



## Performance Analysis of The Triple Elimination Checking Programme for Pregnant Mothers in *Antenatal Care* at The Dinas Health District of Rokan Hilir Year 2024

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### ABSTRACT

*The Triple Elimination Program aims to prevent the transmission of HIV, syphilis, and hepatitis B from mother to child. In Rokan Hilir Regency, screening coverage remains low: hepatitis B (42.2%), HIV (38%), and syphilis (48.3%). Bantaian Health Center has the lowest coverage, while Bagan Batu Health Center has the highest. A thorough evaluation is needed to improve program performance using the Malcolm Baldrige approach. This study aims to evaluate the performance of the triple elimination program for pregnant women at the Rokan Hilir District Health Office in 2024, employing a mixed-method explanatory sequential design. The sample consisted of 40 respondents and 9 stakeholders as informants. Triangulation was applied to sources, methods, and data. The results show that most respondents rated program leadership as high (57.5%), while strategic planning (52.5%), patient focus (62.5%), measurement and knowledge management (60%), team focus (55%), process focus (57.5%), and performance results (60%) were rated low. Qualitatively, program leadership demonstrated strong commitment. Program planning is based on technical guidelines and BOK funds, with limitations in APBD budget allocations. Education and collaboration with community leaders have been implemented. However, the program has not focused on patients and is not widely recognized by the community. Staff at Bantaian and Bagan Batu Health Centers enthusiastically implement the program despite limited human resources, introducing innovations and conducting regular evaluations. The program is developed through coordination meetings, data analysis, and cadre training. Key factors for achieving targets include case monitoring, health education, cross-sector collaboration, and periodic evaluations. Health centers need to expand education and socialization on the importance of triple elimination screening, supported by integrated coordination between the Health Office and related agencies (OPD).*

**Keywords** : Pregnant women, Malcolm Baldrige, Triple elimination, HIV

### 1. INTRODUCTION

One of the efforts to overcome the transmission of infectious diseases (HIV, Syphilis, and Hepatitis B) from mother to baby

has been carried out by the Ministry of Health of the Republic of Indonesia with a programme called Triple elimination in accordance with the Minister of Health Regulation Number 52 of 2017. Triple elimination is a programme that

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aims to achieve and maintain the elimination of HIV/AIDS, Hepatitis B and Syphilis in mothers and infants to achieve better health for women, children and their families through a coordinated approach (Young, 2018).

The impact of not performing triple elimination screening on pregnant women is the increased risk of transmitting infections such as HIV, syphilis, and hepatitis B to the foetus. Infections that are not treated or detected properly can increase the risk of complications during pregnancy, labour and postpartum (Azhali et al, 2023). Social and economic impacts may also arise due to necessary treatment and longterm health impairment. Therefore, it is important to ensure the implementation of effective preventive measures to reduce the risk of transmission of HIV, syphilis and hepatitis B infections to pregnant women and their unborn babies in an effort to reduce maternal and infant morbidity and mortality rates (Loarec et al, 2022).

The Ministry of Health of the Republic of Indonesia aims to achieve zero new infections by 2030 as stated in the Regulation of the Minister of Health of the Republic of Indonesia number 52 2017 (Kemenkes RI, 2020). Based on the health profile of Indonesia in 2022, there are 2,824,039 pregnant women were tested for HIV in Indonesia. This resulted in 7,153 (0.25%) HIV positive pregnant women. For Hepatitis B testing, only 60.3% of pregnant women were reached out of the total target and 1.6% of pregnant women were found to be Hepatitis B positive. For syphilis testing, only 24.5% of pregnant women were tested with 0.46% of pregnant women testing positive for syphilis. The prevalence of HIV testing coverage in Riau Province in 2022 only reached 42.6%, Hepatitis B testing was 51.3% and syphilis testing only reached 22.8%. The results of the triple elimination examination in pregnant women showed a positive prevalence of HIV of 0.05%, Hepatitis B of 1.2% and syphilis in pregnant women of 0.33% (Kemenkes, 2022).

