

ANALYSIS OF THE ROLE OF LEGISLATION AND REGULATIONS IN ORGANIZING GOVERNMENT HOSPITAL MANAGEMENT POLICIES IN THE ERA OF NATIONAL HEALTH SYSTEM TRANSFORMATION

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Abstract

This research aims to examine the role of legislation and regulations in organizing government hospital management policies in the era of national health system transformation. The method used is normative with a literature study approach from various recent books and journals that review legal aspects, public policy, and health system reform in Indonesia. The results of the analysis show that legislation and regulations serve as the main foundation in the formation of government hospital management policies to be able to adapt to the ongoing changes in the national health system. Policies structured through laws and regulations strengthen the governance, transparency, and accountability of government hospitals. Regulations also help harmonize the interests of stakeholders and support the implementation of quality healthcare standards. Regulatory challenges arise from the need for rapid adjustment to technological developments and increasing demands for public services, so strengthening the legal system and supervision is a crucial aspect to ensure the success of this transformation.

Keywords: *health legislation, hospital regulation, health system transformation.*

INTRODUCTION

Changes in the national health system in Indonesia today require rapid and appropriate adaptation from all elements of health service providers, especially government hospitals as the spearhead of public services. This transformation not only focuses on the technical aspects of services, but also on the management arrangement that must be in accordance with applicable regulations and regulations. Regulations and legislation are the main pillars in forming effective, transparent, and accountable hospital management policies to be able to answer the increasingly complex challenges of health services. The management of government hospitals needs to be directed to support a health system that is oriented towards quality, efficiency, and fairness in access to services for the community (Abdillah, 2024).

The current situation shows that there is an urgent need to strengthen the legal basis that governs the management of government hospitals so that they are able to adapt to the changes that occur. There are often inequities between existing regulations and implementation in the field, creating obstacles in achieving optimal health service goals. The process of health system reform requires policies that are not only supported by formal regulations, but also

adaptive to technological developments and innovations in the health sector. Failure to anticipate these changes can lead to inefficiencies and degrade the quality of service for patients (Alhumaira & Renaldy, 2023).

The issue of legal regulation is also related to the need for transparent and accountable hospital governance, so as to be able to maintain public trust and ensure quality and sustainable services. Strong regulations help align the interests of various stakeholders, from the government, medical personnel, and the community. However, rapid changes in the field of medical technology and increasing public expectations for services pose its own challenges in the development of responsive and relevant regulations. The role of supervision and evaluation of the implementation of regulations is an important factor in ensuring the implementation of policies that are on target.

The various obstacles that arise in the implementation of government hospital regulations also indicate the need for an in-depth study of the effectiveness of existing regulations and legislation. Strengthening the legal system and supervision is not only a short-term solution, but must be an integral part of the sustainable health system development strategy. A comprehensive analysis of the legal and regulatory role in the management of government hospitals is essential in order to identify aspects that need to be strengthened or improved. This can also be a reference for policymakers in drafting adaptive rules and supporting the overall transformation of the health system.

This research aims to analyze the role of legislation and regulations in the regulation of government hospital management policies in the era of national health system transformation. The focus of the study is how regulations can be the foundation of policies that are able to face the challenges of implementing health system changes, including aspects of governance, transparency, accountability, and supervision. The results of the research are expected to provide strategic recommendations in strengthening legal regulations that support government hospital management to be more responsive and competitive in the midst of the ongoing development of the health system.

LITERATURE REVIEW

Management

Management refers to the process of planning, organizing, directing, and controlling resources and activities within an organization to achieve specific goals effectively and efficiently. It encompasses coordinating human, financial, and material resources to optimize performance and ensure the organization operates smoothly. This includes setting objectives, formulating policies, motivating employees, and evaluating outcomes regularly to adapt to internal and external changes (Darmawan, 2021).

Government Hospitals

Government hospitals are public healthcare institutions owned and operated by the state or local government. Their primary purpose is to provide accessible and affordable medical services to the general population, including vulnerable and underserved groups. These hospitals are funded mainly through public budgets, and their functions extend beyond treatment to include public health promotion, education, and sometimes research. They play an

essential role in implementing national health policies and ensuring equity in healthcare delivery (Adhani, 2021).

