

Strategy to Improve the Quality of Health Human Resources in Supporting the Effectiveness of Elderly Health Programs at the North Sumatra Provincial Health Office

Muhammad Danu Aditiawansyah¹, Audia Junita¹, Beby Masitho Batubara¹

¹Master of Public Administration Study Program, Postgraduate Program, Universitas Medan Area, Indonesia

Email: audiajunita@staff.uma.ac.id

Abstract. *This study aims to analyze strategies to improve the quality of health human resources (HR) in supporting the effectiveness of elderly health programs at the North Sumatra Provincial Health Office. The primary focus of the research is to evaluate the planning, organization, implementation, and control strategies implemented, as well as identify the factors that hinder the smooth running of the program. This study uses a qualitative descriptive method with the approach of Gary Dessler's HR management theory. The study results show that health human resource planning is focused on the availability of health workers in terms of the number and qualifications needed. This process involves performance evaluation, work plan preparation, and cross-sector coordination. Organizing is carried out in stages, starting from the Provincial Health Office, Regency/City Health Office, to Puskesmas and Posyandu for older people. In its implementation, the Health Office coordinates with various parties to ensure the involvement of key and supporting health workers in the Ministry of Health's policies. Effective leadership from the Head of Public Health plays a vital role in monitoring and evaluating programs through coaching and direction, and motivating health workers to improve performance and resolve emerging obstacles. However, this study found several obstacles, including a lack of coordination across programs, delayed response of human resources to information updates, and suboptimal communication.*

Keywords: *Strategy, Health Human Resources, Elderly Program, Health Office, Effectiveness, Obstacles*

Received: April 18, 2025

Revised: May 24, 2025

Accepted: June 27, 2025

INTRODUCTION

Reliable human resources greatly determine the success of a development (Ranis & Stewart, 2000). The availability of reliable and professional human resources in their fields is a potential for the region, especially as a driving force for growth (Tessema et al., 2024). Given the importance of the availability of reliable and professional human resources, especially in regional development, the Regional Government must always strive to improve the quality of human resources, especially in the Regional Government organization, so that the performance of the local government organization can be further enhanced. Of course, the services provided by all the apparatus in charge of the community can be further improved.

According to him, in the scope of the organization, the performance of the organization is determined by all human resources within it, both at the leadership level and at the worker level (Paais & Pattiruhu, 2020). Within the scope of the local Government's public sector organization,

UNIVERSITAS MEDAN AREA

ISSN 2776-1266 (print), 2776-1266 (online)

© Hak Cipta Di Lindungi Undang-Undang

Copyright © 2025, Journal of Public Representative and Society Provision

Under the license CC BY-SA 4.0

1. Dilarang Mengutip sebagian atau seluruh dokumen ini tanpa mencantumkan sumber

2. Pengutipan hanya untuk keperluan pendidikan, penelitian dan penulisan karya ilmiah

3. Dilarang memperbanyak sebagian atau seluruh karya ini dalam bentuk apapun tanpa izin Universitas Medan Area

Document Accepted 17/9/25

| 523

Access From (repository.uma.ac.id) 17/9/25

the organization's performance is always required to have an organizational performance oriented towards the public interest. For this reason, the Government, especially Regional Governments engaged in the public service sector, must always be responsive to the interests of the people served (Caiden & Sundaram, 2004).

According to Anwar & Abdullah (2021), the quality of human resources in government organizations is an aspect that can be used as a benchmark in assessing the good and bad performance of the government institution. The factors that are decisive in determining the quality or quality of human resources, especially within the scope of an organization, include the quality of human resources, including: ability, both regarding physical and non-physical skills (Phan et al., 2024). The quality of human resources has two aspects: the physical aspect (physical quality) and the non-physical aspect (non-physical quality). Therefore, efforts to improve physical quality can be pursued through health and nutrition improvement programs.

As for improving the non-physical quality, the efforts that can be made are to increase education and training (Nioda & Tagare, 2024). By developing human resources professionally, it is hoped that employees can work more productively, and of course, these employees will undoubtedly perform well. This shows that the human resources in the organization must be equipped with the best education and training so that they are expected to have skills and abilities in self-development, accompanied by mastery of technology, to support the organization's success.

