

Agile Governance for Achieving Corruption-Free Areas: Case Study on Digital-Based Services at Padangan Hospital

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ABSTRACT

The increase in corruption cases in the health sector not only disrupts the effectiveness of national health programs but also threatens the continuity and quality of healthcare services for the community. Good and rapid governance is needed, namely Agile Governance. The objective of this research is to provide strategic recommendations for the development of a more effective and efficient governance system in the hospital environment, as well as to enhance public trust in the healthcare services provided. This research is motivated by the importance of digital-based healthcare services in enhancing efficiency and transparency in the public sector, as well as reducing the potential for deviations and corruption. RSUD Padangan has received recognition for its implementation of risk management and cultural competence, making it a model hospital in the application of digital-based services. The method used in this research is qualitative with a case study approach according to Creswell (2015). Data collection was conducted using primary and secondary data. The main focus of this research is to analyze how the implementation of agile governance can enhance transparency and accountability in public services, as well as reduce the potential for corruption in the health sector. The research results show that the implementation of agile governance principles by RSUD Padangan successfully increased patient satisfaction and strengthened public trust in healthcare services. The implementation of digital services, cooperation with local government, and readiness to face emergency situations are key to achieving a corruption-free region status.

Keywords: Agile Governance; Digital-Based Service; Corruption-Free Zone

ABSTRAK

Meningkatnya kasus korupsi di sektor kesehatan tidak hanya mengganggu efektivitas program kesehatan nasional, tetapi juga mengancam kelangsungan dan kualitas pelayanan kesehatan bagi masyarakat. Diperlukan tata kelola yang baik dan cepat, yaitu Tata Kelola Agile. Tujuan dari penelitian ini adalah untuk memberikan rekomendasi strategis untuk pengembangan sistem tata kelola yang lebih efektif dan efisien di lingkungan rumah sakit, serta untuk meningkatkan kepercayaan publik terhadap layanan kesehatan yang diberikan. Penelitian ini dilatarbelakangi oleh pentingnya layanan kesehatan berbasis digital dalam meningkatkan efisiensi dan transparansi di sektor publik, serta mengurangi potensi penyimpangan dan korupsi. RSUD Padangan telah mendapatkan pengakuan atas penerapan manajemen risiko dan kompetensi budayanya, menjadikannya rumah sakit model dalam penerapan layanan berbasis digital. Metode yang digunakan dalam penelitian ini adalah kualitatif dengan pendekatan studi kasus menurut Creswell (2015). Pengumpulan data dilakukan dengan menggunakan data primer dan sekunder. Fokus utama penelitian ini adalah menganalisis bagaimana penerapan tata kelola yang agile dapat meningkatkan transparansi dan akuntabilitas dalam pelayanan publik, serta mengurangi potensi korupsi di sektor kesehatan. Hasil penelitian menunjukkan bahwa penerapan prinsip tata kelola agile oleh

RSUD Padangan berhasil meningkatkan kepuasan pasien dan memperkuat kepercayaan masyarakat terhadap pelayanan kesehatan. Penerapan layanan digital, kerja sama dengan pemerintah daerah, dan kesiapan menghadapi situasi darurat menjadi kunci untuk mencapai status daerah bebas korupsi.

Kata kunci: Tata Kelola Tangkas; Layanan Berbasis Digital; Zona Bebas Korupsi

INTRODUCTION

Corruption in health services in Indonesia is a deep and complex problem, which not only harms state finances but also has a direct impact on the quality of health services received by the community. Corruption in the health sector has become widespread. According to records from Indonesia Corruption Watch (ICW), from 2010 to the first semester of 2018, there were 220 corruption cases with 538 suspects, which on average caused state losses of IDR 3.7 billion per case. This shows that corruption in the health sector is not a new phenomenon but is continuous and complex. One of the most common modes of operation of corruptors is the use of markups or inflation of prices for the procurement of goods and services. Data from 2024 itself shows that Indonesia's health budget is getting bigger, reaching IDR 186.4 trillion in that year. Even so, state losses from fraudulent practices in the health sector still reached IDR 20 trillion, according to estimates by the Corruption Eradication Commission (KPK). This emphasizes the importance of integrity in the management of national health programs so that the funds allocated can be used effectively for the welfare of the community (Ministry of Health of the Republic of Indonesia, 2023).

