

## **EFFECTIVENESS OF PAMEKASAN CALL CARE PROGRAM IN EMERGENCY HEALTH SERVICES**

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### **ABSTRACT**

Public service innovation in the health sector is an important effort by local governments to improve community welfare and ensure rapid response to emergency situations. One of the innovations implemented by the Pamekasan Regency Government is the Pamekasan Call Care (PCC) program, which functions as an integrated emergency health service operating 24 hours. However, the implementation of this program still faces several challenges, such as limited public awareness, communication barriers, and operational constraints. This study aims to analyze the effectiveness of the Pamekasan Call Care program as an emergency service in Pamekasan District. The research uses a qualitative descriptive approach to explore the effectiveness of the program based on field conditions. Data were collected through interviews, documentation, and observations involving key stakeholders such as the PCC coordinator, local government officials, and community members who utilized the service. The analytical framework used in this study refers to the program effectiveness indicators proposed by Budiani (2007), namely program target accuracy, program socialization, program goal achievement, and program monitoring. Data analysis was conducted using the interactive model developed by Miles and Huberman, including data reduction, data display, and conclusion drawing. The findings indicate that the effectiveness of the Pamekasan Call Care program has not been fully achieved. Several indicators such as program target accuracy, socialization, and monitoring have not been implemented optimally. The lack of continuous socialization and limited operational facilities have contributed to the low level of public awareness regarding the program. Therefore, improving infrastructure, strengthening inter-agency coordination, and enhancing program monitoring are necessary to increase the effectiveness of PCC services. Strengthening these

aspects is expected to improve the quality of emergency health services and expand the benefits of the program for the community.

**Keywords:** *program effectiveness, public service innovation, emergency health service, Pamekasan Call Care*

## A. INTRODUCTION

Public service delivery is a fundamental responsibility of government institutions in modern governance systems. In democratic societies, the state is expected to ensure that public services are accessible, responsive, and capable of addressing the needs of citizens effectively. Among the various sectors of public service, healthcare occupies a particularly strategic position because it directly influences community welfare, productivity, and social stability. Governments are therefore required to design service systems that can respond quickly and efficiently to public health needs, especially in emergency situations where rapid medical response can determine life or death outcomes.

Emergency health services represent one of the most critical components of public healthcare systems. The ability of governments to provide rapid emergency response is closely associated with the capacity of public institutions to coordinate medical resources, communication systems, and transportation facilities effectively. In many countries, integrated emergency response systems have been developed to reduce response time and improve the quality of medical intervention in emergency situations. These systems typically involve collaboration between hospitals, ambulance services, communication centers, and other supporting agencies such as police departments and disaster management institutions. Effective coordination among these actors is essential to ensure that emergency services function efficiently and reach citizens in a timely manner.

In Indonesia, efforts to improve emergency health services have been strengthened through the implementation of the Integrated Emergency Management System known as *Sistem Penanggulangan Gawat Darurat Terpadu (SPGDT)*. This system was formally introduced through the *Peraturan Menteri Kesehatan No. 19 Tahun 2016*, which mandates the establishment of Public Safety Centers (PSC) in every district and municipality. The PSC system functions as a centralized emergency communication center that connects communities with healthcare providers through an emergency call system, commonly accessed via the national emergency number 119. The primary objective of this system is to improve accessibility to emergency healthcare services, accelerate response time, and ultimately reduce mortality and disability resulting from emergency conditions.

Despite the national policy framework that supports emergency healthcare systems, the implementation of integrated emergency services in many regions of Indonesia still faces numerous challenges. These challenges include limited infrastructure, inadequate coordination between institutions, insufficient public awareness of available services, and gaps in communication systems. In several cases, the existence of emergency response programs has not automatically translated into effective service delivery due to operational constraints and

institutional capacity limitations. As a result, evaluating the effectiveness of emergency health programs becomes an important step in understanding whether such programs have achieved their intended objectives.

The concept of effectiveness in public programs is closely related to the ability of a program to achieve its predetermined goals and produce meaningful benefits for its target beneficiaries. Program effectiveness is not only measured by the existence of a policy or service system but also by how well the program operates in practice and how successfully it addresses the problems it was designed to solve. In the context of public service delivery, effectiveness is often influenced by various factors including program design, resource availability, communication strategies, stakeholder coordination, and monitoring mechanisms. Therefore, assessing program effectiveness requires a comprehensive understanding of both policy implementation processes and real conditions experienced by service users.

