socio-economic conditions, so that the needs and demands of the community for health increase and improve the performance of health workers. Health services are still not optimal because there are still many shortcomings. Access to health services is a form of health service with various types of services that can be reached by the community. Improving the quality of access to health services is needed to improve the health of the community (Lasso, 2023). Every individual has the right to gain access to resources in the health sector. This access includes geographical, social, and economic. Ease of access to health services is very crucial for the community. Access to health services can include the

availability of services, physical access, economic access, and social access (Megatsari et al., 2019).

Administrative efficiency is an indicator that describes how effectively an organization's resources are used in achieving its stated goals. Efficiency theory states that an organization is considered efficient if the output achieved is actually comparable to the expected output. The focus of this theory is to improve efficiency in the implementation of public administration. Concepts such as optimal use of resources, effective bureaucratic management, and increased productivity are part of this theory (Gultom et al., 2024). Efficient administration has several benefits, such as achieving organizational goals effectively and efficiently, facilitating the decision-making process and carrying out tasks, increasing organizational productivity and performance, reducing bureaucracy and waste of resources, improving relations between leaders and employees, increasing accountability and transparency in government. Efficient administration will help in managing data and information, making the right decisions, and minimizing errors in carrying out tasks, so that it can increase productivity and performance and obtain the best service (Nainggolan & Simamora, 2024).

Quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes. It is based on evidence-based professional knowledge and is critical for achieving universal health coverage. As countries commit to achieving Health for All, it is imperative to carefully consider the quality of care and health services. Quality health care can be defined in many ways but there is growing acknowledgement that quality health services should be: Effective – providing evidence-based healthcare services to those who need them, Safe – avoiding harm to people for whom the care is intended and People-centred – providing care that responds to individual preferences, needs and values (WHO, 2021). The foundation of quality healthcare is doing the right thing at the right time in the right way for the right person and having the best results possible. Quality healthcare often means striking the right balance in the provision of health services by avoiding overuse (e.g., getting unnecessary tests), underuse (e.g., not being screened for high blood pressure), or misuse (e.g., being prescribed drugs that have dangerous interactions) (Yeung et al., 2023).

METHODE

The research conducted in this study used the literature review method, namely in collecting and processing research data utilizing internet searches as a tool in finding articles similar to hospital strategies in adapting new habits after the COVID-19 pandemic. The search in this study obtained several sources from Google Scholar and Semantic using the keywords COVID-19, Adaptation, post-pandemic, Strategy, and Hospital. The articles collected have been filtered based on the chronology in the last 3 years starting from 2022 to 2024, with articles published nationally and internationally. The eligibility criteria selected in this article are research articles that discuss the issue of adapting new habits to hospital strategies in Indonesia after the COVID-19 pandemic. In terms of inclusion, the criteria for selecting articles are research that meets the requirements, published in Indonesian or English. While the exclusion of the selected articles is that it does not meet the criteria, is not published clearly, the structure of the article is incomplete, and is published before 2022.

RESULT AND DISCUSSION

The Covid-19 pandemic period, although it has a bad impact on the world of health. However, the Covid-19 pandemic period also has a positive impact that can be applied in the world of health, especially for hospital strategies in improving the quality of patients after the Covid-19 pandemic ends. Some of the positive impact is stated in the article table below

Table 1 Article of Adaptation Strategies and Improvement of Healthcare Service Quality

| No | Authors Name Article | Years | Title of Article | Finding |
|----|----------------------|-------|--|--|
| 1 | Saputra et al | 2022 | Bridging a Resilient PostPandemic Recovery through Digital Health Transformation | Since the start of telemedicine practices during the COVID-19 pandemic, simple digital health interventions have been implemented by public and private sector hospitals, such as mobile health digital packages |
| 2 | Getachew et | 2023 | Digital health in the era | After the Covid-19 pandemic |