The increase in corruption cases in the health sector not only disrupts the effectiveness of the national health program but also threatens the continuity and quality of health services for the community. Many cases of corruption have been detected in the management of health funds, ranging from brokers in online queue number registration to manipulation of patient data (Setyoko et al., 2023). Patients who can afford to pay bribes often receive better care than those who cannot, thereby increasing the gap in the health system (Yuliana Grant, 2023).

With the increasing digital transformation in the era of reform and globalization, healthcare services in agile governance have emerged as a promising approach to improve responsiveness and accountability, especially in the context of healthcare, which is required to be faster, more efficient, transparent, and accountable as a service provider that aims to realize welfare. public (Marfu'ah, 2024). The principle of Agile Governance consists of 2 words, namely agile, which means (agile), and governance, which means (government), so agile governance is called agile governance. Agile governance can also be interpreted as basic skills in governance in order to survive and follow the flow of development and be able to respond to community needs quickly and efficiently. Agile governance is here to encourage someone to be able to implement organizational governance quickly in order to improve performance and productivity processes in the organization (Khotimah & Ula, 2023).

In today's digital era, the ability to adapt quickly will be the key to success for every government organization. In the agile governance theory, there are 6 principles according to (Luna, 2015), namely (1) good enough governance, (2) business driven, (3) human focused, (4) based on quick wins, (5) systematic and adaptive approach, and (6) simple design and continuous refinement. This approach includes principles such as simplicity, quick wins, and continuous improvement to improve public services. Researchers use six agile governance principles to analyze how agile governance can be applied at Padangan Hospital through digital-based health services in creating a corruption-free area.

Padangan Bojonegoro Regional Hospital, as one of the regional hospitals owned by the Bojonegoro Regency Government. Established with the aim of improving health services in the western region of Bojonegoro Regency, Padangan Regional Hospital functions as a referral health facility that provides comprehensive health services, including inpatient, outpatient, and emergency care. Padangan Regional Hospital is committed to improving the integrity and quality of its services through the application of digital technology (Julianti et al., 2022). This step is in line with the development of integrity zones based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 10 of 2019 (Permenpan, 2019).

Padangan Regional Hospital's initiative to create an Integrity Zone in order to create a corruption-free area involves six main areas of change, namely (1) change management, (2) restructuring human resource management, (3) strengthening accountability, (4) increasing supervision, (5) improving the quality of public services, and (6) innovation in facility management (Padangan Regional Hospital, 2020). This aims to create a service system that is not only responsive to the needs of the community but also able to provide a higher sense of trust and satisfaction with health services.

Corruption-free areas are a strategic program that aims to create a clean environment free from corrupt practices (Nugroho, 2020). At Padangan Regional Hospital, Bojonegoro Regency, efforts to realize WBK have become a strong commitment starting from cleaning service, security guards, and staff to directors. Padangan Regional Hospital has signed a commitment to enter a work area that is free from corruption, free from extortion, and free from gratification, which involves the Bojonegoro Inspectorate and Anti-Corruption Counselor (PAKSI) (Suyadi et al., 2022). Padangan Regional Public Hospital strives to achieve the Integrity Zone (ZI) predicate, which is a recognition for government institutions that are committed to running a clean government and serving the community well. These steps are taken to improve the professionalism and integrity of individuals and organizations in the hospital environment. The main goal is to provide the best service to the community without compensation to corrupt practices.

