

Education and implementation of quality management system to improve service quality in regional hospitals

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ABSTRACT

The implementation of quality management systems in regional hospitals remains a challenge due to limited resources, lack of structured training, and inconsistent adherence to accreditation standards. This community service program aimed to enhance healthcare service quality by providing education and mentoring on quality management systems. The program was conducted in a regional hospital, involving 15 participants, including management, medical personnel, and administrative staff. It consisted of five key stages: preparation, socialization, training, monitoring and evaluation, and sustainability efforts. Observations indicated improvements in standard operating procedure (SOP) compliance, patient safety awareness, and documentation practices. Despite these positive developments, challenges such as resistance to change, infrastructure constraints, and limited hospital resources were observed. To ensure long-term impact, hospitals should establish quality assurance teams, integrate digital monitoring tools, and provide continuous training for healthcare workers. However, this study is limited in its ability to quantitatively measure long-term patient outcomes and service efficiency. Future research should assess measurable indicators, such as patient safety incidents and hospital performance metrics, to evaluate the broader impact of quality management system implementation in regional hospitals.

INTRODUCTION

This research stems from the fact that global competition requires hospitals to meet consumer expectations. One of the expectations of consumers is that the quality of services produced by hospitals can create satisfaction for patients. Hospitals as health service providers have the responsibility to provide safe, effective, and high quality services. However, there are still many regional hospitals that face challenges in implementing an optimal quality management system. Various obstacles such as limited human resources, infrastructure, and understanding of quality standards are the main

factors that hinder the implementation of this system. As a result, the quality of services provided is not in accordance with the expected standards, which ultimately has an impact on patient satisfaction and safety (Bakobat et al., 2021).

Integrated quality management in hospitals aims to improve the quality and affordability of health services while enhancing public awareness and the ability to maintain a healthy lifestyle. This system is designed to anticipate rapid changes in the healthcare sector and adapt to evolving community needs while maintaining patient satisfaction (Haryanti et al., 2024). The implementation of quality management requires hospitals to measure service quality based on key principles such as customer focus, leadership, employee involvement, process approach, continuous improvement, evidence-based decision-making, and relationship management (Tjiphanata & Tumewu, 2024).

A quality management system in hospitals ensures that healthcare services adhere to established standards. Its implementation involves strategic planning, process control, performance evaluation, and continuous improvement. The National Hospital Accreditation Standard (SNARS) and ISO 9001-based quality systems provide measurable guidelines for managing service quality consistently. However, challenges such as limited understanding among medical personnel and hospital management, as well as budget constraints, often hinder effective implementation. Education and training on quality management systems are essential to equip hospitals with the knowledge and skills needed to maintain service quality and prioritize patient safety (Anggraini et al., 2021).

As a solution to these challenges, community service programs can play a crucial role in improving the understanding and implementation of quality management systems in regional hospitals. Through science-based education and direct training, medical personnel and hospital management can develop better skills in managing healthcare service quality. This approach aims to provide an in-depth understanding of quality concepts, accreditation standards, and strategies to overcome challenges in implementing quality management systems. Additionally, such programs can assist hospitals in developing internal policies that support the sustainable implementation of quality management systems. With structured assistance, regional hospitals are expected to gradually enhance their service quality (Syahru et al., 2020).

The tangible impact of community service programs on quality management system implementation can be observed in several key aspects, including: enhancing the competence of healthcare professionals by providing training that helps them understand quality standards and consistently apply them in daily practice, improving patient safety by reducing adverse events through incident reporting systems and enforcing stricter patient safety standards, enhancing hospital operational efficiency by implementing quality-based procedures that minimize administrative errors, improve interdepartmental coordination, and optimize resource utilization, and shaping a quality-driven organizational culture by fostering collective awareness among

all hospital personnel about the importance of quality management and continuous service improvement (Putri et al., 2024).

Previous research on the implementation of quality management in hospitals shows various challenges and achievements in implementing this system. The study conducted by Anggraini et al. (2021) highlights the evaluation of ISO 9001:2008 implementation in ABC Hospital, which includes aspects of bureaucratic reform policies, infrastructure, information systems, and organizational and management effectiveness. The results show that although the implementation of the quality management system has helped improve patient satisfaction, there are obstacles in the integration of information systems and the sustainability of the implementation of quality standards. Meanwhile, research by Tjiphanata & Tumewu (2024) examined the implementation of integrated quality management at Maria Walanda Maramis Hospital after obtaining Paripurna accreditation. The study found that quality management characteristics such as customer focus, continuous improvement, and education and training were still well implemented, but aspects such as a scientific approach to decision making and employee involvement were not fully optimized. The findings from this previous study provide an important foundation in understanding the challenges and opportunities in implementing quality management systems in regional hospitals.

