

Optimization of the Communication Strategy of Tampan Psychiatric Hospital in Achieving Integrated Health Services

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Abstract

The provision of integrated health services is an important requirement in improving access, quality, and public perception of health service institutions, including the Tampan Mental Hospital in Riau Province, which is currently transforming from a specialized hospital into a hospital with integrated health services. This study aims to analyze the communication strategies of Tampan Mental Hospital in promoting non-mental health services as part of efforts to realize health service integration. This study uses a qualitative method with a descriptive approach. Data were collected through in-depth interviews, participant observation, and documentation, then analyzed using the Miles and Huberman model with triangulation of sources to maintain data validity. The results show that RS) Tanipari's communication strategy is implemented through direct promotion, the use of digital and conventional media, cross-sector collaboration, and educational and cultural approaches. These strategies have proven to increase the visibility of non-mental health services and encourage a significant increase in the number of visits, but their effectiveness is still hampered by limited communication human resources, weak coordination, community stigma, and minimal managerial support. This study concludes that optimizing communication strategies requires strengthening the communication structure, increasing employee capacity, and more focused long term planning.

Keywords

Communication Strategy; Integrated Health Services; Health Promotion; Digital Media; Psychiatric Hospital

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1. INTRODUCTION

Health development is an integral part of national development that aims to increase public awareness, capabilities, and desire to live healthy lives as an investment in productive human resource development, both socially and economically (Paramasari & Nugroho, 2021). One indicator of successful health development is health services that have evolved into an industry based on economics and management, where hospitals are required to be able to promote their services and products effectively (Septiyana & Mustaqim, 2023). Hospitals, in this context, play a major role in realizing public health development.



According to Law Number 17 of 2023 concerning Health, hospitals are individual health care facilities that provide promotive, preventive, curative, and rehabilitative services. Hospitals are also obliged to carry out hospital health promotion and provide health information needed by the community (Purnomo and Mustika, 2021). Not only general hospitals, but psychiatric hospitals also have the responsibility to provide comprehensive health services covering various aspects from promotive to rehabilitative. Currently, psychiatric hospitals in Indonesia not only focus on patients with mental disorders but also treat patients with non-mental illnesses (Gayatri Setyabudi & Dewi, 2021).

In Riau Province, Tampan Mental Hospital is the only Type A mental hospital since 2002 RSJ Tampan plays an important role as the main referral hospital in Riau Province and Riau Islands. In line with changes in national health regulations, hospitals are now required to provide integrated health services which integrate various health fields into one comprehensive system (Yuarsa et al., 2022). The implementation of these integrated services also has a strong legal basis as stipulated in Article \$19 of Government Regulation No. 28 of 2024, which requires hospitals to provide services in all areas of medicine without exception (Pemerintah Republik Indonesia, 2024).

With this regulation, mental hospitals no longer stand as institutions that only focus on mental disorders but are categorized as hospitals with excellent services in the field of mental health that are still required to provide general services. This effort is in line with the direction of national policy in realizing a holistic and equitable health system (Dewi et al., 2021).

However, field observations show that the implementation of integrated services at Tampan Mental Hospital still faces various obstacles. First, increased competition with public and private hospitals in Riau, which now also offer mental and non-mental health services. Second, the stigma that mental hospitals are only for patients with mental disorders. Third, the lack of effective socialization of non-mental health services. Fourth, there are regulatory and administrative challenges related to adjusting services to BPJS and Health Office standards. Data shows that of a total of 10,000 patient visits in 2023, only about 20% utilized non-mental health services. This phenomenon indicates that the level of public acceptance of integrated health services at RSJ Tampan is still low. To address these challenges, RSJ Tampan has developed a communication strategy aimed at strengthening its positive image and broadening public understanding of the existence of integrated health services. This strategy includes promotional activities, publications, and public education through various communication channels, both digital and face-to-face. An appropriate communication strategy is necessary to effectively convey information about non-mental health services and change the negative perceptions of the public (Prihandayani & Ilyas, 2021).