Within the broader framework of public sector reform, innovation has increasingly become an important strategy for improving the quality of public services. Governments at both national and local levels are encouraged to develop innovative service models that are capable of addressing complex societal challenges. Public service innovation often involves the introduction of new technologies, management approaches, and institutional arrangements aimed at enhancing service accessibility, efficiency, and responsiveness. In the healthcare sector, innovation frequently takes the form of digital health platforms, integrated service systems, and community-based health programs that seek to bridge the gap between healthcare providers and the public.

Local governments in Indonesia have actively participated in promoting innovation in public services, particularly in response to local development needs. One such innovation is the Pamekasan Call Care (PCC) program initiated by the Government of Pamekasan Regency in East Java. The PCC program represents a regional initiative designed to strengthen emergency healthcare services through an integrated communication and response system. This program functions as a regional implementation of the national PSC 119 system while incorporating local institutional arrangements and service mechanisms.

The Pamekasan Call Care program was officially launched on May 20, 2020, under the coordination of the Pamekasan Health Office. The program aims to provide rapid and integrated emergency health services for residents of Pamekasan Regency. Through the PCC system, citizens can access emergency medical assistance by contacting a call center that operates twenty-four hours a day. The service provides various forms of assistance including medical consultation, emergency response coordination, patient transportation to healthcare facilities, and referral services to hospitals.

In addition to providing direct medical support, the PCC program also integrates various government institutions and community organizations to support emergency response operations. These institutions include hospitals, the police department, disaster management agencies, and health professional associations. Such integration is intended to ensure that emergency incidents can be handled through coordinated efforts involving multiple stakeholders. By

establishing a centralized communication system and coordinated operational framework, the PCC program is expected to improve the efficiency and effectiveness of emergency health services in the region.

Although the PCC program represents an important innovation in regional public service delivery, its implementation has not been without challenges. Preliminary observations indicate that several operational issues still affect the performance of the program. One of the most frequently reported problems is the difficulty experienced by some citizens in accessing the PCC call center. In certain situations, the emergency hotline is reported to be difficult to reach, which can delay emergency response services. Such communication barriers can significantly reduce the effectiveness of the program, especially when rapid response is essential.

Another challenge relates to the limited dissemination of information about the PCC program among the community. Public awareness plays a crucial role in determining the success of public service programs. If citizens are not adequately informed about the existence, functions, and procedures of emergency services, the utilization of these services may remain low despite their availability. In the case of the PCC program, the uneven distribution of information has resulted in varying levels of public understanding regarding how to access emergency services.

Furthermore, operational limitations such as the availability of emergency vehicles and supporting facilities also influence program performance. The effectiveness of an emergency response system is highly dependent on the availability of adequate infrastructure and logistical support. Limited resources can constrain the capacity of service providers to respond quickly to emergency situations, particularly in areas with high population density or complex geographical conditions.

In addition, coordination between stakeholders remains an important factor affecting program implementation. Emergency health services typically involve multiple institutions, each with different roles and responsibilities. Without effective coordination mechanisms, communication gaps and operational inefficiencies may occur. These coordination challenges can hinder the ability of emergency response systems to function optimally.

Considering these issues, evaluating the effectiveness of the Pamekasan Call Care program becomes essential to determine whether the program has achieved its intended objectives and to identify areas that require improvement. Assessing program effectiveness not only provides insights into current performance but also contributes to the development of better policy strategies for improving public service delivery.

Previous studies on emergency health services in Indonesia have primarily focused on the implementation of the Public Safety Center (PSC) system and the challenges encountered in its operation. Some studies highlight issues related to infrastructure limitations, institutional coordination, and community awareness in implementing emergency health programs. However, empirical studies that specifically examine the effectiveness of locally initiated emergency service programs such as the Pamekasan Call Care remain relatively limited. In particular,

there is still a lack of research that evaluates such programs using comprehensive program effectiveness indicators.