| No | Authors Name Article | Years | Title of Article | Finding |
|----|----------------------|-------|--|--|
| | al | | of COVID-19: Reshaping the next generation of healthcare | ended, healthcare facilities continued to run and operate the digital technology used during the pandemic, because this technology can facilitate patient services |
| 3 | Paul & Phil | 2024 | Innovative Healthcare Digital Transformations During and After the COVID-19 Pandemic Crisis | The digital transformation demanded by the presence of the pandemic ultimately taught about the various advantages of using telemedicine. The public is increasingly comfortable and recognizes the benefits of using telemedicine. This can be seen from the statistics on the use of telemedicine which is stable at 38 times higher than the use of telemedicine services before the pandemic |
| 4 | McHugh & Cross | 2021 | The Application Of Organizational Slack to Hospital System Responsiveness During The COVID-19 Pandemic | This is as stated by several researchers. The COVID-19 pandemic puts unique pressure on hospitals during the crisis and is likely to change operations and care delivery in the future. Through the perspective of organizational flexibility, we can better understand the optimal way to respond to future crises |
| 5 | Relly et al | 2022 | Experience Of The Head Of The Room In Managing A Room That Treats Covid-19 Patients | During the Covid-19 pandemic, hospital management must be able to flexibly rearrange the nurse nursing system and measure job satisfaction, this is also good to use after the Covid-19 pandemic |
| 6 | Kaya et al | 2022 | Benefits of Flexible Working System During Covid-19 Pandemic: A Field Study in Turkey | The impact of flexible management practices during the Covid-19 pandemic on hospital management after the pandemic ends is that hospital management not only ensures optimal service to patients but also ensures that the service system can function efficiently and effectively |

| No | Authors Name Article | Years | Title of Article | Finding |
|----|----------------------|-------|---|--|
| 7 | Rahmadi | 2023 | Digital Public Services Before and After the COVID-19 Pandemic in Indonesia | Several research results state that the Pandemic accelerated the development of health technology, such as telemedicine, which helps facilitate patient access to health services after the Covid-19 pandemic ends. Telehealth can provide many benefits during the pandemic by expanding or improving access to nursing care for patients, which saw a 154% increase in telehealth visits during the last week of March 2022, compared to the same period in 2021 |
| 8 | Pribadi & Nadjib | 2023 | Hospital Strategies In Dealing With Changes In Customer Behavior During The Covid-19 Pandemic | The number of patient visits for outpatient treatment to the hospital after the pandemic increased significantly |
| 9 | Siregar et al | 2023 | Penggunaan Pelayanan Kesehatan Sebelum Dan Selama Covid19: Satu Kajian Di RSU Muhammadiyah Kota Medan | The conclusion obtained after the Covid-19 pandemic was that there was a change in people's desire to take treatment in health services |
| 10 | Priyotomo et al | 2022 | Analysis of the Impact of Covid-19 on Hospital Efficiency, Effectiveness, and Productivity (Case Study: RSU Mitra Paramedika D.I. Yogyakarta) | When compared to before the COVID-19 pandemic, the efficiency of hospital management after the COVID-19 pandemic has become more efficient with an efficiency value of 69-78% |
| 11 | Arumawati et al | 2022 | Efficiency Analysis Of Inpatient Service At Assalam Gemolong Hospital, Sragen | It can be seen that inpatient administrative patient services after the Covid-19 pandemic based on four indicators have been efficient |
| 12 | Binuko & Fauziyah | 2024 | The Influence of Economic and Social Factors on Access to Health Services in Hospitals | The use of digital technology implemented by hospitals during the Covid-19 period and after Covid-19 has had a positive impact because access to administrative services is easier and more efficient |