Several previous studies have provided an important foundation for understanding the optimization of communication strategies in realizing integrated health services. Research by Setyabudi & Dewi shows that health promotion includes advocacy through the media and social support to build a conducive environment for raising public awareness (Setyabudi & Dewi, 2021). Meanwhile, Yuarsa et al. found that communication strategies such as advertising and direct promotion contribute significantly to the effectiveness of hospital health service marketing (Yuarsa et al., 2022). Research by Mustaqim & Septiyana emphasizes that a comprehensive understanding of community needs and conditions is essential for effective communication (Septyiana & Mustaqim, 2023). This research highlights the key role of public relations in building emotional and rational relationships with the community through transparent and empathetic communication.

Unlike previous studies, this study offers novelty because it focuses on the communication strategies of mental hospitals that are transforming into integrated service providers. The focus of the study is not only on health promotion, but also on institutional efforts to eliminate stigma and strengthen public trust through strategic communication. This study refers to Hafied Cangara's communication strategy theory, which includes the stages of research, planning, implementation, evaluation, and reporting (Cangara, 2020). It also draws on the health communication concepts of Ngalimun & Zakiah, which emphasize two-way communication as a key requirement for communication strategies to align with the social realities of the community (Ngalimun & Zakiah, 2019).

This study aims to analyze the communication strategies of Tampan Mental Hospital in Riau Province in its efforts to realize integrated health services. The results of this study are expected to serve as a model for similar hospitals in implementing effective communication strategies to strengthen holistic health services in Indonesia.

2. METHODS

This study uses a qualitative method with a descriptive approach. The qualitative method was chosen because it focuses on a deep understanding of social phenomena through the perspectives of participants and the meanings formed from their experiences (Ridwan & Tungka, 2024). The descriptive approach was used to systematically describe the phenomenon based on accurate data, as explained by Sahir, who stated that descriptive research aims to provide a factual description of the phenomenon being studied (Sahir, 2021). This approach is relevant because the study aims to analyze the communication strategies of Tampan Mental Hospital in promoting non-mental health public services as part of efforts to realize integrated health services, where all findings are presented in the form of narratives from in-depth interviews.

The research subjects consisted of three main informants, namely the Head of Medical Services, the Head of the Hospital Health Promotion Installation (PKRS), and the Deputy Coordinator of Public Relations, as well as four additional informants, namely the Director of Tampan Mental Hospital, Junior Health Administration Functional Officer, and two community leaders who are service users. The selection of informants was carried out using purposive sampling. The research object covered the health communication strategies implemented by RSJ Tampan in promoting integrated health services.

The research procedure was carried out in several stages, namely: research planning, determining informants, conducting interviews, observation, document collection, and data verification. Research instruments included interview guidelines, observation sheets, and documentation formats used to collect data systematically. Data collection was carried out through in-depth interviews to explore the implementation of communication strategies, participant observation to record the planning, implementation, and evaluation processes of RSJ Tampan's communication strategies, and documentation through the collection of activity archives, internal reports, and other supporting data (Adimiharja, 2022).

Data analysis was conducted inductively using the Miles and Huberman model through three stages, namely data reduction, data presentation, and conclusion drawing. Data validity was ensured through source triangulation, which involved comparing information from counselors, families, and the hospital to ensure the consistency and validity of the findings.

3. FINDINGS AND DISCUSSION

The findings of this study will be presented in a structured manner based on the phenomena and findings in the field, starting from the planning of communication strategy development, followed by the forms of communication strategy implementation, and concluding with a presentation of the research results regarding the evaluation of communication strategies in the promotion of integrated health services, along with the following explanations :

3.1. Planning Communication Strategy Development to Realize Integrated Health Services

Communication strategy refers to the planning stage in delivering information with the aim of conducting persuasive communication toward the targeted individuals. Persuasive communication is carried out to achieve the communicator's objectives; therefore, an effective strategy is necessary to ensure success (Fadli & Madya, 2025). The development of a communication strategy is a fundamental step in the process of achieving organizational goals, especially in the context of integrated health services. The function of a communication strategy is to systematically disseminate informative, persuasive, and instructive messages to the target audience in order to achieve optimal results (Huda

et al., 2021). In this case, the Tampan Mental Hospital in Riau Province developed a health communication strategy as the main instrument to expand the reach of non-mental health service information to the community and shape positive perceptions of the hospital's transformation from specialized services to integrated services.