According to human resources, workers or employees in an organization play an important role in achieving success (Samsuni, 2017). The importance of the quality of human resources is the ability of each employee to complete their work, develop themselves, and encourage the self-development of their colleagues. Given the importance of the influence of the quality of human resources in moving the organization's wheels to achieve the organization's goals, the quality of human resources in the health services field is needed to achieve the highest degree of public health. (Sedarmayanti, Sumber Daya Manusia dan Produktivitas Kerja, 2009)(Matindas R., 2002)

One form of public service implemented by the Government is public health services. Health services are one of the fundamental rights of the community. Therefore, health services must be able to touch all groups, including older people (Setyawan, 2015). Considering that these elderly are faced with problems of degenerative diseases, they need attention from the Government and related agencies. Services in the health sector are one of the scopes of public services in the field of services mentioned in Law Number 25 of 2009 concerning public services. Health sector services are mandatory and entitled to be obtained by every citizen as regulated in Government Regulation 2 of 2018 concerning minimum service standards (SPM).

According to Daulay (2020), Health services are a form of business that is carried out to serve the community wholeheartedly and try to help the community in improving their health, regardless of status and class, all must get the same health services without discriminating age, including older people themselves who need health services in their old age to improve their health status. Health is one of the basic needs that must be met, and everyone has the same right to obtain an optimal degree of health. Health development, as mentioned in the National Health System (SKN) in 2009, is an effort carried out by all components of the nation to increase awareness, willingness, and the ability to live a healthy life for everyone.

To achieve these goals, health development is carried out in a directional, sustainable, and realistic manner according to its stages (Rodríguez et al., 2021). Furthermore, based on the Nawa Cita conveyed by President Joko Widodo, one of them reads "Improving the quality of life of Indonesian people". One of the critical dimensions to realize this point is through the health sector. Based on the Nawa Cita, the health sector through the Ministry of Health of the Republic of Indonesia formulated the National Medium-Term Development Plan (RPJMN) which is stated as follows: (1) Acceleration of Fulfillment of Quality Access to Health Services for Mothers, Children, Adolescents, and the Elderly; (2) Accelerate Community Nutrition Improvement; (3)

Improving Disease Control and Environmental Health; (4) Increasing Access to Quality Basic Health Services; (5) Increasing Access to Quality Referral Health Services; (6) Improving the Availability, Affordability, Equity, and Quality of Pharmaceuticals and Medical Devices; (7) Improving the Drug and Food Control System; (8) Improving the Availability, Distribution, and Quality of Health Human Resources; (9) Improving Health Promotion and Community Empowerment; (10) Strengthening Management, Research and Development and Information Systems; (11) Strengthening the implementation of the National Social Security System in the Health Sector; (12) Developing and Improving the Effectiveness of Health Financing.

In point 1 of the RPJMN above, it is stated that one of the development plans that will be pursued in the health sector is the Fulfillment of Access to Quality Health Services for the Elderly. Thus, it can be said that the priority scale of the health sector by the Indonesian Government is Quality Elderly Health. This condition aligns with one of the SDGs (*Sustainable Development Goals*) issues, namely *Good Health and Well-being*. This issue seeks to ensure a healthy life and encourage well-being among all ages.

According to Law Number 13 of 1998 concerning Elderly Welfare, the Elderly is a person who is 60 years old and above. In line with this, Indonesia will slowly become a country with an *aging population structure*. Based on data from the Indonesian Central Statistics Agency, the number of people over 60 in Indonesia has reached 30.94 million or around 11.10% of the total population (BPS, 2023). This number is estimated to increase in line with the improvement in the community's quality of life as reflected in the increase in the Indonesian population's Life Expectancy (UHH).

The number of older adults in Indonesia over 60 years old is the highest in East Java Province, which is 6,349,460 people, and the second highest number of older adults is in West Java Province, which is 5,691,081 people. Meanwhile, North Sumatra Province has the fourth highest number of 1,511,620 people. This condition is undoubtedly the center of attention for the Government, both the central and regional governments, to be serious about providing health services, especially to older people.

