

# Analisis Implementasi Kebijakan Integrasi Pelayanan Kesehatan di Puskesmas dengan Fasilitas Kesehatan Tingkat Pertama Lain di Kabupaten Kendal Jawa Tengah = Policy Implementation Analysis of Integration of Health Services at Puskesmas with Other First Level Health Facilities in Kendal District, Central Java

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## Abstrak

Untuk mewujudkan seluruh program prioritas yang menjadi tanggung jawabnya, Puskesmas melakukan kolaborasi dengan jejaring Fasilitas Kesehatan Tingkat Pertama lain di wilayah kerjanya melalui integrasi pelayanan kesehatan. Kementerian Kesehatan telah menerbitkan Pedoman Penyelenggaraan Integrasi Pelayanan Kesehatan di Puskesmas dengan FKTP lain dalam pelaksanaan Program Prioritas. Penelitian ini bertujuan untuk menganalisis implementasi kebijakan Integrasi Pelayanan Kesehatan di Puskesmas dengan FKTP Lain di Kabupaten Kendal Jawa Tengah. Penelitian merupakan analisis kebijakan, menggunakan pendekatan kualitatif dengan disain penelitian menggunakan model implementasi kebijakan Edward III yang dikombinasikan dengan kerangka kerja dari WHO dan segitiga analisis kebijakan dari Walt & Gilson untuk memetakan variabel-variabelnya. Pengambilan data dilakukan melalui wawancara mendalam dan telaah dokumen yang dilaksanakan pada bulan April-Mei 2024. Hasil penelitian menunjukkan bahwa kebijakan sudah mulai berjalan akan tetapi belum semua kebijakan terlaksana. Sikap pelaksana sudah baik tetapi belum didukung pemahaman kebijakan yang utuh. Dukungan sumber daya belum optimal dalam hal anggaran dan pemanfaatan teknologi digital untuk pelaporan. Komunikasi belum efektif dalam kejelasan kebijakan. Struktur birokrasi di tingkat FKTP masih kurang, pemahaman pedoman kurang sehingga peran dan pembagian wewenang di FKTP belum berjalan dengan baik. Monitoring dan evaluasi belum berjalan optimal, serta keterlibatan swasta perlu didorong dalam integrasi pelayanan kesehatan. Oleh karena itu, upaya-upaya peningkatan efektivitas implementasi memerlukan penguatan kebijakan, peningkatan komunikasi, penatalaksanaan sumber daya, serta monitoring dan evaluasi.

.....To implement all priority programs for which they are responsible, Puskesmas collaborates with other First Level Health Facility networks in their working areas through health service integration. The Ministry of Health has issued Guidelines for the Implementation of Health Service Integration at Puskesmas with other primary health care facilities in the implementation of Priority Programs. This study aims to analyze the implementation of the Health Service Integration policy at Puskesmas with other FKTPs in Kendal District, Central Java. The research is a policy analysis using a qualitative approach with a research design using the Edward III policy implementation model combined with the WHO framework and the policy analysis triangle from Walt & Gilson to map the variables. Data collection was carried out through in-depth interviews and document reviews conducted in April-May 2024. The results showed that the policy has started to run but not all policies have been implemented. The attitude of the implementers is good but has not been supported by a complete understanding of the policy. Resource support has not been optimal in terms of budget and utilization of digital technology in reporting. Communication has not been effective in policy clarity. Bureaucratic structure at the FKTP level is still lacking, and understanding of the guidelines is lacking so the role and division of authority at FKTP has not gone well. Monitoring and evaluation have not

run optimally, and the involvement of the private sector needs to be encouraged in the integration of health services. Therefore, efforts to improve implementation effectiveness require strengthening policies, improving communication, managing resources, as well as monitoring and evaluation.