To address this research gap, the present study analyzes the effectiveness of the Pamekasan Call Care program using the program effectiveness framework proposed by Budiani (2007). This framework evaluates effectiveness through four key indicators: program goal achievement, target accuracy, program socialization, and program monitoring. These indicators provide a comprehensive perspective for assessing how well a program functions in practice and whether it successfully reaches its intended beneficiaries.

By applying this analytical framework, this study aims to provide a deeper understanding of how the PCC program operates within the context of regional public service innovation. The findings are expected to contribute not only to the evaluation of emergency healthcare services in Pamekasan Regency but also to broader discussions on public service innovation and emergency response systems in local governments.

Therefore, this study aims to analyze the effectiveness of the Pamekasan Call Care program as an emergency health service in Pamekasan District, focusing on how the program performs in achieving its objectives, reaching its target beneficiaries, disseminating information to the community, and conducting monitoring activities to ensure service quality.

## **B. METHOD**

This study employed a qualitative descriptive research design to analyze the effectiveness of the Pamekasan Call Care (PCC) program as an emergency health service in Pamekasan District. A qualitative approach was considered appropriate for this research because it enables an in-depth understanding of social phenomena and policy implementation processes within real-life contexts. Qualitative research is widely used in public administration studies to explore how public programs operate in practice, how stakeholders perceive policy implementation, and how institutional dynamics influence service delivery (Creswell, 2014). The qualitative descriptive method was chosen to provide a comprehensive explanation of the PCC program implementation and to examine whether the program has achieved its intended objectives. This approach allows researchers to capture the perspectives of key stakeholders involved in the program while also identifying challenges and constraints encountered during program implementation.

### **Research Location**

The research was conducted at the Pamekasan Call Care (PCC) office located in Pamekasan District, Pamekasan Regency, East Java, Indonesia. The PCC office operates under the coordination of the Pamekasan Regency Health Office and serves as the central command center for emergency health response services in the region. The selection of this research location was based on the relevance of the PCC program to the research topic. As the primary institution responsible for operating emergency call services in Pamekasan Regency, the PCC office represents the most appropriate setting for analyzing program implementation and service effectiveness. The research was carried out between

February and May 2025, during which data collection activities including interviews, documentation review, were conducted.

### **Research Focus**

In qualitative research, determining the research focus is essential to guide data collection and analysis processes. The research focus in this study refers to the effectiveness of the Pamekasan Call Care program as an emergency health service in Pamekasan District. To analyze program effectiveness, this research adopts the program effectiveness framework proposed by Budiani (2007). This framework evaluates program effectiveness based on four key indicators: Program goal achievement. This indicator examines the extent to which the PCC program has achieved its primary objectives, particularly in improving emergency health services and reducing response time in emergency situations; Program target accuracy. This indicator evaluates whether the program has successfully reached its intended beneficiaries, namely residents of Pamekasan Regency who require emergency health services; Program socialization. This indicator assesses the effectiveness of information dissemination regarding the PCC program to the community, including public awareness and understanding of how to access the service; Program monitoring. This indicator examines the extent to which monitoring and evaluation mechanisms are implemented to ensure program performance and service quality.

These indicators were used as analytical dimensions to assess the effectiveness of the PCC program and to structure the interpretation of research findings. This study utilized two main types of data sources: primary data and secondary data. Primary data were obtained directly from informants through interview. Informants were selected based on their involvement in the PCC program implementation or their experience in using the service. Key informants included the PCC coordinator, government officials, and members of the community who had utilized the emergency health service.

Secondary data were collected from various supporting documents related to the PCC program. These documents included official reports, government regulations, organizational structures, service operational guidelines, and relevant literature on emergency health service systems. Secondary data were used to complement primary data and provide contextual understanding of the program.

### **Informant Selection**

Informants in this research were selected using purposive sampling, a technique commonly used in qualitative research to select participants who possess relevant knowledge and experience related to the research topic (Sugiyono, 2016). The purposive sampling technique allowed the researcher to obtain information from individuals who were directly involved in the implementation or utilization of the PCC program. The key informants in this research included: The Coordinator of Pamekasan Call Care (PCC) The coordinator plays a central role in managing PCC operations and overseeing the implementation of emergency response services; Local government officials, including representatives from the Pamekasan District administration, who are involved in supporting the PCC program; Community members who have utilized

PCC services, who provided insights regarding service accessibility, response time, and user experience.