Health is an essential factor that needs to be considered for all age groups, and the elderly (elderly) are very important because they are susceptible to disease. According to the elderly, the elderly are not a disease, but the elderly are very vulnerable to long-term and dangerous diseases such as cardiovascular disease, stroke, cancer, diabetes, musculoskeletal disorders, and mental illnesses. This is because in the elderly, there is a decrease in various bodily functions, which can increase/affect health problems in the elderly. In addition to psychosocial, personal, and socioeconomic factors, these factors also affect the issues that will affect their health. The existence of industrialization, urbanization, educational status improvement, and Western culture's influence will change values and lifestyles (Inglehart & Baker, 2000).

Menurt Harman stated that the aging process in the elderly is an accumulation of progressive changes along with the process of increasing time and is responsible for a weakness/vulnerability that is usually accompanied by illness and death. The aging process in a person indeed impacts various aspects of life, both social and economic, especially health, because with age, the function of the body's organs will decrease due to natural factors and disease (Colloca et al., 2020).

Peterson et al stated that the elderly/elderly have a higher risk of death from serious infectious diseases, such as pneumonia, meningitis, endocarditis, cellulitis, and urinary and gastrointestinal tract infections, which are contagious diseases that can be prevented if doctors can diagnose and get treatment early. Furthermore, Peterson et al in, state that at chronological age, i.e., people over 60 years old or 70 years old) there will be a decline in the immune system which is suspected to play a role in worsening the condition so that the death rate increases due to chronic medical problems (e.g., diabetes, chronic lung disease, congestive heart failure, malignancy, dementia, and malnutrition).

Peterson et al. noted that the elderly with long-term care in nursing homes are at risk of endemic spread of infections (e.g., methicillin-resistant *Staphylococcus aureus* infection). Other types of infections are urinary tract infections due to catheter insertion (Oumer et al., 2021). The rapid growth of the elderly population will trigger a dramatic increase in the prevalence of chronic diseases. At the population level, it is expected to lead to greater levels of disability and greater demands on health services. It further states the need to evaluate how health services are received and how the best health care system can be improved to meet the health needs of older people (Sitepu & Kosasih, 2024).

North Sumatra Province currently has 1,511,620 older adults. Thus, the North Sumatra Provincial Health Office supports the Regency/City Health Office in coordinating the Health Center as a health service facility that organizes public health efforts and first-level individual health efforts, one of which is carried out through health services for the elderly population at the Health Center. The elderly posyandu program is then carried out which is carried out in each village/sub-district as regulated in the Regulation of the Minister of Health of the Republic of Indonesia Number 67 of 2015 concerning the Implementation of Elderly Health Services at Community Health Centers (Puskesmas). Here are 5 (five) regions with data on older people who received the highest health screening and 2 (two) data areas for older people who received the lowest health screening in North Sumatra Province.

The seriousness of the North Sumatra Provincial Health Office in providing services to older people is also contained in the 2023 work program, with a total APBD budget of IDR 1,118,469,800. The Elderly Program in 2023 is divided into 6 (six) activities. The forms of health human resource improvement activities carried out by the North Sumatra Provincial Health Office include: 1) Orientation of informal caregivers for the elderly in the use of practical guidelines on long-term care (PJP); 2) Elderly health service movement in the context of Elderly Day; 3) LS/LP coordination in health services for the elderly and geriatrics; 4) Increasing the capacity of health center officers in elderly and geriatric health services; 5) Fostering the health of the elderly at the polite health center for the elderly; and 6) Monitoring and evaluation of elderly health programs.

However, in this health human resource improvement program activity, there is still a weak health human resource in serving older people where there is still a lack of the latest Strategy that focuses on serving older people and the number of officers and cadres who have not been exposed to improving the quality of human resources in the elderly program and the lack of support for medical equipment for health screening examinations for older people. The number of health centers in North Sumatra is currently around 615; each has one elderly officer, while each posyandu has 3-5 elderly cadres. Of course, this condition is a supporting factor in running the elderly program optimally.

However, in the implementation of this elderly program, there are still problems that occur to health workers who have improved the quality of human resources related to the Elderly Health Program, including: (1) Officers are often rotated from place of duty to their duties; (2) Officers are burdened with a lot of work outside of their duties by the head of the health center; (3) Officers are less productive due to their age approaching retirement; (4) Lack of budget support for the Regency/City APBD related to the Elderly Health Program at the Regency/City Health Office and the Health Center.

