

## Service Innovation "*Kelink Emas*" (Community Internet Linked Health Consultation) in The Center Of Public Healthin Sukomoro, Nganjuk District

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**Abstract:** As a public service provider, the government is required to provide the best service for citizens. One of the services that must receive attention is health service. In order to improve the quality of health services, the Sukomoro Community Health Center created a service innovation, namely the KelinkEmas (Community Internet-linked Health Consultation). One of the factors behind this innovation is the slow response of the government to public complaints. In addition, the outbreak of the Covid-19 pandemic has made people eager to look for the correct information and consult on health without face to face to avoid the risk of Covid-19. Therefore, this research aims to analyze the KelinkEmas services at the Sukomoro Community Health Center. This is descriptive research with a qualitative approach. The results showed that the KelinkEmas service innovation provided comprehensive online health services, including health information services, health centre policies, general polyclinics, nursing care, nutritional care, midwifery care, laboratories, mental health, Covid-19, adolescent health, hajj health, elderly health, environmental health, oral health, emergency room, inpatient care, and pharmacy. Through the support of a culture of innovation, the readiness of tools and instruments, the KelinkEmas innovation is expected to be an alternative health service solution during the Covid-19 pandemic.

**Keywords:** *Service Innovation, Health Services, Kelink Emas.*

### Introduction

One of the rights of citizens is to obtain good public services. The state must serve and fulfil the basic needs of its citizens. Serving, in this case, takes care of what is needed by citizens without discrimination. Public services are services provided by the government as state administrators to citizens and residents to meet their needs and improve the welfare of society. Service is any action or implementation that can be given by one party to another, which shows that it is not real and does not result in power over everything (Kotler and Keller, 2016).

Public services are various service activities carried out by public service providers to fulfil public needs and implement provisions of laws and regulations (Mahmudi, 2010). In the implementation of public services, government officials are responsible for providing the best service to the community to create social welfare. The welfare of the community is very important because it is the goal of the Indonesian state, as stated in the Preamble to the 1945 Constitution of the Republic of Indonesia.

Along with the rapid development of technology and science, citizens will always demand excellent public services by the government. Government agencies, as government administrators, are required to provide effective and efficient services. Therefore, all government agencies are trying

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to improve the quality of their services. It is important since good public services is part of public trust. The community wants innovative and responsive services that make it easier for the citizens.

According to Law No.25 of 2009 concerning public services, types of public services are divided into three groups, namely public goods services, services, and administrative services. One form of public service provided by the government is health services. Health development is part of national development, which aims to increase awareness, willingness, and ability to live a healthy life for everyone to realize the highest public health status (Government of Indonesia, 2004). The measure of success in health development is the creation of quality public health services. However, with the increasing demand for health development, public health services have often become less than optimal. Realizing this situation, the government has been trying to improve the quality of public health services by creating various innovations.

The online government handling public complaints has provided several systems in the form of the LAPOR! Website and application. The official name of this online service is the National Public Service Complaint Management System (SP4N) - People's Online Complaints and Aspirations Service (LAPOR!). The official institution that manages SP4N-LAPOR! is the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB) as the Trustee of Public Services, the Presidential Staff Office (KSP) as the Supervisor of the National Priority Program, and the Indonesian Ombudsman as the Supervisor of Public Services (Tirto.id, 2020).

Some people still think that public services are still lacking. This is, at least, represented by the existence of reports/complaints from the public through the Lapor website, which is a facility for the government to report complaints from the public.



Figure 1. Public complaint report

Source: Presidential Staff Office, 2020. <https://www.lapor.go.id/>

That figure shows that the citizens are still not satisfied with the government services provided. It is not many reports have been received. But that number is an iceberg phenomenon considering that not many people know the Lapor's application to report their complaints.