The Era of System Transformation

The Era of System Transformation describes a period marked by substantial changes in how organizations operate, driven mainly by technological innovations such as digitalization. This transformation involves adopting new technologies and restructuring organizational processes to enhance efficiency, responsiveness, and service quality. It also signifies a shift in culture, strategy, and governance models where traditional systems are replaced or complemented by integrated, often digital, platforms that facilitate better coordination, transparency, and accountability in various sectors, including healthcare (Jeremia, dkk, 2023).

RESEARCH METHOD

The research method used in this study is normative, which is a method that focuses on literature study and interpretive analysis of laws and regulations and relevant legal documents (Askin & Masidin, 2023). The normative approach allows research to explore and understand the legal substance that governs government hospital management policies in the era of national health system transformation. This method also serves to identify procedures, principles, and norms that are described in various health regulations and regulations that are still in force today.

The data collection technique in this study was carried out through a literature study, with the main focus on legal reference books, scientific journals, official government documents, and literature related to health regulations and hospital management. This secondary data source was chosen because it is able to provide in-depth and valid information about laws and regulations, health policies, and the dynamics of ongoing regulatory implementation. The data collection process is carried out systematically with the selection of relevant and up-to-date readings to ensure the accuracy and suitability of the data with the focus of the research.

The data analysis technique applied is normative qualitative analysis, which is an analysis that aims to interpret the content of legal documents and literature that has been collected to gain an in-depth understanding of the role of legislation and regulations in the management of government hospitals. The analysis was carried out descriptively and critically by comparing various sources of regulations, identifying the relationship between regulations, and assessing the impact of the implementation of these regulations on hospital management policies. The results of the analysis are then compiled systematically to answer the research objectives and the formulation of the problems that have been determined.

RESULT AND DISCUSSION

The Role of Legislation and Regulations in Shaping Government Hospital Management Policies in the Era of National Health System Transformation

Legislation and regulations have a very fundamental role in shaping government hospital management policies in the current era of national health system transformation. Regulations are binding and regulate how government hospitals must be managed in order to

be able to provide quality, safe, and efficient health services. In changing the health system, hospital institutions must follow consistent rules and support innovation in health services, so that regulations not only serve as guidelines, but also as instruments to ensure good governance, transparency, and accountability in the implementation of hospital management policies (Damanhury et al., 2025).

The legal basis for the management of government hospitals currently refers to Law Number 17 of 2023 concerning Health which replaces the previous Law, and is further regulated through Government Regulation Number 28 of 2024 concerning Implementing Regulations of Law Number 17 of 2023 concerning Health. This Law and Government Regulation reaffirm the role of hospitals as health service facilities that must be managed professionally, including licensing arrangements, classifications, and service standards for government hospitals. This regulation provides a more modern and adaptive framework to deal with the needs of health service transformation in Indonesia.

In addition, the Regulation of the Minister of Health Number 3 of 2020 concerning Hospital Classification and Licensing is still valid and is an important reference in the regulation of government hospitals. This Regulation regulates various technical aspects such as location, building structure, safety requirements, and hospital classification based on the level of services and facilities available. This policy makes it easier for the government to supervise and provide minimum standards so that government hospitals carry out their mission to serve the community properly and without discrimination (Daud & Sagala, 2024).

The management of government hospitals is also regulated in the Regulation of the Minister of Health Number 5 of 2025 which regulates the implementation of health service facilities, including ship hospitals which are part of mobile government hospitals. This regulation focuses on broader and more flexible services according to the needs of the community in hard-to-reach areas, so hospital management must be able to adapt to this rule in order to expand access to services. Strict supervision and enforcement of rules are regulated so that hospitals can maintain their quality and accountability during the transformation (Harwika et al., 2021).

The management policy formed based on these legislation and regulations serves to harmonize various stakeholder interests, ranging from the government, medical personnel, to the service user community. Valid and up-to-date regulations ensure that government hospitals can optimize resource management and improve health services according to national and global standards. This shows that the role of legislation and regulations is vital as a foundation in the government's hospital management policy to adapt in the era of national health system transformation that demands speed and precision decision-making in the face of new challenges.