Based on the background presented, this study aims to explore problems in implementing health human resource (HR) capacity building programs to support the effectiveness of elderly health programs at the North Sumatra Provincial Health Office. This research is titled "Strategies for Improving the Quality of Health Human Resources in Supporting the Effectiveness of Elderly Health Programs at the North Sumatra Provincial Health Office."

The main objective of this study is to analyze strategies to improve the quality of health human resources and identify inhibiting factors that affect the effectiveness of elderly health programs. Within this framework, this research adopts a comprehensive theoretical and

methodological approach to provide in-depth insights into the challenges and opportunities in human resource management in the health sector.

This research also departs from previous studies relevant to improving the quality of human resources and the effectiveness of elderly health programs. A survey by Rohalia & Sukmana (2024) shows the effectiveness of the elderly posyandu program but identifies the accuracy of the program as a suboptimal aspect. The services of older people's posyandu during the pandemic were quite effective despite being constrained by simple examination equipment. Other research, such as that conducted by Malik et al. (2020), highlights the influence of human resources' physical and intellectual abilities on employee performance.

The results of previous research have made significant contributions to understanding the various dimensions of human resource quality, program effectiveness, and the influence of policies on the welfare of older people. This research, using the theory of human resource quality according to Damayanti et al. (2024), is expected to provide a new perspective by integrating the analysis of strategies for improving the quality of human resources and the identification of specific inhibiting factors in the context of North Sumatra Province. Formulating more effective policies supporting older people's health services is essential.

METHODS

The research method used in this study is a qualitative descriptive method. Descriptive research describes the state of a variable, symptom, or phenomenon naturally and "as it is". According to Bogdan and Taylor, qualitative research produces descriptive data in the form of written or spoken words from individuals and observed behaviors (Eriyanto, 2024). Denzin and Lincoln in Cypress (2015) state that qualitative research is done naturally to interpret phenomena through various relevant methods. In this context, a qualitative descriptive method is used to explore information, understand, and analyze strategies to improve the quality of health human resources in supporting the effectiveness of elderly health programs at the North Sumatra Provincial Health Office. This approach allows researchers to understand the subject's point of view in depth, which cannot be represented by statistical numbers alone. Researchers can comprehensively explore social facts and human phenomena through a qualitative approach. The informants in this study consisted of three categories: key informants, primary informants, and additional informants. Key informants have in-depth information about the problems being researched, such as those in charge of elderly health programs at the provincial, district, and health center levels. The primary informants are the elderly program officers of the health center and elderly cadres who know the program's implementation technically and thoroughly.

Meanwhile, additional informants are older people who provide supporting information to complete the analysis and discussion. The purposive sampling technique is used to determine research informants, namely the method of selecting samples based on specific criteria relevant to the research. Data collection was carried out through observation, interviews, and documentation. Observations were used to directly observe behavior and activities in the field. At the same time, interviews were conducted to dig deeper into in-depth information from informants regarding strategies, challenges, and supporting factors. Documentation includes collecting written data such as program records, policies, and activity reports. To ensure the validity of the data, a triangulation technique is used, which combines various data sources and data collection techniques. Data analysis follows the Miles and Huberman model, which includes four main stages: data collection, data reduction, data presentation, and conclusion drawn. The data collection stage includes all the information obtained from the various techniques. Data reduction is done by simplifying information through selection, summarizing, and focusing on key points. After that, the data is presented in an organized manner to facilitate understanding. The final step is drawing conclusions based on clear and accurate evidence to answer the problem formulation that has been formulated from the beginning. This method ensures that research produces in-depth and relevant information according to the predetermined objectives.

RESULTS AND DISCUSSION

Strategy to Improve the Quality of Health Human Resources in Supporting the Effectiveness of Elderly Health Programs at the North Sumatra Provincial Health Office

Planning

Planning is essential for every employee in an agency or institution to achieve organizational goals effectively and reduce the risk of uncertainty. According to Allison & Kaye (2011), planning is setting goals and developing rules, procedures, and predictions to build an organization's or company's plan. This aligns with what was conveyed by Mrs. Latifa Hanum Siregar, SKM, the Person in Charge of the Elderly Health Program at the North Sumatra Provincial Health Office. He explained that APBD budget planning begins with the proposal of a work plan (*Renja*) by the five-year Strategic Plan, which is prepared every March. The state budget, on the other hand, is planned for April-May based on the direction of the Ministry of Health's planning menu, including the title of activities and the value of the budget.