The selection of these informants was intended to capture perspectives from both program implementers and service beneficiaries.

Data Collection Techniques, data were collected using three main techniques: interviews, documentation. Semi-structured interviews were conducted with selected informants to obtain detailed information about the implementation of the PCC program. The semi-structured format allowed the researcher to explore specific issues related to program effectiveness while also providing flexibility for informants to express their perspectives.

Interview questions focused on program operations, service accessibility, community awareness, coordination among stakeholders, and challenges encountered in program implementation. Documentation was used to collect supporting data related to the PCC program. Relevant documents included government regulations, program reports, organizational structures, and official records related to emergency health services. Documentation analysis helped verify information obtained from interviews and provided additional insights into program implementation.

### **C. RESULTS**

This section presents the empirical findings of the study regarding the effectiveness of the Pamekasan Call Care (PCC) program as an emergency health service in Pamekasan District. The findings are organized according to the four indicators of program effectiveness proposed by Budiani (2007), namely program goal achievement, target accuracy, program socialization, and program monitoring. These indicators were used to examine how the PCC program operates in practice and to identify key issues encountered during its implementation.

#### **Program Goal Achievement**

The Pamekasan Call Care (PCC) program was established as part of the regional emergency health service system aimed at improving the accessibility and responsiveness of healthcare services in emergency situations. The program operates through a centralized call center that functions as the main communication channel between the community and healthcare providers. Through this system, residents can contact emergency medical personnel to obtain consultation, request ambulance services, and receive referrals to healthcare facilities.

The research findings indicate that the PCC program has provided an important service mechanism that allows residents to access emergency medical assistance more quickly. Informants reported that the existence of a centralized emergency call service has simplified the process of contacting healthcare providers, particularly during urgent medical situations. Instead of visiting healthcare facilities directly, residents can first communicate with medical personnel through the PCC call center to obtain instructions or request assistance.

In addition to providing emergency consultation services, the PCC program also facilitates the transportation of patients to healthcare facilities using

ambulance services coordinated by the program. The availability of this service has helped several residents obtain faster access to hospitals and other medical facilities when emergency conditions occur. According to information obtained from program operators, the call center operates continuously for twenty-four hours, allowing citizens to contact the service at any time.

However, the research also found several operational limitations that affect the achievement of program goals. Some community members reported difficulties in contacting the PCC hotline during certain periods. These difficulties may occur due to communication network limitations or high call volumes during emergency situations. As a result, not all emergency requests can be handled immediately through the system.

Another issue identified in the findings relates to the availability of operational facilities, particularly the number of ambulances and emergency vehicles that support the service. While the PCC program provides transportation services for patients, the limited number of available vehicles sometimes affects the speed of response in handling multiple emergency cases simultaneously. These conditions suggest that although the program has contributed to improving emergency service accessibility, several operational factors still influence the overall achievement of its objectives.

#### **Program Target Accuracy**

The PCC program is designed to serve all residents of Pamekasan Regency who require emergency health services. As an emergency response system, the program is intended to reach individuals experiencing medical emergencies regardless of their social or economic status. In principle, the service should be accessible to the entire community as long as citizens are aware of the program and able to contact the call center.

The findings of this research show that the PCC program has reached a number of residents who have experienced emergency situations and required immediate medical assistance. Several informants indicated that the program has helped facilitate communication with healthcare providers and enabled them to obtain faster medical support. However, the research also revealed that the level of public awareness regarding the PCC program varies across different communities. While some residents are familiar with the service and have utilized it during emergency situations, others remain unaware of the existence of the program or do not clearly understand how to access it. This variation in public awareness affects the overall utilization of the PCC service.

Interviews with community members indicate that individuals who have previously interacted with healthcare facilities or local authorities are more likely to be aware of the PCC program. In contrast, residents who have limited interaction with health institutions often lack information about the emergency service system. As a result, these individuals tend to rely on conventional methods of seeking medical assistance, such as visiting healthcare facilities directly without contacting the PCC service. The uneven distribution of information about the PCC program has therefore created disparities in service utilization. Although the program is designed to serve the entire population of Pamekasan Regency, its

actual reach is influenced by the level of public awareness and understanding regarding the service.