People also have complained about the lengthy response of the government in responding to public reports. The government also did not follow up on the report effectively. This is in accordance with the citizens' assessment in the Lapor Application:



Figure 2. Citizen satisfaction on the government's response

Source: Presidential Staff Office, 2020. <https://www.lapor.go.id/>

Figure 2 shows that the public's assessment of the government on the report is 3.57 and 3.1 from the maximum number of assessments of 5.00. This assessment certainly reflects community satisfaction with government services. This lack of government response is evidenced by the issuance of Governor's Decree Number 188/137 / KPTS / 013/2020 concerning Standard Operating Procedures (SOP) for Follow-up and Completion of Public Reports through SP4N-LAPOR (Kominfo East Java, 2020). Government services to the citizens also include health services so that this can be used as material for the government's evaluation in the health sector. So public services in Indonesia still need to be improved according to what the citizens expect.

Innovation in a broad concept is not only limited to products but can be in the form of ideas, methods, or objects that are perceived by someone as something new. (Suryani, 2008). Innovation is also often used to refer to changes that are perceived as new by the experiencing society. Currently, public service innovations at the central, provincial, and district/city levels are being intensified. This is because the government wants to improve the quality of public services. The government continues to urge each region to continue to improve the quality of public services. One area that continues to innovate public services in the health sector is Nganjuk Regency. This is evidenced by the news that one of the Puskesmas in Nganjuk Regency, namely Puskesmas Sukomoro, is included in the Top 99 Public Service Innovation Competition (KIPP) (Ministry of Administrative and Bureaucratic Reform, 2020).

One of the challenges that occurred in Sukomoro District was conveyed by Tri Asfi Rafiah as the coordinator of the Kelink Emas innovation is the number of people living in Sukomoro District, namely 40 thousands people. Meanwhile, the number of health workers amounted to 53 people. This is certainly not comparable, and the service cannot be maximized.

"So, many people who come here want to have a long consultation, but they can't because many are queuing up. The number of health workers here is only 53 people, not comparable to the total population of Sukomoro, which is 40 thousands people" (Interview on October 27, 2020)

Also, the Nganjuk Regency Government has been slow in responding to citizen reports, resulting in at least 50 residents of Kapas Village, Sukomoro District, suspected of having Chikungunya disease. Generally, they experience fever, sudden joint pain all over the body (Supriyatno, 2020).

In early 2020, the emergence of the covid-19 virus outbreak had circulated many hoax news and caused several services at the Sukomoro Community Health Center to be not optimal because they were temporarily closed. This was conveyed by Ida Nurhayati, as the innovator of the Kelink Emas service

"In 2020, the Covid-19 virus appeared, so at the beginning, many of the services were closed. Also, people want to be able to consult because there are lots of hoax news and consultations on their health problems without meeting face to face, if possible" (Interview on November 3 2020)

As the agency that provides health services in Sukomoro District, Puskesmas Sukomoro has made a breakthrough to resolve this problem. An innovation that is being promoted by Puskesmas Sukomoro is the Kelink Emas (Community Internet-linked Health Consultation) which can be accessed on the website of Puskesmas Sukomoro. The existence of this Kelink Emas innovation can make it easier for people to consult. The Kelink Emas was launched in February 2019. Tri Asfi Rafiah as Kelink Emas innovation coordinator, explained:

"the Kelink Emas aims to increase public knowledge about health through comprehensive online health services. The services offered include health information services, health centre

policies, general polyclinic, nursing care, nutritional care, midwifery care, laboratories, mental health, Covid-19, adolescent health, hajj health, elderly health, environmental health, oral health, ER and inpatient, pharmacy and others." (Ministry of Administrative and Bureaucratic Reform, 2020)

The success story of the Kelink Emas innovation can be related to previous research, from Arundel, Bloch, and Ferguson in 2019, which explains the six success factors of innovation (Arundel et al., 2019) consisting of:

1. *Governance and innovation*

*"Public sector innovations arise for a variety of reasons, ranging from public demands for new services or to improve services to budget constraints. How the government responds to the pressure placed on public sector organizations and the ability of the government to respond is influenced by governance models. Governance determines the relationship between the elected government and administrative bodies or public services. These two parts of the public sector are subject to different pressures and motivations and produce different kinds of innovation. Elected politicians make decisions in innovation by adopting the main method of technology. In theory, public sector managers have a minor role to play or influence the innovation process and do not have the role of middle managers or front-line staff."*

2. *Sources of ideas for innovation*

*"The source of ideas for innovation is driven by politicians and senior managers because of large-scale policy or government changes, new policy objectives, and new concepts of service delivery. Ideas for innovation can be driven by front-line staff and middle managers as they interact with service users. Measurement of ideas for innovation should collect data on sources of ideas, including external sources outside the public sector, sources from various levels in the public sector hierarchy, and details on the characteristics of the innovation (type, novelty, level of investment) by idea source."*

3. *Innovation culture*

*"A culture of innovation can be defined as a culture where a group of individuals who have values, customs, and assumptions about the changing ideas of the public sector. Many factors can influence a culture of innovation, including governance methods and personal characteristics of managers, such as an entrepreneurial mindset or previous experience with innovation. Motivation to innovate is an important factor in public sector innovation and is closely related to employee development and professionalism. Innovation culture measures include the level of support, leadership, and experience of senior managers in innovating and the attitudes of management and other personnel to risk and change."*

4. *Capabilities and tools*

*"Measurements should include the use of a variety of capabilities and tools for innovation, including actions to encourage creativity and learning by public sector staff, incentives and rewards for employees who provide innovative ideas and participate in their development, training in innovation teams and collaborative strategies that managers use in the event of failure, innovation, and development of public services created in conjunction with service users."*

5. *Objective, outcomes, drivers, and obstacles*

*"The innovation shaping includes a list of innovation goals, outcomes, drivers, and constraints for the public sector. Its purpose is to reduce costs, improve product quality, and improve workplace safety. The driver of innovation is the need to meet regulatory requirements, citizen demands and overcome social challenges or barriers such as lack of human or financial resources. Other factors include the politics of action that fosters innovation, including mandates, new laws, regulatory and policy priorities, issues or crises requiring rapid response, and organizational restructuring. Barriers most relevant to the public sector include lack of management support for innovation, lack of incentives, staff resistance, poor innovation, culture,*

*and factors associated with innovation risk, including an organizational culture that resists innovation risk."*

6. *Collecting innovation data for single innovations*

*"Many types of innovation data are relevant to all public sector organizations, such as data on organizational capabilities and innovation strategies, or the factors that drive organizations to innovate. Data can be obtained through questions on the most important, most successful, or recent innovations. It is also possible to ask about innovations that are underperforming or fail to obtain data on bottlenecks leading to unsatisfactory results. The questions are to employees who develop and implement innovations and to the use of innovations."*

Based on the description above, the researchers are interested in further examining the success factors of the KelinkEmas as an effort to improve health services and make it easier for the community to consult their health issues.

### **Research Methods**

This is descriptive research with a qualitative approach to investigate and describe in-depth the Community Internet-Linked Health Consultation Service Innovation (KelinkEmas).

The research focus is the success factors of innovation according to (Arundel, Bloch, and Ferguson, 2019). In terms of the KelinkEmas the focus is including:

1. Kelink Emas innovation governance model
2. The source of innovative ideas and the novelty of Kelink Emas innovations.
3. Innovation culture:
  - a. Values or customs at Puskesmas Sukomoro
  - b. Innovator experience from previous innovations
4. Abilities and tools:
  - a. Training for the KelinkEmas innovation team
  - b. Rewards or awards for employees in service development
5. Goals, results, drivers, and barriers to the Kelink Emas innovation
6. Single information data from previous innovations made either successful or unsuccessful.