In planning human health resources for the Elderly Program, the evaluation of the performance of officers at the health center is the basis for *Renja*'s preparation. The source of funds comes from the APBD, coordinated by the Planning Subdivision of the North Sumatra Provincial Health Office and forwarded to Bappelitbang for a recapitulation of annual needs. The Health Operational Assistance Fund (BOK) in Deli Serdang Regency is used to improve the quality of basic health services, fulfill the National Health Insurance (JKN), and monitor and evaluate Puskesmas. The General Allocation Fund (DAU) *Specific Grant* is also allocated for activities to improve the quality of health human resources.

Mrs. Salbiah, an Elderly Cadre at the Lubuk Pakam Health Center, explained that in Tanjung Garbus I Village, there are 318 older adults, consisting of 163 men and 155 women. All cadres have received adequate training in serving the elderly community. Together with the village government, the Health Center, and the Deli Serdang Regency Health Office, the elderly health program is designed to include routine health checks, counseling, and social activities to support older people's physical and mental health.

Health human resource planning aims to ensure the availability of adequate health workers in terms of numbers and qualifications. With the evaluation of officer performance, the preparation of *Renja*, and financial support from the APBD, BOK, and DAU *Specific Grant*, this program is expected to sustainably improve the welfare and quality of life of older people.

Organizing

Employee organization is essential to increase productivity, job satisfaction, and loyalty to regulations and procedures. This allows each employee to play an active role, make decisions, and be responsible. Organizing is the process of assigning tasks to members of an organization, forming departments, explaining authority, and coordinating work. Mrs. Tiurlan Lubis, the Person in Charge of the Elderly Health Program at the Deli Serdang Regency Health Office, explained that the authority in this program is handed over in stages, from the Head of Public Health to the Head of the Productive Age and Elderly Health Section, then to the Person in Charge of the Elderly Program. With this structure, health workers are responsible for coaching, coordinating, advocating, and recording and reporting programs in 34 health centers in Deli Serdang Regency.

Coordination starts from the Provincial Health Office to the Regency/City Health Office, then continues to the health center, which collaborates with elderly cadres in the village. The screening report is compiled monthly and sent to the Provincial Health Office and the Ministry of Health. Mrs. Mastariris Pardede, Elderly Officer of the Lubuk Pakam Health Center, added that the service schedule for the elderly posyandu is carried out simultaneously in all villages. Services involve doctors, nurses, midwives, village midwives, and elderly cadres, with cadre arrangements carried out by the village head. Coordination is carried out through monthly written reports and direct communication using cellphones or WhatsApp. Official letters are also used to convey

information to the village head. This organizing system, with clear division of authority and cross-sectoral collaboration, ensures that the implementation of the elderly program runs smoothly. Posyandu Lansia can provide optimal services through effective formal and informal coordination, so that this program contributes to improving the welfare and quality of life of older people in North Sumatra.

Staffing

Staffing is essential in supporting employee performance, job satisfaction, and loyalty. In addition, employees also need to understand the goals and missions of the organization and be able to work with colleagues. Staffing involves the process of recruitment, selection, setting performance standards, providing incentives, evaluation, counseling, and employee training and development. In the context of the elderly health program, the North Sumatra Provincial Health Office conveys the Ministry of Health (Kemenkes) policies to the Regency/City Health Office. The policy includes determining the main health workers and the support needed to provide health services for older people.

Efforts to increase the capacity of health human resources are carried out through the development of health center officers, training, and workshops to ensure their competence meets the program's needs. The training includes comprehensive health services for older people, while the seminar aims to update the skills of officers. With this structured staffing system, it is hoped that professional, competent, and ready health workers will be created in health services for older people. At the Lubuk Pakam Health Center, services to older people also involve 3 Auxiliary Health Centers (Pustu) and Posyandu for the Elderly spread across villages.