| No | Authors Name Article | Years | Title of Article | Finding |
|----|----------------------|-------|---|--|
| 13 | Zahra & Dhamanti | 2022 | Literature Review: Hospital Service Quality During The Covid-19 Pandemic | The results of the study showed variations in the improvement of the quality of health services in hospitals during and after the COVID-19 pandemic. Health services need to be provided optimally so that the quality of health services is maintained even after the COVID-19 pandemic |
| 14 | Ilma & Sugiarto | 2022 | The Role of Hospital Service Quality in the JKN Era and the COVID-19 Pandemic | Quantitative research states that there is a positive and significant relationship between service quality, customer perceived value, and trust on customer satisfaction in the JKN era after the Covid-19 pandemic |
| 15 | Jacobs | 2022 | More silver linings of the COVID pandemic: Uplifting effects continue | One of the positive impacts of the Covid-19 pandemic is that the quality of service in several hospitals has increased because during the pandemic medical staff always used standard operating procedures correctly and are used to it until now |

1. Adopted Digital Health Technologies

Several studies have stated that hospitals or healthcare facilities continue to use the technology used during the pandemic. Since the start of telemedicine practices during the COVID-19 pandemic, simple digital health interventions have been implemented by public and private sector hospitals, such as mobile health digital packages (Saputra et al., 2023). After the Covid-19 pandemic ended, healthcare facilities continued to run and operate the digital technology used during the pandemic, because this technology can facilitate patient services (Getachew et al., 2023). The digital transformation demanded by the presence of the pandemic ultimately taught about the various advantages of using telemedicine. The public is increasingly comfortable and recognizes the benefits of using telemedicine. This can be seen from the statistics on the use of telemedicine which is stable at 38 times higher than the use of telemedicine services before the pandemic (Paul & Phil, 2024).

Digital health technologies can be defined as: “the field of knowledge and practice associated with the development and use of digital technologies to improve health. Digital health expands the concept of eHealth to include digital consumers, with a wider range of smart and connected devices. It also encompasses other uses of digital technologies for health such as the Internet of Things (IoT), advanced computing, big data analytics, artificial intelligence including machine learning, and robotics”(WHO, 2021). Digital health technology is a combination of digital technology and health services that aims to improve the quality of services and patient health outcomes (Herold et al., 2022).

2. Flexibility Management Practices

With the Covid-19 pandemic, hospitals are required to be able to adapt to the circumstances that occur, including more flexible hospital management practices. This continues after the pandemic ends. This is as stated by several researchers. The COVID-19 pandemic puts unique pressure on hospitals during the crisis and is likely to change operations and care delivery in the future. Through the perspective of organizational flexibility, we can better understand the optimal way to respond to future crises (McHugh & Cross, 2022). During the Covid-19 pandemic, hospital management must be able to flexibly rearrange the nurse nursing system and measure job satisfaction, this is also good to use after the Covid-19 pandemic (Relly et al., 2022). The impact of flexible management practices during the Covid-19 pandemic on hospital management after the pandemic ends is that hospital management not only ensures optimal service to patients but also ensures that the service system can function efficiently and effectively (Kaya et al., 2022).

Management flexibility is defined as: the ability of management to make choices that affect when and where to work. Many companies, especially in elite industries, have implemented innovative transmission programs that offer a variety of options for reducing workloads, changing work locations and times, and adapting to employees' personal lives. One way to categorize office workers is the level of mobility they have to move around the office environment, so work styles can combine different levels of mobility (Sopiah, 2022).

3. Improving Patient Access

Several research results state that the Pandemic accelerated the development of health technology, such as telemedicine, which helps facilitate patient access to health services after the Covid-19 pandemic ends. Telehealth can provide many benefits during the pandemic by expanding or improving access to nursing care for patients, which saw a 154%

increase in telehealth visits during the last week of March 2022, compared to the same period in 2021 (Rahmadi, 2023). The number of patient visits for outpatient treatment to the hospital after the pandemic increased significantly (Pribadi & Nadjib, 2023). The conclusion obtained after the Covid-19 pandemic was that there was a change in people's desire to take treatment in health services (Siregar et al., 2023).