Based on the above background, the author is interested in studying the effectiveness of educational programs and the implementation of quality management systems in improving service quality in regional hospitals. This study will highlight the challenges faced by hospitals in implementing quality standards and the role of community service as a solution in improving the understanding and skills of medical personnel and hospital management. In addition, this study will discuss how education and mentoring can contribute to changing organizational culture and improving operational efficiency of regional hospitals. With a literature review-based approach, this research is expected to provide applicable recommendations for regional hospitals in adopting quality management systems in a sustainable manner.

METHOD

The implementation of this community service program was carried out in one of the regional hospitals that faced challenges in adopting a structured quality management system. The hospital was selected based on an initial needs assessment, which identified gaps in compliance with accreditation standards, patient safety protocols, and operational efficiency. A total of 15 participants, including hospital management, medical personnel, nurses, and administrative staff, took part in the program. The methodology was divided into five key stages: preparation, socialization, training, monitoring and evaluation, and program sustainability.

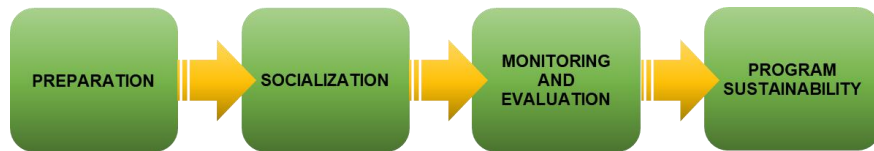


Image 1. Method

First, preparation stage. This stage involved selecting a regional hospital in need of quality management improvements and conducting assessments through surveys, interviews, and observations. Key challenges such as lack of accreditation awareness, unstructured procedures, and resource limitations were identified. Coordination with hospital management was established, and training materials based on SNARS and ISO 9001 standards were prepared.

Second, socialization stage. The program was introduced to 15 hospital staff members, including management, medical personnel, and administrative workers, through meetings and seminars. This stage aimed to raise awareness of the importance of quality management, encourage participation, and provide an overview of best practices in hospital quality improvement. Third, educational workshops covered quality management principles, accreditation requirements, patient safety, SOP documentation, and infection control. A combination of lectures, discussions, case studies, and hands-on demonstrations in real hospital settings helped participants apply their knowledge effectively.

Fourth, give pre- and post-training assessments were conducted to measure improvements in knowledge and compliance. Observations and feedback from hospital staff were analyzed to track workflow efficiency, patient safety, and operational performance. Regular review sessions were held to refine strategies and address challenges. The last, a train-the-trainer approach was used to develop internal mentors for long-term quality management implementation. Hospitals received SOP manuals and digital learning resources. Follow-up visits and remote consultations ensured ongoing compliance and continuous improvement of hospital services.

RESULT AND DISCUSSION

This section presents an overview of the activities carried out, covering the preparation stage, socialization stage, training stage, program sustainability stage, and monitoring and evaluation stage. Each stage contributed to the progressive improvement of quality management practices in the selected regional hospital.

The preparation stage played a crucial role in identifying the key challenges faced by the hospital in implementing a structured quality management system. The initial assessment, conducted through surveys, interviews, and observations, revealed gaps in compliance with accreditation standards, lack of structured SOPs, and limited knowledge among hospital staff regarding quality management principles. To address these issues, the program team collaborated with hospital management to develop tailored training modules. These modules covered essential topics such as SNARS accreditation, ISO 9001 standards, patient safety, and workflow optimization. A

total of 15 hospital personnel, including management, doctors, nurses, and administrative staff, were selected to participate in the program. Their selection was based on their roles and responsibilities in ensuring hospital service quality. By the end of the preparation stage, all required materials, including training manuals and practical guides, were finalized, and logistical arrangements for the subsequent stages were completed.

The socialization stage aimed to introduce the program and ensure participant engagement. Meetings, focus group discussions, and seminars were conducted to explain the objectives, expected outcomes, and the role of each hospital department in implementing a quality management system. During this stage, program facilitators emphasized the importance of patient safety, structured procedures, and evidence-based decision-making in hospital operations. The involvement of hospital leadership was a critical factor in fostering enthusiasm and ensuring staff commitment. Feedback from participants indicated increased motivation to implement structured quality management practices. Many staff members expressed interest in learning more about accreditation requirements, as previous exposure to these concepts had been minimal. The hospital management also showed a willingness to integrate quality management practices into their long-term operational strategies.



Figure 2. Socialization

The training stage was designed to equip hospital staff with the necessary knowledge and skills to implement a quality management system effectively. Educational workshops covered key topics such as risk management, compliance with SNARS and ISO 9001 standards, documentation of standard operating procedures (SOPs), and infection control measures. The training combined lecture-based learning with interactive methods, including case studies, group discussions, and hands-on demonstrations. Participants engaged in role-playing scenarios to practice patient safety measures and workflow optimization. One of the most impactful training activities involved the direct application of SOP documentation in real hospital operations. Post-training assessments showed a significant improvement in staff understanding, with more than 80% of participants demonstrating increased competency in

quality management implementation. The practical sessions also provided valuable insights into challenges faced by different hospital departments, allowing trainers to tailor solutions specific to the hospital's needs.