Health workers, such as doctors, nurses, and village midwives, work together to provide services to older people. According to Dr. Puja Armadi, Head of the Lubuk Pakam Health Center, the health workers on duty have adequate understanding and competence, which supports the program's effectiveness. Mrs. Nurhanizar Siregar, one of the older adults, expressed her appreciation for the spirit of health workers in inviting older people to regularly visit the Posyandu, even though there are aspects of sports or gymnastics for older people that need to be improved. Implementing elderly health programs involves cross-sector collaboration that ensures the effectiveness and smooth running of the program. With coordinated and professional health human resources, the quality of elderly services is expected to continue to improve, positively impacting the welfare of older people, both physically and mentally.

Leadership

Staffing is essential in supporting employee performance, satisfaction, and loyalty to the organization. Employees are expected to understand the organization's vision and mission and be able to work closely with the team. According to Nasution (2024), staffing includes the recruitment process, selection, setting performance standards, providing incentives, evaluation, counseling, training, and development. In the elderly health program, the North Sumatra Provincial Health Office is a conveyor of the Ministry of Health's policies to the Regency/City Health Office, including determining key and supporting health workers to support elderly health services.

Capacity building of health human resources is carried out through coaching, training, and workshops that ensure competence according to program needs. The training focuses on comprehensive health services for older people, while the seminar is designed to update the skills of health workers. With a structured staffing system, it is hoped that professional and competent health workers will be created. At the Lubuk Pakam Health Center, services for older people are supported by 3 Auxiliary Health Centers (Pustu) and Elderly Posyandu spread across villages.

Health workers such as doctors, nurses, and village midwives work together to provide services. Dr. Puja Armadi, Head of the Lubuk Pakam Health Center, stated that the health workers on duty have adequate competence to support the program's effectiveness. Mrs. Nurhanizar Siregar, an older woman, appreciated the dedication of health workers but highlighted the need

to improve the elderly sports program. Cross-sector collaboration in implementing elderly health programs ensures that services run effectively, supporting older people's physical and mental well-being.

Controlling

Employee control is managing and monitoring oneself and team performance in achieving organizational goals. According to Gary Dessler, control involves monitoring the work, setting standards such as sales quantity and production quality, comparing actual performance with specified standards, and taking corrective action if necessary. In the context of the elderly health program, Mrs. Tiurlan Lubis, the Person in Charge of the Elderly Health Program at the Deli Serdang Regency Health Office, explained that control was carried out through questionnaires/checklists, monitoring, and evaluation using the Deli Serdang Sehat application, as well as field visits.

The implementation of control begins with collecting complaints and identifying problems through questionnaires or checklists distributed to health workers. This helps identify obstacles directly. Monitoring is carried out using the Deli Serdang Sehat application, which makes it easier to track program performance and analyze the effectiveness of services for older people. In addition, field visits are carried out to obtain more accurate information and provide direct solutions to problems in the field.

According to Mrs. Mastariris Pardede, Elderly Officer of the Lubuk Pakam Health Center, monitoring and evaluation of elderly cadres is carried out through activity reports and direct visits. This report is a benchmark for evaluating cadres' performance, ensuring the program's effectiveness, and the community's benefits. With these control measures, the Deli Serdang Regency Health Office can ensure that the program runs optimally, achieves the desired goals, and improves the welfare of the elderly community.

Inhibiting Factors

Inhibiting factors in implementing strategies to improve the quality of health human resources in supporting elderly health programs include various interrelated aspects. In planning, the lack of cross-program coordination is a significant challenge. Health workers with relevant disciplines are often insufficient, so the temporary appointment of human resources from other programs is a solution. In addition, the slow response of HR to information updates, exacerbated by double workloads and rotation between programs, is also an obstacle. The elderly who lack time discipline when attending the Posyandu cause delayed services, while their impatience while waiting for their turn to screen often raises complaints and commotions.

In organizing, the lack of active communication among related parties and the excessive workload on health workers at the health center hinder the focus on the elderly program. The limited availability of medical equipment, such as cholesterol and uric acid sticks, which are often unavailable, makes it more challenging to carry out screening. Partnerships with external parties to increase awareness of older people are also not optimal.