Data from the Riau Provincial Health Office Profile in 2022, 795 new HIV cases were found and only 638 (80.3%) received treatment. Of the 12 districts / cities in Riau Province, there are 5 districts / cities with the highest coverage of HIV case finding, namely Pekanbaru with

419 cases. 345 (82.3%) received treatment. Pelalawan District 62 cases with 42 (67.7%) receiving treatment. Rokan Hilir district had 60 cases with 49 (82%) receiving treatment. In hepatitis B testing, Rokan Hilir district had the fifth lowest rate at 38.5%.

Based on the Rokan Hillir District Health Office's 2023 SPM Report, out of 12 basic health service indicators, health services for people at risk of HIV infection had the lowest coverage at 55.8% and did not reach the SPM target of 100%. This is linear with the results of triple elimination testing coverage in pregnant women, where only 42.2% of pregnant women were screened for Hepatitis B, 38% of pregnant women were screened for HIV and 48.3% of pregnant women were screened for syphilis. Of the 20 Puskesmas in Rokan Hilir District, the Puskesmas with the lowest coverage of HIV and Hepatitis B screening services is Bantaian Puskesmas while the Puskesmas with the highest coverage is Bagan Batu Puskesmas.

Hartati et al (2022) describe various performance assessment models to provide a holistic picture of programme effectiveness and efficiency. Models such as the Logical Framework focus on cause-and-effect relationships, Results-Based Management (RBM) emphasises the achievement of positive outcomes and impacts, while Formative and Summative evaluations provide feedback during and after programme implementation. Return on Investment (ROI) measures the efficiency of resource use and financial benefits, while benchmarking comparing the programme's performance to a specific standard. The Balanced Scorecard (BSC) provides a view through four key perspectives and helps organisations identify the balance between short-term and long-term goals. The choice of model depends on the purpose of the performance evaluation and the context of the programme.

Evaluation of performance appraisal must be done appropriately, and organisations need to set relevant performance indicators. Performance indicators are not only limited to financial aspects, but also include non-financial indicators, especially for measuring results (Wiguna and Saintika, 2018). The Balanced Scorecard model with the basis of the Malcolm Baldrige Criteria for Performance Excellence

(MBCfPE) theory is an ideal performance measurement model (Bardi et al, 2023). MBCfPE presents an integrated method that includes all elements that define the organisation, operational processes, and performance results in a clear and measurable manner (Apriyanto et al, 2020).

Based on an initial survey of the Rokan Hilir District P2P Unit Coordinator, the Health Office faces challenges in implementing the triple elimination screening programme. The main obstacles involve the lack of community understanding of triple elimination and stigma towards HIV and sexually transmitted diseases. Although all health centres in the region have implemented programmes to increase the participation of pregnant women, not all are willing to undergo testing after counselling. A preliminary survey of the Head of the HIV

Programme Holder at the Rokan Hilir District Health Office also showed that Barriers to the implementation of the triple elimination examination programme for pregnant women at each Puskesmas in Rokan Hilir Regency include the lack of commitment of the leadership (head of puskesmas) in supporting the triple elimination programme, inappropriate strategic planning, and lack of health promotion. The lack of competence of midwives so that they cannot approach and understand the needs of pregnant women related to triple elimination checks is a major challenge in this programme. In , limited data on high-risk pregnant women with sexually transmitted diseases, poor data collection and analysis, and lack of coordination among the implementation team, and no partnership between health and non-health local government organisations (OPDs) were also barriers. This impacts on the efficiency of the programme implementation process and achieving the desired results. Therefore, improvements in leadership, more adaptive strategic planning, increased customer focus, and improved knowledge management and team coordination are needed to improve the performance of the triple elimination screening programme for pregnant women. The purpose of the study was to determine the performance of the triple elimination examination programme for pregnant women in antenatal

care at the Rokan Hilir District Health Office in 2024.

## 2. METHODS

The type used in this research is mixed method (combination method) with Explanatory Sequential design. The research location is in the Work Area of the Rokan Hilir Regency Health Office. Research time in March-May 2024. Quantitative research population in this study as many as 40 people. Non-probability sampling using total sampling technique, namely by taking all members of the population into the research sample, namely 40 people. Qualitative research the number of informants as many as 13 informants, Informants selected with techniques purposive sampling based on princip research qualitative at suitabeility (appropriateness) and adequacy. Appropriateness in this study is that informants selected based on the knowledge possessed by informants in accordance with the topic. Research. Primary data conducted by researchers in quantitative research in the form of a Malcolm Baldrige Criteria questionnaire. While qualitative research is a way of collecting data using in-depth interviews, observations and document searches. Data analysis used in quantitative research is univariate to see frequency distribution, by calculating the percentage (%) of each variable and data analysis.