Figure 3. Training

Ensuring the sustainability of quality management practices was a primary goal of the program. To achieve this, a train-the-trainer approach was implemented, where selected hospital personnel received advanced training to become internal mentors. These mentors were tasked with continuously guiding their colleagues and ensuring compliance with quality management principles. Hospitals were provided with SOP manuals, training handbooks, and digital learning materials to facilitate ongoing education. Additionally, quality assurance committees were established to oversee implementation and compliance with accreditation requirements. Periodic refresher courses were scheduled to reinforce knowledge and address any emerging challenges. One of the most notable achievements of this stage was the hospital's commitment to integrating quality management into its long-term strategic planning. By embedding these practices into daily operations, the hospital aimed to maintain service improvements even after the formal program concluded.

The final stage of the program focused on measuring its effectiveness through structured monitoring and evaluation activities. Pre- and post-training assessments were conducted to gauge improvements in staff knowledge and competency. Additionally, patient safety indicators, adherence to SOPs, and hospital workflow efficiency were closely monitored. The findings revealed a significant increase in compliance with standard procedures, with a noticeable reduction in procedural errors and improved incident reporting accuracy. Interviews with hospital staff highlighted increased confidence in implementing quality management strategies. Hospital management also reported enhanced operational efficiency, with improved coordination between departments and better patient outcomes. Regular feedback sessions allowed for continuous refinement of the program, addressing any challenges faced during implementation. The long-term impact of this stage was evident in the hospital's commitment to maintaining and improving quality management practices, with ongoing evaluations scheduled for future assessments.

After completing the five stages of implementation, this community service program has contributed to increasing healthcare workers' awareness and understanding of quality management systems. Observations and feedback indicate that participating hospitals showed improvements in compliance with standard operating procedures (SOPs), medical record documentation, and patient safety awareness. Healthcare workers who attended the training demonstrated a better grasp of quality standards and were more engaged in discussions on hospital service improvements. These findings align with previous research by Rizqi et al. (2024) which showed that hospitals with structured and continuous training programs were more successful in maintaining quality management implementation compared to those without such initiatives.

Despite the program's success in improving hospital service quality, several challenges were encountered during implementation. One of the main obstacles was limited resources, both in terms of expert mentors and hospital infrastructure, which were not yet fully equipped to support optimal quality management system implementation. This issue is also highlighted by Fitriani et al. (2025) who found that hospitals in resource-limited settings struggled to maintain accreditation compliance due to insufficient staff training and inadequate technological support. Additionally, resistance to change among some healthcare personnel posed a challenge, particularly for those accustomed to previous work systems. Studies by Agustina (2020) emphasize that organizational culture plays a crucial role in the successful adoption of quality management systems, and resistance to change can hinder long-term improvements.

To ensure the sustainability of this program, hospital management must remain committed to integrating quality management systems into their internal policies. Ongoing training programs and the establishment of quality assurance teams within hospitals can help maintain and expand the improvements achieved. Research by Syahru et al. (2020) suggests that hospitals with dedicated quality assurance committees demonstrate higher levels of compliance and sustained improvements in patient care. Furthermore, government support in the form of stricter regulations and incentives for hospitals that successfully implement quality standards can accelerate the adoption of this system across more regional hospitals, as previously observed in national healthcare policies studied by (Istanti et al., 2021).

With a structured approach and continuous support, this community service program can serve as an effective model for improving healthcare service quality in regional hospitals while providing tangible benefits to both patients and healthcare workers. These findings reinforce previous research on the effectiveness of structured training and policy-driven quality improvement strategies, highlighting the need for long-term institutional commitment to sustaining quality management practices in healthcare facilities.

CONCLUSION

The implementation of this community service program has provided valuable insights into the education and application of quality management systems in regional hospitals. Through a structured approach consisting of preparation, socialization, training, monitoring and evaluation, and sustainability efforts, this program has contributed to increasing healthcare workers' understanding of quality management principles and improving hospital service practices. Observations and feedback indicate that hospital staff demonstrated increased awareness of standard operating procedures (SOPs), better documentation practices, and stronger engagement in patient safety measures.

Despite these positive developments, several challenges emerged, including limited resources, resistance to change, and infrastructure constraints, which affected the smooth implementation of quality management systems. Addressing these issues requires long-term commitment from hospital management, continuous training programs, and supportive government policies to ensure sustainability. The establishment of internal quality assurance teams and the integration of digital tools for monitoring and evaluation could further strengthen the application of quality management practices in hospitals.

While this program has helped initiate quality improvements in the targeted hospitals, further research is needed to assess its long-term impact on hospital performance and patient care outcomes. Future studies could explore quantitative indicators, such as hospital efficiency metrics, patient satisfaction rates, and compliance levels with national healthcare standards, to provide a more comprehensive evaluation of the effectiveness of quality management system implementation.

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