Based on the results of the study, there are four main stages in developing a communication strategy, namely (1) problem identification and data collection, (2) development of health promotion and education programs, (3) analysis of the target audience, and (4) cross-field coordination and formation of an implementation team. Conceptually, these four stages are in line with the communication strategy stages proposed by Hafied Cangara, namely situation analysis, strategy planning, implementation, and evaluation. In the context of communication strategy development, the first and second stages at Tampan Mental Hospital reflect the situation analysis and strategy planning phases. Meanwhile, the third and fourth stages are technical elaborations of how the strategy is designed to suit the characteristics of the audience and can be implemented collaboratively (Cangara, 2020).

As a first step in developing a communication strategy, the Tampan Mental Hospital in Riau Province first carried out a systematic, measurable, and data-driven research and planning process. Based on the results of interviews, documentation, and observations conducted by the researchers, this process began with identifying communication needs, followed by audience mapping, promotion program development, and cross-functional coordination through the formation of a special team. In the research interviews, the researchers asked key informants about how Tampan Mental Hospital conducted research and planning to develop a communication strategy to promote integrated health services. The following are the answers provided by the informants :

"The research or data collection process is carried out to support the development of communication strategies, starting with identifying problems. Public relations acts as a facilitator in identifying both internal and external problems at Tampan Mental Hospital. Public relations provides suggestion boxes, direct complaints, suggestions via social media messages, and email inboxes, which are checked regularly as a reference in designing communication strategies" (Interview with Ns. Auliya Akbar, August 25, 2025).

Based on the interview responses, it appears that the initial stage of communication strategy planning focuses on researching issues based on public input and internal evaluation. Direct complaint systems and public satisfaction surveys are basic tools for the Public Relations team to understand the public's information needs and communication challenges. This public participation-based approach is in line with the basic principles of health communication, whereby the communication process should not be one-way but should open up space for dialogue and feedback (*two-way communication*), so that the communication strategy designed is in accordance with the social reality of the community (Fathoni, 2022).

This step also demonstrates the application of the situation analysis stages as described by Cangara, in which every communication strategy needs to be based on recognition of the communication situation, problem mapping, and analysis of audience needs (Cangara, 2013). Based on the results of research at Tampan Mental Hospital, this stage is used to identify public perceptions of mental hospital services, as well as a basis for introducing non-mental services as part of efforts to realize integrated health services.

The second stage is the development of a promotion program carried out by the Hospital Health Promotion Unit or PKRS (Promosi Kesehatan Rumah Sakit). Hospital Health Promotion, hereafter abbreviated as PKRS, is the process of empowering patients, patients' families, hospital human resources, hospital visitors, and the surrounding community to actively participate in the care process to support behavioral and environmental changes and maintain and improve health toward achieving optimal health levels (Asda & Sekarwati, 2023).

These findings are in line with research by Rika Nofriani and Hayatullah Kurniadi, which shows that data-based communication research helps health institutions design realistic and measurable promotion strategies (Nofriani & Kurniadi, 2020). Thus, the initial steps taken by Tampan Mental Hospital demonstrate the application of evidence-based communication principles, where strategies are developed based on empirical research results rather than assumptions. This approach also reflects the concept of health communication according to Ngalimun and Zakiah, which emphasizes the importance of a two-way process and active community involvement in message development (Ngalimun & Zakiah, 2019).

The third stage in developing a communication strategy is analyzing the target audience. The Public Relations Department of Tampan Mental Hospital mapped the audience based on community segmentation (urban and rural), information needs, and language proficiency levels. This strategy is important to ensure that the message conveyed is well received by a heterogeneous audience. Based on the concept of health communication, audience analysis is key to understanding the characteristics of the communicant, so that messages can be packaged effectively and do not cause distortion of meaning. Ngalimun & Zakiah emphasize that the success of health communication is largely determined by the suitability between the content of the message, the media used, and the audience profile (Ngalimun & Zakiah, 2019).