The application of information technology in health services also encourages innovation by acting as an agent of change (Setyawan, 2023). Padangan Regional

Public Hospital has implemented several digital-based health service innovations aimed at improving the provision of health services, increasing transparency, and reducing opportunities for corruption. including: (a) PROPARAJA or online registration for outpatients, This innovation aims to ensure that patients no longer need to queue to register. (b) SI RUJAK PETIS, or a fast and accurate referral system for handling healthy and safe mothers, is an integrated maternal referral system to accelerate referral services for mothers giving birth, which aims to reduce maternal mortality. (c) SIMASIKO is a system for risk management control that can be accessed by all service units so that risks can be immediately followed up and managed together. (d) HI BEZTI is an innovation about a nutritious patient food menu in one attractive and delicious serving. This innovation not only increases efficiency but also speeds up the service process. (e) PP GRAT is an innovation created to report bribes from patient families to health workers who will be handled by redistributing the proceeds of the bribes. This innovation can only be accessed by Padangan Hospital staff.

Agile governance is a very relevant approach in efforts to create a corruption-free area, especially in the context of the Padangan Regional General Hospital (RSUD). This principle emphasizes the ability of the organization to adapt quickly to changes and challenges that exist so as to increase the effectiveness and efficiency in public services. In this case, agile governance serves as a framework that facilitates the implementation of the principles of transparency, accountability, and responsiveness, which are crucial in preventing corrupt practices within the government environment. In the context of Padangan Hospital, the implementation of agile governance can be realized through the development of an Integrity Zone towards a Corruption-Free Area (WBK). This Integrity Zone not only functions as a symbol of commitment to preventing corruption but also as a model for other work units in implementing clean and serving bureaucratic reforms (Prayitno et al., 2022). Through various initiatives, such as improving internal oversight and transparency in budget management, Padangan Hospital can create an environment conducive to integrity and accountability.

Padangan Hospital also strives to meet the target of comprehensive public service and eliminate the potential for corruption in various aspects of hospital services. However, before the Integrity Zone, Padangan Hospital faced a number of complaints that caused dissatisfaction among the community. One of the main problems that is often complained about is the long waiting time for patients since the hospital accreditation increased from D to C in 2021. Patient visits at Padangan Hospital have increased drastically in the emergency department (IGD), outpatients, and inpatient wards. A significant increase in visits occurred in the outpatient department. The number of visits that were previously only 150-200 per day increased to 375-400 per day. The increase in visits caused the service queue to become longer and more time-consuming. This long queue not only reflects internal management problems but also opens up opportunities for gratification practices, where patients or their families are forced to give rewards to officers in order to get

faster service. This problem shows an urgent need to implement more significant changes in the hospital service system. To overcome this problem, Padangan Hospital is digitizing all service processes.

The digital online queue system, or e-health, in hospitals has also proven effective in reducing patient queues, as happened at RSUD Sumberrejo, Bojonegoro. Patient queues can be reduced significantly, while the drug administration process also becomes faster and more structured. This innovation not only increases the operational efficiency of hospitals but also provides direct benefits to the community in the form of faster and more accessible services. (Pebriyanto, DY, & Suprastiyo, 2023) This shows that the application of technology in health services is very important in facing bureaucratic challenges that have so far hampered service efficiency. Padangan Regional Public Hospital needs to continue to prioritize transparency in every service process. The use of digital technology in the service system is not only a step to increase efficiency but also a monitoring mechanism that allows each process to be monitored in real time and minimizes human error.

Apart from that, the research, which was also used as a reference in compiling this manuscript, was research conducted by (Governance and others, 2023) with the title "Local Government Design during the Pandemic: Challenges Towards Agile Governance in East Java, Indonesia." This study aims to find information on the extent to which the East Java Provincial Government has demonstrated agile governance by considering the six main principles applied during the pandemic. The results of this study indicate that although efforts have been made towards agile governance, the East Java Provincial Government has not been able to fulfill all the principles of agile governance. This means that there are still several aspects that are still weak and need to be improved. The novelty of this study compared to previous studies lies in the differences in locus and issues, as well as the focus of governance in realizing a corruption-free area in application-based services at Padangan Hospital.