Staffing faces problems such as the absence of special health workers, a lack of quality human resources, a lack of training, and human resource rotation that often disrupt program stability. Dependence on specific health centers causes excessive workload and impacts service quality. Leadership in this program also experiences obstacles, including a lack of team cohesion, limited human resources, and challenges in dealing with the emotions of older people. In addition, cadres often lose focus due to boredom and household busyness.

In control, the lack of budget support for direct monitoring makes evaluations more dependent on virtual methods, which are not always effective. The limitations of screening tools that depend on the Village Fund further limit the program's implementation. In addition, elderly cadres are less appreciated by the community because they are considered to have no health

background, which weakens education and emotional relationships with older people. The lack of health education cadres reduces the program's effectiveness.

CONCLUSION

The Strategy to improve the Quality of Health Human Resources in supporting the Effectiveness of Elderly Health Programs at the North Sumatra Provincial Health Office begins with planning that ensures the availability of appropriate health workers in number and qualifications. This process involves performance evaluation, preparation of work plans (Renja), and cross-sector coordination. Funds from the APBD, Health Operational Assistance (BOK), and DAU Specific Grant (SG) are used to support services, education, and empowerment of older people. Organizing is carried out in stages from the Provincial Health Office to health centers and cadres in the village. The Posyandu Elderly is scheduled simultaneously, involving doctors, nurses, midwives, and village cadres. Coordination is carried out through written reports and direct communication via cellphone or WA Group to ensure that services run effectively. In the personnel aspect, coordination between provinces and districts/cities is carried out to develop and train health workers. The Lubuk Pakam Health Center is the spearhead, collaborating with doctors, nurses, and village midwives. With competent health workers, the quality of elderly services will continue to improve. In leadership, the Head of Public Health motivates health workers through coaching, directing, and active communication. This approach creates solid teamwork and high spirits. Control involves monitoring and evaluation through the Deli Serdang Sehat application and field visits to obtain accurate information. Cadre reports are essential evaluation materials in assessing the effectiveness of the program. With this Strategy, the elderly program runs optimally, providing maximum benefits for the elderly community.

SUGGESTION

The factors inhibiting the Strategy to improve the quality of human resources to support the effectiveness of elderly health programs at the North Sumatra Provincial Health Office include five main aspects. Planning faces obstacles of cross-program coordination, time discipline, and service complaints. Organizing is disrupted by less active communication, limited medical equipment, and limited partnerships with community leaders. In personnel, the lack of special personnel, training, and human resource rotation hinders the smooth running of the program. In the leadership aspect, challenges include team cohesion, elderly emotions, and the busyness of cadres. Meanwhile, control is limited by the lack of budget for direct monitoring, reliance on virtual evaluations, and lack of medical equipment. Another problem is the perception of the elderly community, which underestimates cadres without a background in health education. This results in the elderly health program at the Posyandu not running optimally and requires improvements in various aspects of the Strategy.

REFERENCES

- Allison, M., & Kaye, J. (2011). *Strategic planning for nonprofit organizations: A practical guide and workbook*. Canada: John Wiley & Sons.
- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEBM)*, 5.
- Caiden, G. E., & Sundaram, P. (2004). The specificity of public service reform. *Public Administration and Development: The International Journal of Management Research and Practice*, 24(5), 373-383. <https://doi.org/10.1002/pad.329>
- Colloca, G., Di Capua, B., Bellieni, A., Fusco, D., Ciciarello, F., Tagliaferri, L., ... & Balducci, L. (2020). Biological and functional biomarkers of aging: definition, characteristics, and how they can impact everyday cancer treatment. *Current Oncology Reports*, 22, 1-12. <https://doi.org/10.1007/s11912-020-00977-w>