The method used in qualitative research is data collection, data reduction, data presentation and conclusion drawing. Instrument test or validity test in quantitative research is not carried out because the questionnaire used is the standard Malcolm Baldrige Criteria questionnaire, Malcolm Method. The Baldrige Criteria were used in this study because they provide a holistic and integrated framework for evaluating programme performance, covering aspects of leadership, strategy, customer focus, data management, and results. These criteria are relevant to improving service quality by identifying programme strengths and weaknesses, and encouraging improvements sustainable and innovation. As for the validity test used in qualitative research is tringulation, namely triangulation (Some of the data sources

used are documents, archives, interviews and observations. Then data is checked with facts from other sources. The origin of the source can be from several different informants), method triangulation (Data collection using several in-depth interview methods as well as observation and checklist methods) and data triangulation (Requesting feedback from informants in the form of suggestions, data and information. Then compared with theory. This step was taken to improve and enhance research quality). With ethical review number: 031/KEPK/UHTP/IV/2024

### 3. RESULT AND DISCUSSION

#### Quantitative Research

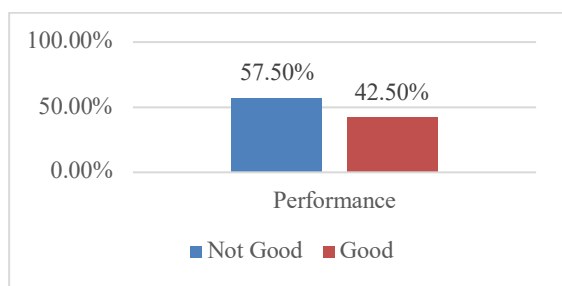


Figure 1. Frequency distribution of performance

Figure 1 shows that the majority of respondents rated the performance of the triple elimination screening programme for pregnant women as poor (57.5%).

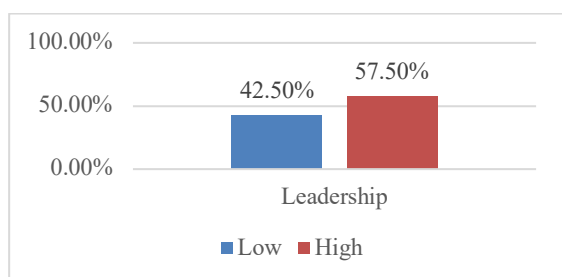


Figure 2. Distribution of frequency distribution of leadership

Figure 2 shows that the majority of respondents rated the leadership of the triple elimination screening programme for pregnant women as high (57.5%).

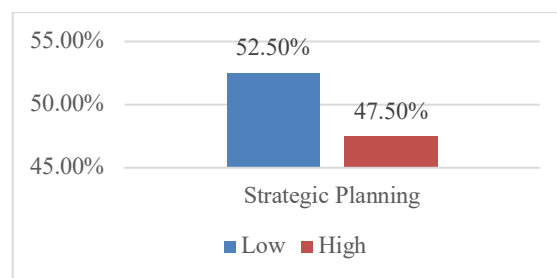


Figure 3. Distribution of frequency distribution of strategic planning

Figure 3 shows that the majority of respondents rated the strategic planning of the triple elimination screening programme for pregnant women as low (52.5%).

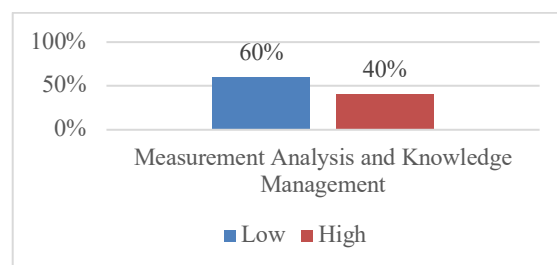


Figure 4. Frequency distribution of patient focus

Figure 4 shows that the majority of respondents rated the patient focus of the triple elimination screening programme for pregnant women as low (60%).