Based on the background that has been explained above and previous studies that are used as references, the researcher is interested in discussing a study entitled Agile Governance to Realize a Corruption-Free Area: Case Study on Application-Based Services at Padangan Hospital. This study explores the application of Agile Governance principles in achieving a corruption-free area through digital-based services at Padangan Hospital, a regional hospital in Bojonegoro, Indonesia. The main focus of this study is to analyze how the implementation of agile governance can improve transparency and accountability in public services, as well as reduce the potential for corruption in the health sector. Thus, the purpose of this study is to provide strategic recommendations for the development of a more effective and efficient governance system in the hospital environment, as well as to increase public trust in the health services provided.

METHOD

In this study, the researcher used a qualitative research method with a case study approach. According to John W. Creswell in (Mackiewicz, 2018), qualitative research focuses on in-depth understanding of the experiences of individuals or groups in certain situations. The main focus of this research is on agile governance and its implementation in realizing a corruption-free area, especially through digital-based services at Padangan Regional Hospital. Dith's use of a case study approach aims to explore and deepen the application of Agile Governance principles in the context of public services. Case studies are selected because of their ability to provide in-depth insights into the practices and challenges faced in implementing a responsive and transparent government system.

Data collection techniques use primary and secondary data. Primary data is data obtained directly from field research through observation and interviews (Rukin, S.Pd., 2019). The interviews were conducted in a semi-structured manner by exploring the experiences of operational and management hospital staff in providing digital-based health services based on 6 indicators of the Agile governance principles according to (Luna, 2015). In addition to conducting interviews with hospital staff, informants will also be collected from stakeholders and patients. This combination of informants will help reduce the possibility of bias and provide a more balanced understanding of the implementation of digital-based health services in realizing a corruption-free area. Data collection was also carried out by researchers by conducting observations for 1 month at Padangan Hospital. Secondary data was obtained through literature studies from various sources. Among them are articles and related reports that discuss the quality of digital services, integrity zones, and the implementation of corruption-free areas (WBK) in the context of health services. Not only that, secondary data was collected through content analysis of the Padangan Hospital YouTube channel, which contains various information regarding strategies for improving the quality of electronic services and the implementation of the Integrity Zone. Observations of the uploaded videos provide a clear picture of the efforts made by the hospital in improving technology-based health services, including initiatives related to transparency and accountability in service delivery.

Data analysis techniques used according to (Miles and Huberman, 1984) consist of data reduction, data presentation, and drawing conclusions by describing and analyzing data, which is then arranged in the form of sentences. After the data obtained is collected, the next step is to process and apply the data obtained in simplifying the information in an arrangement so that it is easy to understand.

RESULT AND DISCUSSION

To determine the effectiveness of the application of agile governance principles at Padangan Regional Hospital, researchers conducted an analysis of the six agile governance principles mentioned as follows:

1. Good Enough Governance

Good Enough Governance shows that the background of the organization must always be considered and used as a reference in improving governance. Based on the results of interviews conducted with the management of Padangan Hospital, it was stated that digital-based services at Padangan Hospital, by continuing to innovate, have a significant impact on realizing an area free from corruption, especially through increasing transparency, efficiency, and accountability in health services. This can be proven from the data on the increase in the number of outpatient visits from 2023 to 2024, which continues to increase; public satisfaction in 2022 scored 85.5, in 2023 scored 86.49, and in 2024 the score increased to 89.1; the Service Satisfaction Perception Index from January to June increased by 88.02%; and the Anti-Corruption Perception Index (IPAK) in 2024 increased by a score of 93.83%. Improving the quality of the digitalization of these services is considered very effective and efficient so that the principle of good enough governance is very influential in realizing health services free from corruption.