- Cypress, B. S. (2015). Qualitative research: the “what,” “why,” “who,” and “how”!. *Dimensions of Critical Care Nursing*, 34(6), 356-361. <https://doi.org/10.1097/DCC.000000000000150>
- Damayanti, N. E., Widyaningsih, D. S., Nugroho, S., & Panjaitan, O. W. O. (2024). Analysis Of Supporting And Hinder Factors In Improving Human Resource Competence At Palangka Raya University. *International Journal of Accounting, Management, Economics and Social Sciences (IJAMESC)*, 2(2), 416-425. <https://doi.org/10.61990/ijamesc.v2i2.202>
- Daulay, N. (2020). *Analisis kualitas pelayanan jasa kesehatan pada puskesmas Desa sihep Kecamatan Siabu Kabupaten Mandailing Natal* (Doctoral dissertation, IAIN Padangsidimpuan).
- Eriyanto, E. (2024). A Persuasive Approach To Improving Character Of Student Discipline. *Review of Islamic Studies*, 3(1), 18-27.
- Inglehart, R., & Baker, W. E. (2000). Modernization, cultural change, and the persistence of traditional values. *American sociological review*, 65(1), 19-51. <https://doi.org/10.1177/000312240006500103>
- Malik, S. Y., Cao, Y., Mughal, Y. H., Kundi, G. M., Mughal, M. H., & Ramayah, T. (2020). Pathways towards sustainability in organizations: Empirical evidence on the role of green human resource management practices and green intellectual capital. *Sustainability*, 12(8), 3228. <https://doi.org/10.3390/su12083228>
- Nasution, F. S. (2024). *Analisis Capaian Kinerja Program Upaya Kesehatan Masyarakat di Puskesmas Binjai Estate Kota Binjai* (Doctoral dissertation, UIN Sumatera Utara).
- Nioda, A. J. B., & Tagare Jr, R. L. (2024). The Experiences of Non-Physical Education Generalist Teachers in Implementing PE in the Primary Grades: Implications for Capability Development Initiatives. *International Electronic Journal of Elementary Education*, 16(3), 325-335.
- Oumer, Y., Regasa Dadi, B., Seid, M., Biresaw, G., & Manilal, A. (2021). Catheter-associated urinary tract infection: Incidence, associated factors and drug resistance patterns of bacterial isolates in southern ethiopia. *Infection and drug resistance*, 2883-2894.
- Paaais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The journal of asian finance, economics and business*, 7(8), 577-588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Phan Thi Hang, N. (2024). Factors affecting the management of human resources at small and medium enterprises during Covid-19 pandemic in Vietnam. *Cogent Business & Management*, 11(1), 2352884. <https://doi.org/10.1080/23311975.2024.2352884>
- Ranis, G., & Stewart, F. (2000). Strategies for success in human development. *Journal of human development*, 1(1), 49-69. <https://doi.org/10.1080/14649880050008764>
- Rodríguez, R., Svensson, G., & Ferro, C. (2021). Assessing the future direction of sustainable development in public hospitals: Time-horizon, path and action. *Health Policy*, 125(4), 526-534. <https://doi.org/10.1016/j.healthpol.2020.10.012>
- Rohalia, A. N. A., & Sukmana, H. (2024). Efektivitas Program Posyandu Lansia Di Desa Tambak Kalisogo Kecamatan Jabon Kabupaten Sidoarjo. *Journal Publicuho*, 7(3), 1427-1442. <https://doi.org/10.35817/publicuho.v7i3.501>
- Samsuni, S. (2017). Manajemen sumber daya manusia. *Al-Falah: Jurnal Ilmiah Keislaman dan Kemasyarakatan*, 17(1), 113-124. <https://doi.org/10.47732/alfalahjikk.v17i1.19>
- Setyawan, F. E. B. (2015). Sistem pembiayaan kesehatan. *Saintika Medika*, 11(2), 119-126. <https://doi.org/10.22219/sm.v11i2.4206>

Sitepu, M., & Kosasih, K. (2024). Analisis Loyalitas Pasien dan Kepuasan Pasien: Pendekatan Kajian Literatur dengan Kualitas Pelayanan Rumah Sakit sebagai Variabel Intervening. *Jurnal Penelitian Inovatif*, 4(4), 2047-2058. <https://doi.org/10.54082/jupin.834>

Tessema, M. W., Abebe, B. G., & Bantider, A. (2024). Physical and socioeconomic driving forces of land use and land cover changes: the case of Hawassa City, Ethiopia. *Frontiers in Environmental Science*, 12, 1203529. <https://doi.org/10.3389/fenvs.2024.1203529>