4. Administrative Efficiency

When compared to before the COVID-19 pandemic, the efficiency of hospital management after the COVID-19 pandemic has become more efficient with an efficiency value of 69-78% (Priyotomo et al., 2022). It can be seen that inpatient administrative patient services after the Covid-19 pandemic based on four indicators have been efficient (Arumawati et al., 2022). The use of digital technology implemented by hospitals during the Covid-19 period and after Covid-19 has had a positive impact because access to administrative services is easier and more efficient (Binuko & Fauziyah, 2024).

Administrative efficiency is an indicator that describes how effectively an organization's resources are used in achieving its stated goals. Efficiency theory states that an organization is considered efficient if the output achieved is actually comparable to the expected output. The focus of this theory is to improve efficiency in the implementation of public administration. Concepts such as optimal use of resources, effective bureaucratic management, and increased productivity are part of this theory (Gultom et al., 2024) . Efficient administration has several benefits, such as achieving organizational goals effectively and efficiently, facilitating the decision-making process and carrying out tasks, increasing organizational productivity and performance, reducing bureaucracy and waste of resources, improving relations between leaders and employees, increasing accountability and transparency in government. Efficient administration will help in managing data and information, making the right decisions, and minimizing errors in carrying out tasks, so that it can increase productivity and performance and obtain the best service (Nainggolan & Simamora, 2024).

5. Service Quality

The results of the study showed variations in the improvement of the quality of health services in hospitals during and after the COVID-19 pandemic. Health services need to be provided optimally so that the quality of health services is maintained even after the COVID-19 pandemic (Zahra & Dhamanti, 2022). Quantitative research states that there is a positive

and significant relationship between service quality, customer perceived value, and trust on customer satisfaction in the JKN era after the Covid-19 pandemic (Ilma & Sugiarto, 2022). One of the positive impacts of the Covid-19 pandemic is that the quality of service in several hospitals has increased because during the pandemic medical staff always used standard operating procedures correctly and are used to it until now (Jacobs & Manfredi, 2022).

Quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes. It is based on evidence-based professional knowledge and is critical for achieving universal health coverage. As countries commit to achieving Health for All, it is imperative to carefully consider the quality of care and health services. Quality health care can be defined in many ways but there is growing acknowledgement that quality health services should be: Effective – providing evidence-based healthcare services to those who need them, Safe – avoiding harm to people for whom the care is intended and People-centred – providing care that responds to individual preferences, needs and values (WHO, 2021). The foundation of quality healthcare is doing the right thing at the right time in the right way for the right person and having the best results possible. Quality healthcare often means striking the right balance in the provision of health services by avoiding overuse (e.g., getting unnecessary tests), underuse (e.g., not being screened for high blood pressure), or misuse (e.g., being prescribed drugs that have dangerous interactions) (Yeung et al., 2023)

During the Covid-19 pandemic, hospitals and health workers are required to adapt to existing conditions. This adaptation is a form of natural training for hospitals and health workers in providing health services to patients. The natural training carried out has a positive impact on the implementation of hospital management after the Covid-19 pandemic ends. A good positive impact can be seen from the increase in patient satisfaction with hospital services and hospital operations can be more efficient (Priyotomo et al., 2022).

CONCLUSION

During the Covid-19 pandemic, there were also positive impacts that could be applied in the health sector, especially for hospital strategies in improving patient quality after the Covid-19 pandemic ended. Some of these positive impacts are Adopted Digital Health

Technologies, Flexibility Management Practices, Improving Patient Access, Administrative Efficiency, and Service Quality. During the Covid-19 pandemic, hospitals and health workers were required to adapt to existing conditions. This adaptation is a form of natural training for hospitals and health workers in providing health services to patients. The natural training carried out had a positive impact on the implementation of hospital management after the Covid-19 pandemic ended. A good positive impact can be seen from the increase in patient satisfaction with hospital services and hospital operations can be more efficient.

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