Figure 1. Outpatient Installation Patient Visits
Source: interview results (2024)

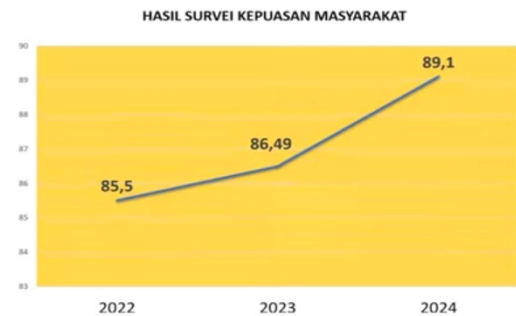


Figure 2. Results of Community Satisfaction Survey
Source: interview results (2024)



Figure 3. Service Perception Index (PKP)
Source: interview results (2024)



Figure 4. Anti-Corruption Perception Index (IPAK)

Source: interview results (2024)

Padangan Hospital is also committed to accelerating and simplifying patient services through digitalization, including a digital integration system that allows for better and more transparent management of patient data, thereby reducing direct interaction between officers and patients, which ultimately reduces the possibility of extortion or gratification. Padangan Hospital assesses the alignment of governance with accountability and transparency in providing health services through several approaches and initiatives, with increased status and services. Previously, Padangan Hospital was a class D hospital but has now been upgraded to a class C hospital. This change aims to improve the quality of health services to the community, especially in the western region of Bojonegoro Regency. With this new status, Padangan Hospital can now provide more complete and diverse services.

Steps taken by Padangan Hospital to ensure that the entire service process is free from gratification practices. From the interview results, it was stated that the steps taken were that all Padangan Hospital employees signed a commitment to enter a work area free from corruption, collusion, and nepotism, extortion, and gratification. Based on the results of observations at Padangan Hospital, the implementation of health services has been quite good, as evidenced by the commitment to implement core values and be ethical, service-oriented, accountable, competent, harmonious, collaborative, adaptive, and loyal in carrying out daily tasks. In addition, implementing a work culture including SIGAP or being ready to respond to reject gratification and implementing 5S in providing services to the community.

2. Business Driven

On the second principle, namely business-driven or business-oriented. This time the researcher will discuss the business-driven principle with a focus on solving problems that arise during the decision-making process carried out by the management of Padangan Hospital. Reviewing every decision and action in health services, especially at Padangan Hospital, is very important to ensure that all processes run efficiently and transparently. This includes patient data management, information processing, and efforts to ensure that all services are free from corrupt practices.

Patient data management is one of the most important aspects in a hospital management information system. With a good information system such as the

Hospital Management Information System (SIMRS) and electronic medical records, this is in line with the statement of the Padangan Hospital management, which said, "Currently, all service processes starting from registration, medical records, patient queues, prescriptions, to receiving drugs have been digitized and are no longer paperless. As a result, all processes are faster. Doctors can immediately examine patients without having to wait for medical record documents, because everything is available in the Hospital Management Information System (SIM-RS)."

This not only improves operational efficiency but also provides safer services for patients seeking care. SIMRS allows quick access to medical history, test results, and treatment plans, allowing medical teams to provide more coordinated and personalized care. Electronic medical records (EMR) are part of a commitment to improving patient care through digital transformation (Fitri Ayu Rachmawati et al., 2023). This initiative is in line with the Regulation of the Minister of Health of Indonesia No. 24 of 2022, which mandates all healthcare facilities to adopt an electronic medical record system. The security of patient information is a top priority in data management. Information systems must be designed with strong security features to protect the privacy and confidentiality of health data. Through training and security awareness for healthcare staff, hospitals can create a safe environment where patients are confident that their information is well protected. This SIM-RS can only be accessed by certain people using fingerprints, so it is certain that all patient data is safe.

At Padangan Regional General Hospital (RSUD) Bojonegoro Regency, there is a strong commitment to creating a health service system that is not only effective but also transparent and free from corruption. Every decision and action taken by the staff of Padangan Hospital is closely monitored to ensure that the decision-making process and implementation of these actions are oriented towards efficiency and transparency. This is done systematically and in a structured manner so that every step can be monitored and evaluated objectively. Thus, it can be concluded based on business principles that the results achieved at Padangan Hospital are very good with what has been implemented.