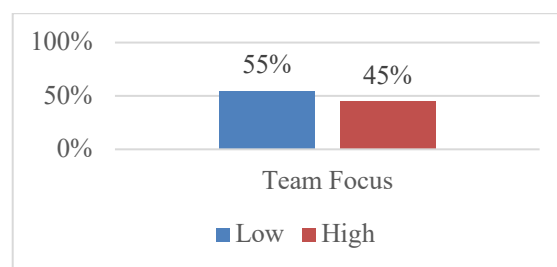


Figure 5. Frequency distribution of team focus

Figure 5 shows that the majority of respondents rated the focus of the triple elimination screening programme team on pregnant women as low (55%).

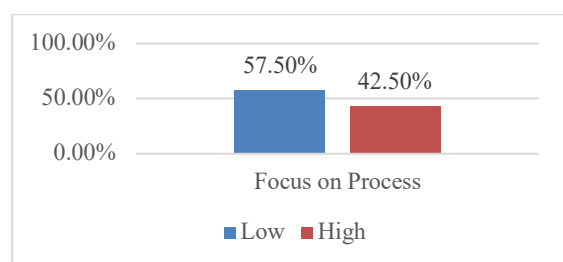


Figure 6. Frequency distribution of focus on the process

Figure 6 shows that the majority of respondents rated the focus on the triple elimination screening programme process for pregnant women as low (57.5%).

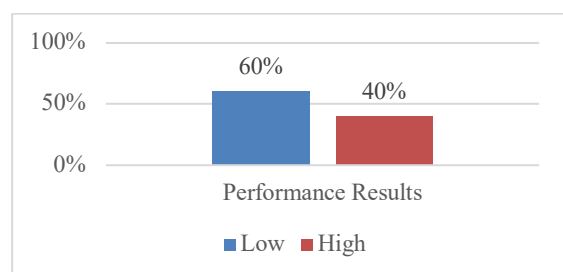


Figure 7. Frequency distribution of performance results

Figure 7 shows that the majority of respondents rated the work of the triple elimination screening programme for pregnant women as low (60%).

### Performance of the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care from Leadership Aspects

Based on the results of in-depth interviews with 6 main informants, it is known that all main informants stated that leadership is in accordance with the values of the organisation program examination triple. The triple elimination programme for pregnant women was stated to be in line with the vision and mission of the community health centre as well as and mission of Rokan Hilir District. The triple elimination screening programme for pregnant women was also stated to be in line with the vision and mission of the puskesmas and the vision and mission of Rokan Hilir District. This can be seen from the following interview results:

*"I think our triple elimination screening programme is clearly implemented, it cares about the health of the community, and we are always committed to providing the best service to everyone. Every step we take is in line with the vision and mission of the puskesmas and Rokan Hilir Regency" (IU 1, 4, IU6) The triple elimination screening programme is clearly implemented, prioritising justice and community welfare. We try to provide good and sustainable services to pregnant women". (IU 2, 3, IU5)*

### Performance of the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care from the Aspect of Strategic Planning

Based on the results of in-depth interviews with 6 main informants related to the strategy of preparing the triple elimination screening programme activity plan and its obstacles, all main informants stated that the planning of the triple elimination screening programme in Rokan Hilir District is based on the Technical Guidelines (JUKNIS) for triple elimination screening. This programme aims to improve the health of pregnant women through early detection and treatment of infections that can harm pregnancy. This can be seen from the following interview results:

*"We follow the guidelines set by the health office to develop an activity plan for the triple elimination examination programme for pregnant women. We make sure that every step we take is in accordance with the existing guidelines, so that the programme runs well and in accordance with the set standards" (IU 1, IU 2, IU 3, IU 4, IU 5, IU 6).*

### Performance of the triple elimination screening programme for pregnant women in antenatal care in terms of patient focus

Based on the results of in-depth interviews with 6 main informants, 4 informants stated that pregnant women are well cared for by holding regular check-up sessions at the health centre and educating pregnant women and the community on the benefits of triple elimination testing. Meanwhile, 2 informants stated that socialisation to health cadres to pass on



information related to this examination to pregnant women using language that is easily understood by the community. This can be seen from the following interview results:

*"We ensure that pregnant women are well cared for by holding regular check-up sessions at the health centre. We also provide information and education to pregnant women about the importance of triple elimination checks and listen to women's complaints" (IU 1, 2, IU 3, IU 4).*

*"provide socialisation to cadres to pass on information to pregnant women regarding triple elimination checks using language that is easy to understand in the community." (IU 5, IU 6)*

#### **Performance of the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care from the Aspects of Measurement Analysis and Knowledge Management**

Based on in-depth interviews with six key informants, all informants stated that every visiting pregnant woman is registered to undergo a series of routine check-ups, including HIV, syphilis and hepatitis B tests. All test results are carefully recorded in the maternal health book and also inputted into the health centre's computer system for easy data management. In addition, both health centres use special forms designed to facilitate the recording of test results. This can be seen from the following interview results:

*" Every pregnant woman who comes to the health centre is registered and routinely examined, including tests for HIV, syphilis, and hepatitis B. The results are recorded in the health book and inputted into the health information system. The results are recorded in the health book and inputted into the puskesmas information system. We also use a special form to record the test results. We coordinate with midwives to ensure all pregnant women receive this test. The data is then analysed and reported regularly." (IU 1, 2, IU 3, IU 4, IU 5, IU 6)*

#### **Performance of the triple elimination screening programme for pregnant women**

#### **in antenatal care from the aspect of focus on the team (workforce)**

Based on the results of in-depth interviews with 6 main informants related to the involvement of the health worker team to improve the effectiveness of the triple elimination testing programme, it is known that all informants stated that the health worker team at Puskesmas Bantaian and Puskesmas Bagan Batu have a spirit of cooperation and high enthusiasm in attending training and discussing. The team's challenges were limited time, resources, lack of understanding of using the SIHEPI application, and limited promotional tools. This can be seen from the following interview results:

*"We meet frequently to discuss progress and challenges. Although there are obstacles such as limited time and resources, we still try hard with good cooperation." (IU 1, IU 3, IU 5, IU 6)*

*"Team involvement is very important. Health workers were enthusiastic about the training and discussions. The challenge is that some officers do not use the SIHEPI application and there are limited tools." (IU 2, IU 4)*

#### **Performance of the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care from a Process-Focused Aspect**

Based on the results of in-depth interviews 6 main informants, 4 informants stated that they identified opportunities and needs for the program through meetings, discussions with various parties (village midwives, cadres, community), and analysing the input that had been obtained. Meanwhile, 2 informants stated that they identified opportunities and needs for the triple elimination screening programme by focusing on socialisation and advocacy with community leaders, officials, and other stakeholders village, and getting closer to the community to get programme support. This can be seen from the following interview results:

*"We held meetings with village midwives and cadres, listened to their inputs, used surveys, analysed the data, and held follow-up discussions. After that, we made a plan based on the feedback." (IU 1, IU 2, IU 3, IU*

4) *"We identify opportunities and needs for the programme by conducting socialisation, advocacy and discussions with community leaders and village officials." (IU 5, IU 6)*

### **Performance of the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care from the Aspect of Focus on Result**

Based on the results of in-depth interviews with 6 key informants related to evaluating pregnant women's satisfaction with the triple elimination screening programme, it was found that 2 informants stated that health centre staff conducted direct interviews with pregnant women to assess service satisfaction. Meanwhile, 4 informants stated that they use satisfaction forms and suggestion boxes to assess pregnant women's satisfaction with the triple elimination screening programme. This can be seen from the following interview results:

*"Usually, the puskesmas officer asks the patient directly whether the service provided is satisfactory or not." (IU 1, IU 3)*

*"Our officers ask pregnant women about their experiences while receiving services, including whether they feel well served and whether there are any problems that need to be improved, there is a suggestion box at the front of the service so pregnant women are free to fill it in to assess the services we provide." (IU 2, IU 4, IU 5, IU 6)*

## **DISCUSSION**

### **Leadership criteria for the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care at the Rokan Hilir District Health Office in 2024**

The results of this research are in line with Labibah dan Haksama (2023) research that leadership reflects the ability of senior leaders to guide and sustain the organisation. They are responsible for setting the vision, values and performance expectations of the organisation. The focus includes communication with staff, developing future leaders, and creating an environment that encourages ethical behaviour and high performance. This category also

includes legitimate and ethical management of the organisation, support of the community, and contribution to the community to public health.