Data collection techniques are observation, interviews, and documentation. Researchers carried out observations by visit directly to the Sukomoro Health Center, while interviews were carried out with related persons and agencies, especially to the creators of innovation. The documentation is conducted by literature studies and taking photos related to the object of study in the location. The subject of this research is the coordinator of the Kelink Emas service innovators, Tri Asfi Rafiah and Vivi; the users of the KelinkEmas service, Mrs. Ida as and Mrs. Siti which also community members of Sukomoro District. Then the researchers analyzed the data using four stages: namely data collection related to observation, interviews, and documentation; data reduction refers to sorting data according to a predetermined focus; data display, data to be developed by researchers, and concluding the data to answer the research questions.

### **Finding and Discussion**

Innovation is the ability to use creativity to solve problems and increase and increase life opportunities (Suryana, 2003). The problem in the health sector faced by the Sukomoro Community Health Center as described above is the large number of people who come to the Center of Public Health for long consultations, but they cannot because many are queuing up. The number of health personnel at the Sukomoro Center of Public Health is only 53 people, which is not comparable to the total population of Sukomoro, which is about 69 thousand people, the slow pace of the Nganjuk Regency Government in responding to citizen reports, as well as the large number of false health

news circulating. To overcome the problems that arise, Sukomoro Center of Public Health as the health service provider in Sukomoro District has created an innovation called Kelink Emas (Community Internet Link Health Consultation). Based on the research results obtained, an analysis of the Kelink Emas service innovation can be carried out using the theory of Arundel, Bloch, and Ferguson to determine the success factors of the implementation of innovation carried out by Rejoso Community Health Center for the program. The theory of the success factors of innovation, according to Arundel, Bloch, and Ferguson, consists of six factors, namely as follows:

1. The Kelink Emas innovation governance model

Governance is the first thing that supports the success of innovation. Innovations appear starting with a process that is not simple, which comes only with ideas but needs to be implemented and integrated into the system, and a monitoring process is needed to get results in the long term (Afif, 2019). This governance determines the relationships in the organization where the leadership greatly influences creating an innovation. Management in innovation can be driven or attracted by the ability of the bureaucracy to adopt various forms of innovation based on the level of urgent need (Kim & Han, 2014). Therefore, the bureaucracy will find it easier to respond to possible internal and external pressures. In their research, Patanakul and Pinto (2014) claim that government policies and regulations can hinder the development of innovation or promote innovation more broadly. The emergence of service innovation can increase service quality. In the scope of service, innovation is believed to improve service quality to be more effective and efficient (Vries, Bekkers, & Tummers, 2015).

Based on the interviews and observations data, the innovation governance factors have been fulfilled because the KelinkEmas innovation has been structured. In the KelinkEmas innovation, the public can carry out consultations, get information on the Puskesmas services and health-related articles. Consulting services in the KelinkEmas innovation cover 18 areas, namely health centre policies, public health, dental and oral health, midwifery care, maternal and child health, nursing care, emergency room and inpatient care, TB consultation, drug consultation, laboratory consultations, dental consultations, elderly and Hajj health, environmental health, immunization consultations, mental and covid-19 consultations, HIV and family planning consultations, administration and information, and adolescent health.



Picture 1. Menu on Kelink Emas (Sukomoro Health Center Document, 2020)

The picture shows, if the public wants to online consult, just click "chat me!". After that, the community will be directly connected to the counsellor, according to the experts. Employees who are responsible for each area of the KelinkEmas service are employees who are competent and master that field. Because different people coordinate each sector, this not only makes coordination easier but also makes the KelinkEmas services more developed. To develop the KelinkEmas innovation, Puskesmas Sukomoro has collaborated with various parties, namely the Health Office and the village heads in the Sukomoro District area.

The Kelink Emas Innovation is an innovation created by the Sukomoro Center of Public Health. The initial funding for the emergence of this innovation was carried out by the Sukomoro

Health Center itself. After successful innovation and entered in the Top 99 National Public Service Contest held by the Ministry of Administrative Reform and Bureaucratic Reform in 2020, the development of the Kelink Emas innovation was funded by the Nganjuk Regency Regional Revenue and Expenditure Budget (APBD). The Nganjuk Regency Government wants this innovation to continue to be developed and will be applied to the Center of Public Health in Nganjuk Regency. In developing innovation, it is supported by the Health Officer and the Nganjuk Regency Government.