Tampan Mental Hospital adapts its language style and message delivery methods to suit the characteristics of urban communities, which tend to be more digitally literate, and rural communities, which require an interpersonal approach and the support of local figures. Meanwhile, according to Cangara's five-step communication strategy concept, this strategy also supports audience analysis in communication strategies. In the planning stage, identifying audience segmentation is the basis for

determining the communication approach, media selection, and message delivery intensity (Cangara, 2013).

At this stage of research and communication strategy planning, it is clear that a good communication strategy must be based on facts, not assumptions. Through continuous research, Tampan Mental Hospital can build a strong communication foundation to develop health promotion programs that are in line with the social reality of the Riau community.

The results of the study show that Tampan Hospital developed its communication plan through cross-functional coordination involving Public Relations, PKRS, Medical Services, and support from hospital management. This planning stage focuses on two main activities, namely: Planning health promotion programs in the form of counseling, seminars, and non-mental health service campaigns. And planning promotional media in the form of leaflets, posters, banners, and digital content on the hospital's official social media accounts. Overall, these findings reinforce the view that effective health communication begins with a deep understanding of the audience and mature strategic planning. Tampan Mental Hospital's approach to designing health communication strategies based on research and collaborative planning is a relevant innovation in the effort to realize integrated health services in Riau Province.

3.2 Implementation of Tampan Mental Hospital's Communication Strategy in Promoting Integrated Health Services

The implementation of communication strategies is an operational stage that determines the extent to which the communication plan that has been developed can be carried out effectively to achieve organizational goals. In the research conducted by the researcher at Tampan Mental Hospital in Riau Province, the implementation of communication strategies was key in broadening public understanding of the existence of non-mental health public services and building a new image as a hospital with integrated health services.

In practice, the implementation stages at Tampan Mental Hospital are in line with the concept of health communication according to Ngalimun and Zakiah, which emphasizes that communication in the health sector not only serves to convey messages, but also builds interaction, fosters trust, and changes public behavior towards a healthier direction through a participatory and behavior change-oriented communication process (*behavioral change communication*) (Ngalimun & Zakiah, 2019).

The implementation stage is the translation of the communication plan into concrete actions. Based on the results of interviews and observations, Tampan Mental Hospital has implemented five forms of communication strategies to promote integrated health services, as follows :

3.1.1 Direct Promotion (Face to Face / Interpersonal)

Direct communication strategies are the main approach used by Tampan Mental Hospital in promoting integrated health services, especially to patients, families, and the surrounding community. These activities include education, counseling, socialization at public events, and two-way dialogue between medical personnel and the community. Activities such as Car Free Day (CFD) at the Riau Governor's Office courtyard serve as a means of interpersonal communication between doctors and the community. Activities at CFD can be an effective means of interpersonal communication to build emotional relationships and public trust in hospitals. The effectiveness of health services is greatly influenced by the ability of professionals to understand the emotions and expectations of patients (Pohan et al., 2023). This is also the core of the interpersonal awareness of counselors at Tampan Mental Hospital.

This humanistic and empathetic communication approach makes interactions between healthcare workers and the community more than just a transfer of information; it is also a means of building trust and eliminating stigma against mental hospitals. Through these activities, the medical staff at Tampan Mental Hospital provided basic examinations, brief consultations, and education on early detection of mental disorders. The goal is to improve mental health literacy and reduce negative stigma towards people with mental disorders (ODGJ). In addition, this activity also emphasizes that mental disorders can be experienced by anyone regardless of age, profession, or social background, so that every individual needs to be aware of the importance of maintaining their mental health as well as their physical health..