Challenges in the Implementation of Government Hospital Regulations in the Midst of Technological Changes and Health Service Needs

The challenges of implementing government hospital regulations in the era of national health system transformation are very complex and multidimensional, especially in line with the rapid development of technology and changing health service needs. One of the main challenges is the limitation of information technology infrastructure that must adapt to digital hospital management systems and data integration, for example the Hospital Management

Information System (SIMRS). Many government hospitals face difficulties in integrating old systems with new technologies, leading to inefficiencies and potential failures in the implementation of electronic-based policies. Limited funds for initial investment and system maintenance are also significant obstacles that hinder the optimization of technology in hospital management (Nariswari & Astariyani, 2025).

Rapidly developing technology demands regulatory adaptation to keep pace with the latest medical innovations and service methodologies. Rigid regulations that are slow to undergo updates can make it difficult for government hospitals to keep up with these developments. For example, the new standard inpatient class (KRIS) regulations have strict provisions regarding the size of the room and facilities that must be met. Government hospitals in regions with limited budgets and resources face great challenges in adjusting and raising service classes according to the standards set, thus creating an imbalance in the achievement of service standards in different regions.

In addition to technological and funding constraints, regulatory changes bring challenges in terms of organizational adaptation and human resource management. Medical personnel and hospital managers must undergo training and briefing in order to be able to operate new technologies and understand evolving regulations. Rapid policy changes without adequate assistance and socialization can cause resistance from the workforce, which ultimately has an impact on the implementation of effective and efficient management policies. Difficulties in adjusting internal administrations and procedures are also significant obstacles in the implementation of new regulations (Naurah et al., 2024).

The imbalance between urban areas and remote areas is an equally important challenge. The availability of adequate hospital facilities in the 3T (disadvantaged, frontier, and outermost) areas is still very limited, while national regulations require the same service standards in various regions. This has become a dilemma because government hospitals in the area face limited human resources, funds, and infrastructure. Unequal access and quality of services lead to inequality that is difficult to overcome without flexible policy support and adequate budget allocation.

Regulatory evaluation and supervision are also a challenge in this transformation period. Applicable regulations must be closely monitored so that their implementation runs in accordance with the objectives, but the availability of supervisory resources and adequate evaluation mechanisms is still lacking in some areas. Law enforcement and sanctions against hospitals that do not comply with regulations must also be carried out consistently so that government hospital management policies can run optimally. All of these challenges require synergy between the central government, local governments, and all stakeholders to support the implementation of regulations in order to realize quality health services for the wider community (Putri et al., 2024).

The Influence of Regulations on the Governance, Transparency, and Accountability of Government Hospital Management

Regulations have a profound influence on governance, transparency, and accountability in the management of government hospitals because they serve as the primary framework that determines how institutions must operate within a structured and legally accountable environment. The existence of clear and binding regulations ensures that hospitals have

standardized operational guidelines covering all management aspects, including service delivery, administration, financial systems, and human resource management. These regulations define the boundaries of authority and responsibility for every unit and individual within the hospital, thereby reducing the potential for arbitrary decision-making or conflicts of interest. Through this legal framework, hospital management is directed to adopt governance practices that are efficient, transparent, and aligned with public service principles, creating a foundation for integrity and professionalism in every operational process (Razak, 2025).

Operational standards and procedures outlined in regulations play a critical role in guiding the day-to-day activities of hospitals. Each hospital is required to comply with established service standards, both in terms of clinical care and administrative operations. Regulations such as the Minister of Health Regulation No. 3 of 2020 concerning Hospital Classification and Licensing provide detailed provisions regarding service requirements, infrastructure, and resource qualifications that must be met by each class of hospital. These standards ensure uniformity and equality of service quality across different regions while providing measurable benchmarks for evaluating hospital performance. By adhering to these operational standards, hospitals can minimize management errors, optimize the use of resources, and maintain patient safety and satisfaction as top priorities.