## 2. The source of innovative ideas and the novelty of Kelink Emas innovations

The implementation of innovation requires factors that support the success of innovation, namely, the source of innovative ideas and innovation success. Sources of innovative ideas can come from internal or external parties. In the current era, the government is required to improve service quality through innovation. This is following what was stated by (Tangi et al., 2020) that:

"Public organizations must plan ways for service delivery that address their duties in providing public services to the public without distinction and with respect for them, then budget constraints and the need to improve service quality." duty in providing public services to the community without differentiating the services provided and still respecting them, then budget constraints and the need to improve service quality).

Based on the interviews with Vivi as the coordinator of Kelink Emas, the ideas for the emergence of Kelink Emas innovations were the presence of symptomatic cases such as chikungunya disease in Kapas Village, Sukomoro District, which was troubling the community and it was not chikungunya. From this case, Puskesmas Sukomoro conducted counselling to 12 villages in Sukomoro District. Limited health personnel have made the counselling carried out not yet touching various layers of society in the Sukomoro area. Some patients hope to have lengthy consultations with health workers. However, due to limited service time and a large number of patients, consultations have become less effective.

From these problems, the Sukomoro health centre was inspired by the Top 99 KIP 2014-2018, in the Innovation of EKSISTENSI (Integrated Free Health Service), a Call Center 112 from the Pare-Pare Health Service, regarding emergency services handled by a special team, namely competent medical personnel accompanied by ambulance. The community can access the services directly by simply pressing 112. Puskesmas Sukomoro carries out a replication process by modifying the innovation and producing the Kelink Emas innovation with the consideration that in the era of globalization, everyone can fulfil their needs using the internet. In terms of novelty, the Kelink Emas innovation (community internet-linked consultation) is new in the health sector that has never existed before in Nganjuk Regency.

The difference between the existing innovation and the Kelink Emas innovation is that the innovation of service existence is only related to emergency services and free ambulances. To access this service, the community calls 112. Meanwhile, in the Kelink Emas innovation, the services carried out are related to online consultation in all fields. To consult through this gold link service, the public can access it through the Sukomoro Health Center website by selecting the area they want to consult. After clicking "chat me" the community will automatically connect to the WhatsApp service counsellor.

## 3. Innovation culture

Innovation culture is a factor that supports the success of innovation. A culture of innovation affects the success of innovation in which there are shared values, beliefs, and behaviours (Hilmansson et al., 2013). In organizational culture, values and keys factors that interact in a multifaceted manner are instilled (Hidayah et al., 2018). The values and the keys factors applied by the Sukomoro Health Center in carrying out the culture of "*Joss Banget Mas*" are to facilitate access for the community to get health consultation services. The Kelink Emas innovation culture initiated by Puskesmas Sukomoro, Nganjuk Regency, is influenced by the leader's characteristics in managing an organization.

To be able to realize effective and efficient, and quality public services, Puskesmas Sukomoro, Nganjuk Regency, is very consistent in creating an innovative KelinkEmas service. Initially, the consultation was done manually by requiring the public to come to the Sukomoro Health Center with a queue number. The people had to wait, and the consultation time was too short. With the KelinkEmas, the citizens do not need to come to the Puskesmas to get a consultation session by the expert. What is unique about the KelinkEmas innovation is that the citizens not only consults related to health but can also consult about health centre policies. Although the culture of innovation in the KelinkEmas innovation makes it very easy for the citizens to consult by simply clicking on the Sukomoro Health Center website, in reality, there are still people who do not understand this service innovation. As explained by Siti, who is a community of Sukomoro District:

"I didn't know what KelinkEmas was, and I couldn't operate the phone, so I never did a health consultation using the service. Usually, the consultation is carried out when we do a medical check-up at the Puskesmas. If we are not check-up, we didn't do consultation " "

The culture of innovation in the Kelink Emas also makes it easier for people to consult with the experts. Many citizens already conducted online consultations. Based on the interview results with Ida as the community of Bungur Hamlet, Sukomoro District, the community felt the benefits of Kelink Emas because it was very helpful and made it easier for the community to consult. Consultations can be done online, and there is no need to come to the Sukomoro Community Health Center. Consultation can be done anytime and anywhere.