3. Human Focused

Focusing on humans means that governance must have space for human resources to commit to realizing a corruption-free area, starting from directors, staff, and cleaning services to the community. Community participation plays a very important role, especially in the context of health services. In this case, all staff of Padangan Hospital are quite open to any shortcomings in the services provided at Padangan Hospital, especially in the commitment to reporting any gratification practices through PPGrat barcode scans and the mechanism for distributing gratification to people in need. At Padangan Hospital, in addition to service counters such as the Suggestion Box Form and the Pinarak Asik Room, there is also an online information complaint counter, such as via Google Review, WhatsApp, Twitter, Instagram, Facebook, and TikTok. This will accommodate complaints that will be

followed up quickly regarding problems, both direct services and online services. The following are examples of complaints, criticisms, and suggestions via Google Review:

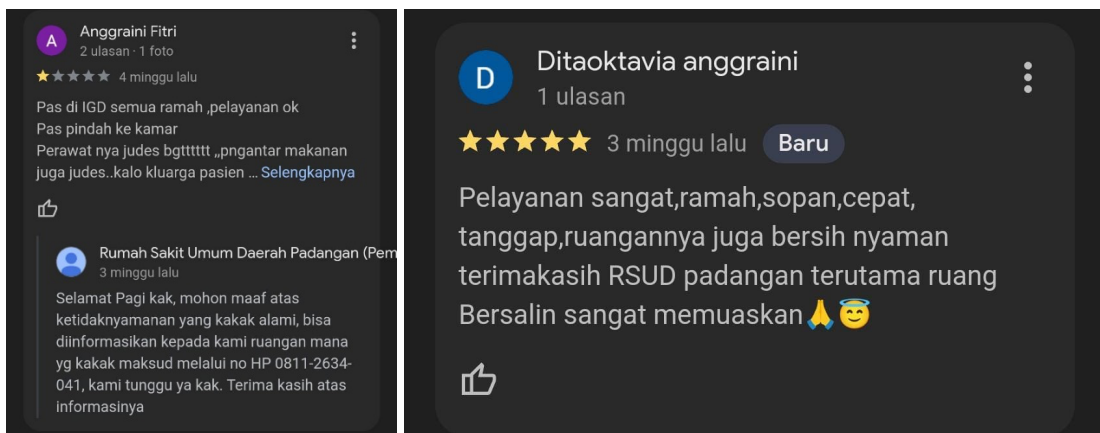


Figure 5. Review of Padangan Regional Hospital

Source: <https://g.co/kgs/zkEVsC6>

From the image above, there are many positive comments, but there are still complaints from the public who are dissatisfied with the health services provided by Padangan Hospital. It seems that Padangan Hospital has responded to the comments and complaints and will follow up according to the existing complaint categories. In addition to the public, Padangan Hospital employees also actively contribute to decision-making in the field of digital-based health services by signing an anti-corruption commitment, carrying out service innovations, collecting patient input, and participating in training. This contribution not only supports the Corruption-Free Area program but also improves the quality of services to the public. It is hoped that this effort can continue to be improved to realize optimal health services that are free from corrupt practices.

In commitment Padangan Regional Hospital routinely conducts patient satisfaction surveys to find out patient expectations and needs nature commitment to realize a corruption-free area. Padangan Regional Hospital is improving the quality of human resources. Efforts made in the field of human resources include needs planning through the Ministry of Health's needs planning application (RENBUT), education and training needs planning through training needs analysis, monitoring employee performance through the State Civil Service Agency's E-Kinerja, and giving awards to outstanding employees every six months. The community also needs to be encouraged to adapt to digital services. Including education on how to utilize digital services such as online queuing systems, electronic prescriptions, and other health information systems, so that they can utilize these services optimally. The integration of various health information systems is a challenge for Padangan Regional Hospital, namely to ensure that all implemented systems can be interconnected and function properly so that there is no confusion or error in processing patient data and optimizing health services to the community according to operational standards quickly, with quality, and satisfactorily. The results of this survey are used to evaluate

and improve the quality of services so that the hospital can be more responsive to public input. To ensure that the public understands the digital services offered, Padangan Hospital organizes an educational program on the use of technology in health services. This aims to improve the digital literacy of the community so that they can utilize services more effectively.