Regulations also establish a legal framework that enforces transparency in hospital management through obligations related to reporting and disclosure of information. Hospital units must prepare and submit financial and operational reports periodically so that every transaction and decision can be traced and verified. Transparent reporting not only fulfills administrative obligations but also serves as a form of public accountability where stakeholders including patients, health workers, and government agencies can assess the institution's performance objectively. The application of these transparency principles supports the prevention of corruption, collusion, and nepotism while ensuring that budget allocation and utilization are carried out responsibly. Regulations requiring the publication of performance and service data through accessible platforms further encourage hospitals to maintain openness as part of their organizational culture (Ruger, 2025).

Accountability as a governance principle is strengthened through the regulatory obligation for hospitals to implement a quality management system, internal control mechanisms, and clinical audits. These obligations ensure that every process from diagnosis to treatment and financial management can be accounted for ethically, administratively, and legally. Regulatory bodies such as the Ministry of Health and health accreditation institutions play a supervisory role to ensure that hospitals comply with national standards and respond promptly to findings or violations. Sanctions and corrective actions stipulated in regulations serve as deterrents to negligence and misconduct. Hospitals that uphold accountability will not only meet administrative requirements but will also enhance public trust through consistent service quality and integrity in managing resources.

The growing influence of regulations on hospital governance can also be seen in the integration of information technology and electronic systems designed to strengthen supervision and data recording. The enforcement of policies on health information systems requires the development of integrated electronic medical records, digital reporting mechanisms, and public complaint portals that enable real-time monitoring and objective

evaluation. The implementation of these systems supports evidence-based management practices where decisions are made using accurate data rather than assumptions. The availability of transparent and reliable information enhances the ability of supervisory bodies to detect irregularities early and intervene effectively. Overall, the regulatory framework not only serves as a legal foundation but also as a strategic instrument that drives modernization, efficiency, and ethical compliance in the governance of government hospitals, ensuring that they can adapt to the evolving demands of public health services and technological advancement (Susetiyono & Iftitah, 2021).

Efforts to Strengthen the Legal and Supervisory System so that Government Hospital Management Policies are Effective in Supporting Health System Transformation

Efforts to strengthen the legal system and supervision in the management of government hospitals require a structured and sustainable approach that begins with enhancing the institutional capacity of the hospital's Internal Supervisory Unit (SPI). The SPI acts as the first line of control that ensures all managerial and operational activities adhere to applicable laws and internal policies. To optimize this role, there needs to be an investment in capacity building through structured training, professional certification, and competency development for internal auditors. These measures aim to equip auditors with the ability to conduct compliance-based and performance-based audits in accordance with national and international auditing standards. Strengthening the SPI's capacity also involves improving analytical skills to identify potential irregularities, ensuring objectivity in the audit process, and managing audit findings effectively so that every recommendation can be followed up properly. A strong internal supervisory function fosters a culture of integrity, accountability, and transparency within the hospital's governance structure (Trijayati & Junadi, 2024).

The implementation of an integrated risk management system is an essential component in creating a proactive and preventive supervisory environment within government hospitals. Such a system allows early detection of potential risks that may hinder the smooth operation of hospital services, ranging from financial inefficiencies to non-compliance with medical and administrative standards. Continuous risk monitoring enables decision-makers to identify issues promptly and design corrective measures before they escalate into systemic problems. This approach requires the development of regulations that are adaptive and capable of responding to changes in hospital environments, both internal and external. The risk management framework should also integrate all functional units within the hospital so that the process of risk identification, assessment, mitigation, and reporting becomes part of the institutional culture. The presence of this system is not merely administrative but serves as a strategic tool to maintain service quality and ensure the sustainability of hospital operations (Utami et al., 2024).

External supervision also has a decisive role in reinforcing hospital governance through oversight carried out by agencies such as the Ministry of Health, the Financial and Development Supervisory Agency (BPKP), and national health accreditation institutions. External audits provide an independent perspective that helps ensure the consistency and effectiveness of policy implementation at the institutional level. Regular inspections and evaluations that result in constructive recommendations encourage hospitals to continuously improve their management systems and comply with applicable standards. Collaboration

between internal and external supervisory institutions creates a multi-layered oversight structure that minimizes the potential for malpractice and misuse of authority. The involvement of independent entities strengthens the objectivity of the supervision process and prevents conflicts of interest, thus ensuring that regulatory enforcement remains impartial and credible in the eyes of the public (Widjaja & Sijabat, 2025).