"I am happy with this KelinkEmas because KelinkEmas is very helpful for the people of Bungur Hamlet, Sukomoro District to consult with doctors, especially during this pandemic, we as citizens must maintain social distancing so we don't need to flock to the Puskesmas so that there is no covid transmission during the pandemic. this" (Interview on February 3, 2021)



Picture 2. The community conducts online consultations using the Kelink Emas (Researcher Documentation, 2020)

The explanation above shows that the innovation culture of the Sukomoro Community Health Center in Nganjuk Regency is to serve online health consultations. The community does not need to come to the Puskemas for consultation. Also, the consultation carried out using the KelinkEmas is quite easy for the community by simply opening the Sukomoro Health Center website and selecting the area we want to consult. If people who are not technologically problem want to be consulted, they can be assisted by their families to consult.

#### 4. Abilities and tools

The formation and development of innovation must have the capabilities and tools that can encourage innovative creativity within an organization, especially in public sector organizations. Human resource development is a process of developing and releasing professional abilities to increase performance through organizational development, training, and personnel development (Sunarto, 2020). Giving awards or rewards to employees can improve the quality and competence of employees in providing services to the community. So from this, it is important to pay attention



to it because it becomes a motivation for someone to continue working and can influence their environment to continue to develop and achieve (Wambrauw, 2018).

The capabilities and tools of the Sukomoro Puskesmas, Nganjuk Regency, are the ability or expertise of employees to develop and operate KelinkEmas innovations through training and development of employees in the health sector of other districts who have successfully innovated so that they can be used as references to be able to innovate again. Each bag in KelinkEmas is coordinated by competent officers. Vivi explained:

"There is no special training from the Puskesmas, but we hold regular mini-workshop meetings every month. This activity is carried out to increase the creativity of health workers. The routine mini-workshop meetings were attended by all health workers in the Sukomoro Community Health Center. After that, the activity was continued with coordination related to KelinkEmas innovation and discussion of other innovations that would be developed by Puskesmas Sukomoro. Each field is coordinated by competent officers "(Interview on January 12, 2021)

From the explanation above, it can be concluded that, with the existence of human resources and tools, and technology, the KelinkEmas makes it easier for people to consult. The existence of adequate capabilities and tools can meet the needs of the community by providing innovative services that are effective and efficient so that people feel satisfaction.

#### 5. Goals, results, drivers, and barriers to the Kelink Emas innovation

In the success factor of this innovation, the goals and results of an innovation are the objectives of the process of forming innovations that have results by the objectives of forming innovations. According to (Afif, 2019) low costs, increased efficiency and effectiveness, the delivery of good quality at an appropriate price so that profits and growth can be obtained are the goals of innovation. The purpose of the KelinkEmas innovation is to make it easier for people to carry out health consultations without visiting directly to the Sukomoro Community Health Center. The result of the KelinkEmas innovation is that the community has easy access to health-related consultations with the Sukomoro Community Health Center officers. The community can consult longer and more freely without being limited by queues for other patients. The level of community satisfaction increases.

Figure 3. Comparison of the Results of the 2018 to 2020 Community Satisfaction Index Survey



Source: Sukomoro Health Center Document, 2021

Based on the survey results, public satisfaction in 2018 to 2020 after launching the Kelink Emas has increased. The KelinkEmas service is also used by the community for consultation. From 2018 to 2020 the results of patient consultations have increased, this is evidenced by the number of patients who consulted using KelinkEmas

Figure 4. Comparison of Patient Consultation Achievements in 2018 to 2020



Source: Sukomoro Health Center Document, 2021

The figure 4 above shows that the public is really taking advantage of the Kelink Emas innovation to conduct online consultations. The results of community consultations are increasing every year. Because this Golden Kelink innovation was put to good use by the community, Sukomoro Center of Public Health was successfully included in the Top 99 National Public Service Competition held by the Ministry of Administrative Reform and Bureaucratic Reform in 2020.