Based on the analysis, the researcher concluded that effective leadership from the Head of Puskesmas is the key to the success of the triple elimination screening programme for pregnant women in Rokan Hilir District. Therefore, leadership development can be done through a programme of training programme Organising regional leadership workshops focused on health programme management, effective communication, and team building.

### **Strategic Planning Criteria for the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care at the Rokan Hilir District Health Office in 2024**

The results of this study are in line with Baldrige's theory (2022) explaining that the strategic planning category in the Malcolm Baldrige Criteria assesses the organisation's ability to develop strategies, set outcome goals, and formulate action plans. These criteria include the process of developing strategies, setting strategic outcome targets, and organisational goals. The strategy implementation section emphasises the importance of converting strategic outcome targets into measurable action plans, using performance measures or key indicators. Evaluation involves assessing the organisation's effectiveness in developing action plans that strategic objectives and its ability to project expected performance.

that the majority of strategic planning is categorised as poor at 59.7%, and there is a significant relationship between the application of the Malcolm Baldrige strategic planning method and the handling of Covid-19 with a value of  $p = 0.000$ . Meanwhile, research conducted by Pramana and Ayuningtyas (2023) at the Thousand Islands Hospital found that strategic planning was classified as not good at 59.7%.

### **Patient-Focused Criteria for the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care at the Rokan Hilir District Health Office in 2024**

The results of this study are in line with the findings of Zhang et al. (2022), who identified that the main barrier triple elimination implementation is the high level of stigma and discrimination against individuals with infectious diseases, including HIV and AIDS. The stigmatisation of HIV, which was experienced by the majority of sufferers (60-80%), caused pregnant women to be reluctant to undergo triple elimination testing during ANC visits for fear of social exclusion. In addition, the results of the study are also in line with the study by Dianingsih et al. (2022) in Dumai City Health Centre, which found the majority of strategic planning categories were categorised as poor (59.7%). The study also showed a significant relationship between the Malcolm Baldrige strategic planning method and the handling of Covid-19 ( $p=0.000$ ). Another study by Pramana and Ayuningtyas (2023) at Seribu Islands Regional Hospital highlighted a poor focus on customers (68%).

#### **Measurement Criteria for Knowledge Analysis and Management on the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care at the Rokan Hilir District Health Office in 2024**

The results of this study are in line with the theoretical opinion of Cohn et al (2021) emphasising that the implementation of the triple elimination examination programme in pregnant women involves technical examination steps, data management, and coordination between the parties involved. Methodology, data management, and community communication is key to the programme's efficiency and optimal positive impact.

The results of this study in line with the findings of Labibah and Haksama (2023) in Inpatient Hospital X Sidoarjo, where 82.89% of hospital staff had a good level of management in knowledge measurement, analysis, and management. Meanwhile, research by Asruddin et al (2022) showed that 82.05% of work teams had a good level of management, with a significant relationship between such management and team performance outcomes ( $p=0.001$ ). The results of this study are in line with Ayunda et al's (2023) research in Semarang City which found that the triple

elimination examination programme for pregnant women faced a number of obstacles, such as limited accessibility of services in remote areas, lack of public awareness and education, and limited human resources, funds, and medical equipment. Low community involvement and inadequate training of health workers are also obstacles in achieving the performance of the triple elimination programme.

#### **Focus criteria for the triple elimination screening programme team for pregnant women in antenatal care at the Rokan Hilir District Health Office in 2024**

The results of this study are in line with the results of research by Ridwan et al (2022) at Faisal Islamic Hospital in Makassar, it is known that the fulfilment of workforce focus criteria the Baldrige criteria is still low, with a fulfilment rate of 80%. This suggests there is room for improvement in aspects related to workforce focus, including training, development, engagement, and employee well-being. In addition, research by Asruddin et al. (2022) found a significant relationship between focus on labour in teams and performance outcomes, with a value of  $p=0.003$ . This indicates that attention to and investment in workforce-related aspects can directly influence organisational performance outcomes.