4. Based On Quick Wins

The quick wins principle implies that success achieved quickly should be a driving force to continue to strive to be better than before. In this quick wins principle, researchers conducted a study on several aspects, namely transparency, consistency, speed, and success in digital-based health services at Padangan Hospital. In terms of transparency and accuracy, focusing on digital-based health service information is the key to realizing a corruption-free area. Padangan Hospital has committed to using digital technology in delivering health service information so that it is increasingly in line with the discourse of a corruption-free area. This is demonstrated by efforts to improve service quality through inclusive areas of change, such as improving facilities and infrastructure and implementing technological innovation. In addition, health service information to realize a corruption-free area has also been shared through the official Padangan Hospital website and YouTube channel. Information accuracy is also an important focus in this study. Interviews with Padangan Hospital management showed that routine training on medical procedures and the use of health information systems had improved the accuracy of data provided to patients. The results of observations showed that health workers were able to provide clear and timely information to patients. Based on the quick wins principle, this shows good results, but there are notes for Padangan Hospital. There needs to be improvement, such as in the form of applications that can be installed and make it easier for users to access the information.

In principle, based on quick wins, it also emphasizes speed and success. During the interview, it was shown that speed of service is one of the main priorities at Padangan Hospital. Most respondents stated that the waiting time to get medical services decreased significantly compared to previous years. The results of the observation support these findings, where the patient queue appears shorter and the service time is faster. Non-BPJS patients can use WhatsApp, while BPJS patients are advised to use the Mobile JKN application. On the Mobile JKN application, registration can be done at home starting 30 days before the examination schedule, which means that patients do not need to queue at the counter. Most importantly, patients can find out the estimated time they will be served, so they can come closer to the service time. Padangan Hospital also provides a JKN Corner to help patients understand how to use Mobile JKN. In terms of service success, the indicators used include the level of patient satisfaction and medical outcomes. The results of the interview showed that most patients were satisfied with the services they received. The results of the observation showed that the number of patients returning for further care had decreased, indicating an increase in the effectiveness of case management.

5. Systematic and Adaptive Approach

The principle of a systematic and adaptive approach is focused on evaluating programs or policies implemented by Padangan Hospital in managing health services that are free from extortion and gratification practices. The evaluation conducted by BPKP shows an increase in the quality of service and accountability at Padangan Hospital from 2022 to 2024. The increasing public trust in Padangan Hospital is the result of the implementation of digital-based health services to ensure that every service process is carried out transparently and can be accounted for. Padangan Hospital routinely and periodically measures and evaluates performance and reports it in the E-SAKIP and PERISAI applications to ensure that every service provided is free from the risk of corruption and malpractice. Padangan Hospital's SAKIP score has consistently increased from 2022 to 2024. This can be seen in Figure 1 below:

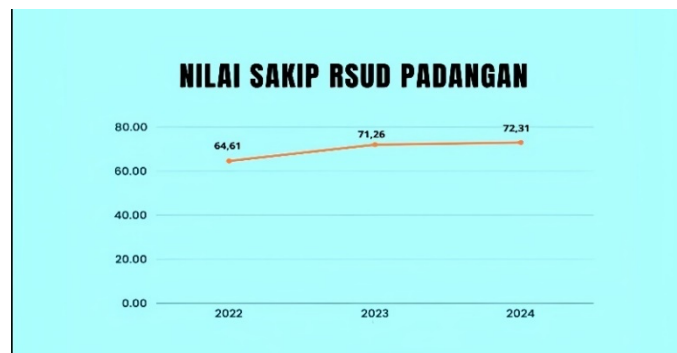


Figure 6. Padangan Regional Hospital's SAKIP score consistently increased from 2022 to 2024.