Tampan Mental Hospital also implements the Kesjamas program, which is manifested in the "Psychiatrists in the Field" activity at eight community health centers in four districts/cities in Riau, such as Kampar, Rokan Hulu, Dumai, and Pekanbaru. This activity is a form of Assertive Community Treatment (ACT), which is a multidisciplinary service model that provides comprehensive support to patients with mental disorders (Purwono, 2022). Face-to-face activities were also carried out by the PKRS Mental Health team through outreach to community health centers in the Riau region. The aim was to increase public and health worker understanding of early detection of mental disorders and to strengthen referral networks between health care facilities.

3.1.2 Promotion Through Digital Media and Social Media

With the development of information technology, Tampan Mental Hospital utilizes various digital platforms as part of its communication strategy to promote integrated health services. Based on

interview results, digital media serves as the main means of disseminating information about services, health education, and hospital activity promotions. Rini Faujiah explains :

"The most appropriate communication medium for introducing non-mental health services to the wider community is through digital media and various social media platforms that can be used to disseminate information. Meanwhile, the communication medium most frequently used by the Public Relations Department of RSJ Tampan to socialize non-mental health services is the RSJ Tampan website, TikTok and Instagram social media, as well as through a podcast in collaboration with the Riau Province Communication and Information Technology Agency." (Interview with Rini Faujiah, September 26, 2025).

The use of the official website of Tampan Mental Hospital is a strategic step in providing up-to-date information that is easily accessible to the public. Through this online page, the hospital displays information about mental and non-mental health services, doctor schedules, facilities, and the online registration system. This website reflects the image of Tampan Mental Hospital as a modern hospital that is adaptive to technological developments. The website functions as the main hub for official information (Hamka et al., 2025).



Figure 1. Screenshot of the Official Website of Tampan Mental Hospital

In addition to its website, Tampan Mental Hospital also actively uses TikTok and Instagram as digital promotional media. The content uploaded includes educational videos, service activities, and health information with an attractive visual style. Beyond social media, RSJ Tampan also runs digital campaigns through podcasts in collaboration with the Riau Province Communication and Information Technology Agency. This program features RSJ experts as speakers on various topics, such as National Nutrition Day and Hospital-Based Drug Rehabilitation, as well as podcasts with dentists where the experts working at ESJ Tampan also participate as part of the hospital's ongoing promotion

of non-mental health services at . Through this collaboration, RSJ Tampan aims to expand the reach of health messages, enhance public literacy, and reinforce its role in community education.



Figure 2 Podcast with Diskominfo on the Theme of Drug Rehabilitation and National Nutrition Day Podcast

3.1.3 Promotion Through Conventional Media and Publications

RSJ Tampan continues to use conventional media such as banners, billboards, leaflets, and brochures. These media play an important role in reaching communities in rural areas that have limited access to digital technology. Based on observations, print media such as leaflets and brochures are distributed during field activities to reinforce the message of communication visually and in writing.

Health campaign messages designed by PKRS are packaged with attractive designs, simple language, and strategic placement in public areas. RSJ Tampan billboards and banners are placed at high-traffic locations such as main roads, community health centers, and public service areas. The use of bright colors and informative visuals has proven effective in attracting attention and reinforcing health messages.

Overall, communication strategies through conventional media and publications are still relevant for reaching non-digital communities. The synergy between conventional and digital media reflects an inclusive, adaptive, and participatory communication approach in supporting RSJ Tampan's efforts to realize comprehensive and sustainable integrated health services in Riau Province..

3.1.4 Promotion Through Collaboration and Partnership

RSJ Tampan does not only rely on internal communication, but also builds cross-sector collaboration with various parties, such as government agencies, media institutions, other hospitals, and community organizations. This collaboration aims to strengthen information networks and expand health education to the public.

One concrete form of collaboration is the implementation of the Integrated Referral System (SISRUTE) under the coordination of the Indonesian Ministry of Health. Through this system,

communication between health facilities is fast and accurate in the process of referring patients, both to and from Tampan Mental Hospital. This shows that Tampan Mental Hospital's communication collaboration is not only promotional, but also operational in health services. In addition, Tampan Mental Hospital has established cooperation with TVRI Riau, the Riau Province Communication and Information Agency, as well as local and online media to expand the reach of health promotion information..