The utilization of information technology in hospital supervision represents a transformation toward transparency, efficiency, and accountability in managing government health institutions. The development of digital monitoring platforms, such as integrated management information systems, allows real-time data collection and analysis related to hospital operations, finance, and service quality. These systems can be linked to supervisory agencies to facilitate immediate access to accurate data for audit and evaluation purposes. A user-friendly digital dashboard can assist both auditors and hospital managers in identifying potential issues early, tracking the implementation of corrective actions, and reporting progress more efficiently. The adoption of digital supervision also enhances public trust as it opens opportunities for transparent reporting and public participation in monitoring hospital governance. Strengthening the technological infrastructure of supervision ensures that government hospitals not only comply with regulations but also embrace innovation in accountability practices aligned with the national health system transformation agenda (Hadiyantina et al., 2023).

Continuous socialization of regulations and supervision to all levels of hospital management and staff forms a strong foundation for ensuring compliance and consistency in implementing health policies. Every individual involved in hospital operations must understand not only the contents of the regulations but also the rationale and objectives behind them. This understanding can be built through ongoing education programs such as structured training sessions, workshops, and discussion forums that actively involve hospital leaders, medical personnel, and administrative staff. Regular communication about regulatory updates and supervision mechanisms encourages awareness and commitment so that regulatory implementation becomes part of daily hospital practices rather than remaining as written formalities. Educational efforts of this kind also minimize violations arising from lack of understanding or misinterpretation, fostering a more disciplined and ethically responsible work culture within the institution (Kunnati, 2025).

Cross-sectoral coordination among central government agencies, regional administrations, and various health stakeholders creates a cohesive system of supervision and legal enforcement that supports effective hospital governance. Each level of government has a complementary role in ensuring that the supervisory process runs consistently and without overlap. This coordination enables the integration of various control mechanisms, facilitates the sharing of resources, and accelerates the resolution of issues identified during the audit or inspection process. Collaboration between agencies such as the Ministry of Health, regional health offices, and accreditation bodies strengthens mutual accountability and improves the consistency of supervision in line with the ongoing transformation of the national health system. Through synchronized actions, the government can maintain continuity in health policy enforcement and prevent fragmentation of authority that might weaken the overall supervision framework (Prasetya & Hasanudin, 2020).

Periodic evaluation of the implementation and effectiveness of existing regulations is a key step in ensuring that the legal and supervisory systems remain adaptive to changes in hospital operations and public health dynamics. Evaluation allows policymakers to identify gaps, inefficiencies, and areas that require revision or improvement. The reform of regulations should not be static but carried out through a continuous process that adjusts to real conditions and technological developments in the health sector. When evaluations are routinely conducted and the results are translated into concrete policy improvements, government hospital management can operate more effectively and contribute significantly to improving service quality and achieving the goals of the national health system transformation.

CONCLUSION

Regulations and legislation serve as the main foundation in the formation of government hospital management policies that can adapt to the transformation of the national health system that continues to develop. Policies based on the rule of law strengthen the governance, transparency, and accountability of government hospitals while bridging the interests of various stakeholders from the government, medical personnel, to the community. Challenges include limited information technology infrastructure, the need for rapid adaptation to medical innovation, and gaps in service quality between urban and outermost areas. These gaps require adaptive handling and strengthening of a structured legal and supervisory system so that hospital management is able to provide quality, equitable, and sustainable services according to national and global standards.

The suggestion that can be given is to encourage the capacity improvement of the hospital's internal monitoring unit through professional training and certification is a strategic step to ensure compliance and quality management. The implementation of an integrated risk management system must be prioritized to anticipate and proactively manage potential operational constraints. Strengthening external supervision through cross-sector collaboration and the use of digital technology in the monitoring system will increase the efficiency of policy enforcement and public accountability. Intensive and continuous counseling on regulations to all hospital staff must be made part of the organizational culture so that policy implementation is not only based on formalities, but also becomes a consistent real practice. In addition, policy flexibility that takes into account geographical characteristics and regional resources is needed to reduce service inequality and support more equitable access throughout Indonesia. These measures will strengthen the governance of government hospitals in facing the challenges of transforming the health system so that quality, efficient, and fair health services are achieved for the wider community.

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