#### **Performance of the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care from the Aspects of Focus on Processes (Operatoins) at the Rokan Hilir District Health Office in 2024**

Mangkunegara in Dewi (2023) states that individual performance in an organisation is influenced by two main factors. First, individual factors involve the high integrity between a person's psychological and physical functions, creating good self-concentration as the main capital to manage and utilise potential optimally. Second, organisational work environment factors strongly support the achievement of individual work performance. This factor includes clear job descriptions, adequate authority, challenging work targets, effective work communication patterns,



harmonious working relationships, a respectful and dynamic work climate, career opportunities, and adequate work facilities. These two factors play an important role in creating a work environment that supports the achievement of optimal work performance.

The results of this study are in line with Labibah and Haksama's (2023) research in Inpatient Hospital X Sidoarjo, which showed that 77.3% of the focus on the process from hospital staff was good. Heryenzus and Suali's research (2020) also supports these findings. In addition, research by Asruddin et al. (2022) found that 80.1% of the focus on the process of the work team was good and there was a significant relationship between focus on the process in the team and performance outcomes, with a value of  $p=0.002$ .

#### **Performance of the Triple Elimination Screening Programme for Pregnant Women in Antenatal Care from the Aspect of Focus on Results at the Rokan Hilir District Health Office in 2024**

Baldrige (2022) explains that to assess the performance and improvement of organisations in various aspects, such as the results of services provided, customer satisfaction, financial and market performance, staff performance and work systems, operational performance, leadership responsibility, and impact on society, organisations will face rigorous tests from competitors and peers, especially in the healthcare industry. Research This research in line with study

According to the literature of Bell et al (2023) from several journals in various Asian countries such as the Philippines, Indonesia, and Papua New Guinea, the low coverage of triple elimination testing in pregnant women is due to several main factors. These factors include lack of financial support, unsupportive policies, inadequate laboratory equipment, low levels of community knowledge, as well as limitations in the coverage of triple elimination testing among pregnant women accessibility and availability of services. Lack of financial support and policies that do not prioritise triple elimination testing of pregnant women may hinder the operation of the programme. programme The lack of funding and policies that do not prioritise triple elimination testing

among pregnant women can hamper the operation of the screening programme, leading to unstructured programme planning and implementation, as well as the lack of adequate laboratory equipment. In addition, low community knowledge about the benefits of screening is also a limiting factor. Lastly, limited accessibility and availability of services are also barriers for pregnant women to get the required tests.

This study is in line with the findings of Dianingsih et al (2022), conducted at Puskesmas, which showed that the majority of organisational performance categories were rated as poor. Other findings from Pramana and Ayuningtyas' (2023) research at the Thousand Islands Regional Hospital indicated that 51.9% of organisational performance was rated as poor. This study also revealed a significant relationship between organisational performance results using the Malcolm Baldrige method and the success rate of handling Covid-19, which reached 52%.

Limitations of the study The results of this study are subjective, depend on the honesty of the informants in answering the questions, and do not include observations of all relevant variables. In addition, this study did not analyse the cause-and-effect relationship of the low coverage of the triple elimination screening programme in Rokan Hulu District in 2024.

#### **CONCLUSION**

The results showed that effective leadership from the Head of Puskesmas, strategic planning is measurable, and efficient data management are key to the success of the triple elimination screening programme for pregnant women in Rokan Hilir District. Policy support, budget allocation, capacity building of health workers, and strengthening community education are needed to overcome barriers such as stigma, limited access, and inadequate facilities. Recommendations include policy strengthening, continuous training, educational campaigns, and further research to evaluate the effectiveness of the Malcolm Baldrige approach in improving health programme performance.

#### **ADVISE**

The Rokan Hilir District Health Office needs to increase funding sources through CSR with private companies and local businesses and involve cross-sectors to strengthen collaboration in the triple elimination programme. All health workers should receive comprehensive technical training on HIV, Hepatitis B and Syphilis testing and case management. Puskesmas are advised to conduct "moving class maternity" to reach remote villages, provide education to prospective couples, and expand socialisation through social media. In addition, timely data entry in the SIHEPI application and regular supervision by the Health Office to Puskesmas to monitor programme implementation are required.

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