3.1.5 Promotion Through Educational and Cultural Communication

Educational and cultural approaches are an important part of Tampan Mental Hospital's communication strategy. The educational approach is carried out through counseling, health campaigns, and community empowerment involving medical personnel and PKRS. According to Ns. Auliya Akbar, PKRS personnel are trained to be able to convey health messages in simple language appropriate to the literacy level of the community, both within the hospital and at external activities such as Car Free Day, health exhibitions, and school visits.

Educational communication is also applied internally through coordination between service units. According to Dr. Jenita Aruma, Tampan Mental Hospital medical personnel play an active role in helping patients understand the integrated service flow, thereby increasing the effectiveness of communication in the treatment process.

In addition to being educational, Tampan Mental Hospital also implements a cultural approach by adapting health messages to the social and cultural values of the Riau community. Based on observations, this strategy involves religious leaders, village heads, and community cadres as communication partners. They act as bridges between the hospital's messages and rural communities that are still oriented towards community social structures.

This educational and cultural approach reinforces the humanistic, participatory, and contextual nature of RSJ Tampan's communication. This strategy not only conveys information but also shapes healthy behaviors, increases public trust, and strengthens the hospital's image as an inclusive public service institution oriented towards the needs of the community.

According to Cangara, the implementation stage of a communication strategy requires cross-unit coordination and the selection of appropriate media so that messages are effectively conveyed to the target audience (Cangara, 2020). The implementation at Tampan Mental Hospital reflects the principles of health communication as described by Ngalimun & Zakiah, namely the use of various forms of communication, interpersonal, group, and mass communication to reach a wide audience through educational and persuasive messages (Ngalimun & Zakiah, 2019). This multi-channel approach strengthens the effect of communication while avoiding information gaps. These findings

are in line with the research by Mustaqim and Haillah Septiyana, which emphasizes that the success of hospital communication strategies is highly dependent on the effectiveness of inter-unit coordination (Septyana & Mustaqim, 2023). Additionally, Tri Agus Yuarsa et al. also highlight that the implementation of public communication strategies will be optimal if carried out collaboratively, not just by one division (Yuarsa et al., 2022).

The implementation of the Tampan Mental Hospital strategy also reflects the elements of communication: "who says what to whom through what channel and what effect." Public Relations and PKRS act as communicators (who), the message conveyed is in the form of non-psychiatric service information and the importance of integrated health (says what), the target audience is the community and patients' families (to whom), the media used includes social media, leaflets, and face-to-face meetings (through what channel), while the expected effect is an increase in understanding, participation, and changes in public perception (what effect).

3.3. Evaluation of Communication Strategies in Promoting Integrated Health Services

The evaluation stage is a process of assessing the results of the implementation of communication strategies to determine whether communication objectives have been achieved. Based on the results of the study, Tampan Mental Hospital conducts internal and periodic evaluations through monthly meetings and PKRS activity reports, involving the Deputy Director of Medical Services, Public Relations, and representatives from other service areas. Before analyzing the evaluation that needs to be carried out by the hospital, it should be noted that there are a number of challenges and obstacles that hinder the optimization of communication strategies in the promotion of integrated health services. The challenges are as follows:

First, limitations in facilities, infrastructure, and regulations for non-psychiatric services are the main obstacles. Based on Minister of Health Regulation No. 40 of 2022, Tampan Mental Hospital must meet a number of technical requirements, such as separate inpatient rooms for mental and non-mental health patients. PKRS Quality Indicator data shows that the achievement of new promotional activities is only 44.53% of the 80% target for the January-March 2024 period, indicating that the implementation of education is not yet optimal. Observations indicate that the low achievement is due to the limited number of certified health promotion personnel and the lack of direct educational activities in waiting rooms and outpatient clinics. Most promotional activities remain focused on mental health issues, while the promotion of non-mental health services is still in the introductory phase.

Second, the stigma surrounding mental hospitals remains a major obstacle. The stigma surrounding Tampan Mental Hospital has become socially and emotionally ingrained in the community, requiring a persuasive, sustained, and empathetic communication approach. Visitor data also supports this finding.