Source: <https://youtu.be/beRDjfpTEQc?siAaZPGvTNCsfWC93S>

The efforts made by Padangan Hospital in achieving the common goal of realizing a corruption-free region require cooperation between the government and the private sector that can increase efficiency in the management of resources and health services. Padangan Hospital collaborates with the local government through various innovative programs, such as Kolak Pisang or Dukcapil Cooperation with Hospitals Without Gratification, which is a manifestation of the hospital's commitment to increasing community involvement and improving services. This partnership not only strengthens patient care but also improves the hospital's image as an institution that is proactive in providing services to the community. This collaboration is part of the hospital's strategic efforts to continue to innovate and provide optimal services.

Thus, it can be concluded that the principle of a systematic and adaptive approach shows very good results due to the evaluation of the program carried out by Padangan Hospital in handling digital-based health services that are free from extortion and gratification practices, as well as collaboration between the government and the private sector that can increase efficiency in managing resources

and health services. Thus, it can be considered as a basis for decision-making regarding sustainable programs.

6. Simple Design, and Continuous Refinement

The principle of simple design and continuous improvement emphasizes the need for appropriate new steps to improve the effectiveness, efficiency, and quality of health services provided to the community in the digitalization era if there is an increase in the quality of health services and the fulfillment of community needs. Digitalization requires an increase in the competence of human resources in the health sector. By using a digital system, hospitals can provide more transparent information regarding the services provided, including accountability in health services. This helps build public trust in health institutions. Padangan Regional Hospital is carrying out continuous innovation in service facilities in the emergency installation (IGD), which was originally on the 2nd floor, which could make it difficult for patients when there were many queues to the point of endangering patients, so improvements were made by moving it to the ground floor with the aim of making it safer and more comfortable. Continuous improvements are also made in strengthening supervision. Padangan Regional Hospital has implemented integrated risk management through the SIMASIKO application, or a quality indicator data management system and risk management. Risk management practices have been audited by the East Java BPKP and received 3.22 or defined. Strengthening the commitment to report every gratification practice through scanning the barcode for reporting gratification control and the existence of a mechanism for distributing gratification to people in need.

With the continuous innovation of quality, digital-based health services at Padangan Hospital can effectively build closer relationships with patients, so that patients remain loyal to using hospital services. New steps in service innovation at Padangan Hospital through service digitalization and community involvement show a strong commitment to optimal and integrity-based services. The implementation of this method has not only succeeded in improving service quality but also in strengthening patient trust and satisfaction. This is proof that digital-based health service innovation can play an important role in creating efficient and corruption-free services in the health sector. Thus, Padangan Hospital has proven that good service quality is the key to achieving customer satisfaction and realizing a corruption-free area.

CONCLUSION AND RECOMMENDATIONS

Digital-based health services in the current reform era are required to be fast and precise in realizing a corruption-free area. Therefore, the concept of agile governance plays an important and essential role in overcoming acts of gratification or extortion in the provision of health services at Padangan Hospital. The principles of Agile Governance in this study can make a significant contribution to creating an environment that supports integrity and transparency in public services. Based on

the results of the study that have been explained above, it can be concluded that the application of agile governance principles in public services at Padangan Hospital has been fast, precise, responsive, and agile in handling corruption-free health services. This is evidenced by the implementation of digital services such as the Hospital Management Information System (SIMRS) which has significantly simplified patient registration and electronic medical records, leading to a 30% reduction in patient waiting times and a 15% reduction in reported corruption cases such as brokers or gratification of Padangan Hospital staff. Continuous efforts at Padangan Hospital need to be carried out continuously by prioritizing increasing the accessibility of digital services for all members of society by developing easy-to-use mobile applications or expanding digital literacy programs. In addition, ongoing training and support for hospital staff will be critical to ensure that agile governance principles continue to be effectively implemented. The success of agile governance at Padangan Hospital demonstrates the potential of healthcare to increase transparency and reduce corruption in public institutions. Other healthcare facilities in Indonesia, and perhaps across Southeast Asia, could benefit from implementing similar agile governance frameworks to promote operational integrity and efficiency in the healthcare sector.

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Volume 7 Nomor 4 (2025) 1207 - 1222 P-ISSN 2656-274x E-ISSN 2656-4691

DOI: 10.47476/reslaj.v7i4.6761

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