Picture 3. The KelinkEmas Certificate TOP 99 Public Service Innovations in 2020

Source: Researchers Documentation, 2020

The driving factors and barriers to innovation are factors in the process of forming innovations that can comply with regulations by forming statutory regulations. The driving factor for the KelinkEmas innovation is the need of the community to consult and get news that is true about health. The obstacle to the KelinkEmas innovation is that there are still people who are not technologically unable to operate the internet, so their families are conducting consultations. Also, the internet network in several villages is inadequate, so people need to come to the village office for consultations. This certainly hinders the development of the KelinkEmas innovation.



Picture 4. Wifi Corner at Village Office

Source: Sukomoro Health Center Document, 2020

By the explanation above, it shows that the goal of the Sukomoro Community Health Center in Nganjuk Regency is to create an innovation that can help and make it easier for people to consult related to health. The results of this innovation can be felt by the public as well as health workers. Regarding the existing obstacles related, PuskesmasSukomoro has found a solution. The

Sukomoro Puskesmas is working with the Village Head in the Sukomoro District area to provide a wifi corner.

6. Single information data from previous innovations made either successful or unsuccessful.

In a single information data indicator, data collected related to innovation is data that aims to overcome emerging problems and make services easier, faster, more effective, and efficient. This is in line with the fact that innovation can be useful, proven by improving the quality of public services and overcoming problems that are detrimental to society (Ilmu et al., 2018). To maintain the sustainability of the KelinkEmas innovation, it is hoped that it will continue to make service improvements. Previously, the consultation services were served manually. After the electronic-based KelinkEmas innovation, Puskesmas Sukomoro was able to improve public services, especially in terms of consultation. As explained by Vivi:

"So, before there was the KelinkEmas, consultations were carried out when the community visit for a check-up, if they did not checkup, they did not consult. People have to queue at the Puskesmas for consultation." (Interview on January 12 2021)

The explanation above shows that the innovation of the KelinkEmas Puskesmas Sukomoro, Nganjuk Regency is an independent service that the public can access through the Sukomoro Health Center website. With the KelinkEmas service, the community can be facilitated in conducting consultations and can be accessed anywhere and anytime.

## Conclusion and Summary

Based on the result and discussion that has been presented, it can be concluded that the innovation of the community internet-linked health consultation (the KelinkEmas) at Puskesmas Sukomoro, Nganjuk Regency is going well.

In term of governance and innovation to improve the quality of public services, Puskesmas Sukomoro created an innovative Community Internet-Linked Health Consultation service (KELINK EMAS).

In term of the source of innovative ideas, Puskesmas Sukomoro as the creator of the innovation, namely the Kelink Emas innovation, has done various ways to improve the quality of public services. By considering criticisms, suggestions, and ideas of employees and the community, so that with the Kelink Emas innovation, the public can be facilitated in consulting expert officers.

In term of the culture of innovation, the KelinkEmas service innovation is different from the previous one which required people to come and queue to the Sukomoro Community Health Center for consultation. In the KelinkEmas service, no-cost needs to be incurred by the community for consultation. Services are very effective and efficient.

The goals, results, drivers, and constraints, the purpose of the establishment of the KelinkEmas service innovation is to make it easier for the public to consult on health. Obstacles in some areas are difficult to access the internet and also some people do not master technology, so people have to go to the village office to access the internet.

Innovation data for a single innovation from innovations made before, whether successful or unsuccessful, Puskesmas Sukomoro conducts self-service so that it can make it easier for people to consult anywhere and anytime.

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