Third, budget constraints, human resources, and evaluation mechanisms also affect the effectiveness of promotion. Based on interviews and observations in the Public Relations unit, most promotional activities still rely on specific events such as National Health Day, National Nutrition Day, and collaboration with the Riau Province Communication and Information Agency. The production of promotional media such as videos and infographics is still limited due to a lack of budget and internal creative personnel. This situation means that promotional activities cannot yet be carried out regularly and measurably.

Fourth, the increasing number of hospitals and community health centers providing general and mental health services has intensified competition. According to Dr. Prima Wulandari, almost all public and private hospitals at the district/city level have opened mental health and general clinics. This statement illustrates the changing landscape of health services in Riau, which requires Tampan Mental Hospital to adapt and reposition its strategy. In response, RSJ Tampan has begun developing flagship services such as medical rehabilitation, neurology, dentistry, and dermatology and venereology as part of its integrated service expansion.

As a follow-up to these four challenges, Tampan Mental Hospital regularly evaluates its communication strategies and health promotion activities. This evaluation is carried out by the PKRS Installation and Medical Services Division through coordination meetings, community satisfaction surveys, and collaboration with external institutions such as Diskominfotik and the Health Office. Campaign activities such as the Healthy Living Community Movement or Gerakan Masyarakat (Germas) and World Mental Health Day serve as both evaluative tools and means to strengthen public communication.

As part of its improvement efforts, the hospital has implemented innovations such as effective communication training for medical staff, digital satisfaction surveys, benchmarking against national referral hospitals, and the formation of an integrated cross-functional public relations team. These steps reflect RSJ Tampan's commitment to improving communication effectiveness, eliminating social stigma, and building a new image as a hospital with integrated, inclusive, modern, and quality-oriented public health services. This is why it is important to conduct an in-depth evaluation. The evaluation was conducted by assessing the effectiveness of promotional media, the level of community participation, and public perception of non-psychiatric services. Evaluation indicators included an increase in the number of non-psychiatric general service patients every quarter,

increased community interaction on the hospital's social media channels, and a positive change in public perception of RSJ Tampan as a hospital with integrated services (PKRS RSJ Tampan, 2024).

Within the framework of Cangara's communication strategy concept, the evaluation stage aims to measure the extent to which the communication strategy is running according to plan and whether the communication effects are as expected (Cangara, 2013). Evaluation also serves as a tool for reflection to identify obstacles and improve strategies that are not yet optimal. This concept is in line with the health communication theory according to Ngalimun & Zakiah, which emphasizes that evaluation is necessary to assess the success of communication interventions in influencing public health behavior (Ngalimun & Zakiah, 2019). Evaluation must be participatory, involving program implementers and beneficiaries in order to provide a comprehensive picture of the effectiveness of the health messages conveyed.

In general, the results of the study show that the communication and promotion activities of Tampan Mental Hospital are beginning to show positive results. This can be seen from the significant increase in the number of non-psychiatric service visits in 2025 (January-June period), namely 15,538 visits, compared to 2024, which only reached 7,751 visits throughout the year. This increase reflects the positive impact of promotional and public communication activities carried out through various media, including social media, external publications, and health education in the community. However, the results of the observation also show that the effectiveness of communication is not yet evenly distributed across all levels of society. There is still a gap in understanding between community groups that are familiar with integrated services and the general public, who still identify RSJ Tampan as a hospital specializing in mental health patients.

This condition shows that the evaluation of communication strategies should not only measure the effectiveness of the media or the increase in the number of patient visits, but also include an assessment of changes in public attitudes and perceptions. In the context of Hafied Cangara's communication strategy theory, the evaluation stage serves to assess the extent to which the communication process has gone according to plan and whether the message conveyed has produced the expected communication effect (Cangara, 2020). If there is a gap between the message and the public's understanding, then adjustments to the strategy are needed so that communication is more targeted. The evaluation of Tampan Mental Hospital also shows that promotional efforts still face obstacles in terms of cross-sector coordination and limited human resources in the field of communication. The evaluation function should not only assess quantitative achievements such as the number of promotional activities, but also serve as a means of institutional reflection to improve interdepartmental communication mechanisms, strengthen the messages conveyed, and expand the

audience reach. Thus, the evaluation results can be used as a strategic feedback mechanism that encourages improvements in the quality of the implementation of future communication strategies.

3.4. Discussion

The overall communication strategy of Tampan Mental Hospital is able to support the institution's efforts in introducing and promoting integrated health services to the community, in accordance with the research objectives stated in the introduction. The communication strategy implemented includes direct promotion, utilization of digital media, conventional media, cross-sector collaboration, and an educational-cultural approach, which has expanded access to information and increased community interaction with non-mental health services. These findings confirm the principles of health communication that emphasize the importance of dialogue, participation, and message relevance in changing public knowledge and perceptions (Ngalimun & Zakiah, 2019). Dengan demikian, temuan penelitian ini mendukung hipotesis kerja bahwa komunikasi strategis berperan penting dalam membangun citra rumah sakit sebagai penyedia layanan kesehatan terpadu.

Thus, the findings of this study support the working hypothesis that strategic communication plays an important role in building the hospital's image as an integrated health service provider.

Interpretatively, this study shows that the success of communication strategies is influenced by RSJ Tampan's ability to manage various communication channels simultaneously, even though there are still a number of internal obstacles. Limited communication human resources, lack of competence in the field of public promotion, weak coordination between units, and minimal managerial support are factors that limit the effectiveness of strategy implementation. These findings are consistent with the research (Septiyana & Mustaqim, 2023) and (Yuarsa et al., 2022), which confirm that health communication strategies cannot run optimally without strong organizational support, inter-division integration, and adequate technical capacity. This condition is also in line with the concept of communication strategy according to Hafied Cangara, where the effectiveness of communication is highly dependent on accurate situation analysis, careful planning, and continuous implementation and evaluation.

This study also confirms that optimizing communication strategies is a strategic necessity for Tampan Mental Hospital in facing competition in health services and in eliminating the social stigma attached to mental hospitals. The significant increase in the number of non-mental health service visits in 2025 shows that the communication strategy is beginning to have a positive impact, even though public perception has not changed uniformly. The implications of these findings highlight the importance of strengthening cross-media messages, community-based communication approaches, and improving internal communication capacity. Further research could focus on measuring the

effectiveness of promotional messages, analyzing changes in public perception, and conducting comparative studies with other health institutions that have implemented integrated services more effectively. Thus, this study provides an important empirical foundation for the development of health communication practices in Indonesia, while also providing strategic recommendations for RSJ Tampan in improving the effectiveness of its public communication..

1. CONCLUSION

This study concludes that the communication strategy of Tampan Mental Hospital plays an important role in realizing integrated health services and introducing non-mental health services to the community. By combining direct promotion, digital media, conventional media, cross-sector collaboration, and educational and cultural approaches, the hospital has succeeded in increasing public understanding and expanding the reach of information. These findings indicate that research-based communication strategies, audience segmentation, and the use of various communication channels can increase community interaction and contribute to a significant increase in the number of visits to non-psychiatric services. However, the effectiveness of the strategy is still limited by internal constraints such as limited communication human resources, lack of technical competence, weak coordination between units, and lack of managerial support. These conditions emphasize the need to strengthen communication institutions so that the strategy can be implemented more systematically and sustainably.

Based on these findings, this study recommends the need to establish a professional communications team, improve employee capacity in digital communications and public relations, and develop a long-term communications strategy that is integrated with the vision of integrated health services. In addition, changing public stigma requires a more persuasive, participatory, and community-based approach to communication. Further research is recommended to measure the impact of communication on health behavior change, the effectiveness of the messages used, and to conduct comparative studies with other hospitals that have successfully implemented an integrated service model. Future research could also focus on developing a more comprehensive health communication evaluation model, so that RSJ Tampan's communication strategy can be continuously improved and adapted to the dynamics of community needs.

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