### **Program Socialization**

Program socialization refers to the dissemination of information about the PCC program to the public. Effective socialization is necessary to ensure that citizens understand the purpose of the program, the services provided, and the procedures required to access emergency assistance.

Based on the findings of this research, the Pamekasan Regency Government has conducted several socialization activities to introduce the PCC program to the community. These activities include coordination meetings with local authorities, dissemination of information through healthcare institutions, and communication with community leaders.

Some healthcare facilities and local government offices have also displayed information regarding the PCC hotline number so that residents can easily access the service during emergency situations. In addition, health personnel occasionally inform community members about the existence of the program during health-related activities or public gatherings. Despite these efforts, the research findings indicate that the socialization of the PCC program has not been conducted consistently across all areas. Several community members stated that they had never received direct information regarding the program. Others reported that they had heard about the PCC service but did not fully understand how it operates.

This condition indicates that the distribution of information about the program is still uneven. In some areas, socialization activities appear to be more active due to the involvement of local authorities or healthcare personnel. In other areas, however, the absence of regular socialization activities results in limited public awareness. The findings also suggest that the methods used for program socialization may need to be expanded to reach a broader audience. Traditional communication channels such as meetings and community announcements may not be sufficient to ensure that all residents receive accurate and timely information about the service.

### **Program Monitoring**

Monitoring activities are conducted to evaluate the implementation of the PCC program and to ensure that the service operates in accordance with its objectives. Monitoring also allows program administrators to identify operational challenges and improve service performance. The findings indicate that monitoring activities for the PCC program are primarily carried out by the Pamekasan Health Office as the institution responsible for overseeing the program. These monitoring activities include reviewing service reports, evaluating operational procedures, and coordinating with stakeholders involved in emergency response services.

Program administrators regularly collect data regarding incoming calls, service responses, and the number of emergency cases handled by the PCC system. This information is used to assess the performance of the service and to identify potential areas for improvement.

However, the research findings also reveal that monitoring activities are not always conducted systematically. In some cases, evaluation processes are carried

out informally and depend on internal coordination within the implementing institutions. As a result, documentation of monitoring results may not always be comprehensive. Another finding relates to the limited involvement of community feedback in the monitoring process. Although program administrators occasionally receive feedback from service users, there is no formal mechanism that consistently collects public evaluations regarding service performance. This situation limits the ability of policymakers to obtain detailed insights into community experiences with the PCC program. Overall, the findings suggest that monitoring activities exist within the PCC program but still require further strengthening to support more systematic evaluation of service performance.

### **Discussion**

The findings of this study provide important insights into the effectiveness of the Pamekasan Call Care (PCC) program as a regional emergency health service initiative. As a local implementation of the integrated emergency response system promoted by the Indonesian government through the Public Safety Center (PSC 119) framework, the PCC program represents a form of public service innovation intended to improve the responsiveness of healthcare services. The results of this study demonstrate that although the PCC program has established a functional institutional framework for emergency service delivery, several operational and managerial factors continue to influence its overall effectiveness.

### **Program Effectiveness in Public Service Innovation**

From a public administration perspective, evaluating the effectiveness of a public program involves assessing whether the program achieves its intended objectives and generates meaningful outcomes for its target population. Program effectiveness is closely related to how public institutions utilize available resources, coordinate service delivery processes, and communicate policies to the public. Budiani (2007) emphasizes that program effectiveness can be assessed through several key dimensions, including goal achievement, target accuracy, program socialization, and monitoring mechanisms. These dimensions provide a comprehensive framework for understanding the performance of public programs in practice. The PCC program illustrates the increasing importance of innovation in local government service delivery. Public service innovation has become a key strategy for governments seeking to address complex societal challenges, particularly in sectors such as healthcare where service accessibility and responsiveness are critical. As noted by Osborne and Brown (2013), innovation in public services often involves the development of new organizational arrangements and communication mechanisms that enable governments to respond more effectively to citizen needs.

In the context of emergency health services, innovation typically focuses on improving response time, strengthening coordination between service providers, and enhancing communication systems that connect citizens with medical personnel. The establishment of the PCC program reflects these principles by creating a centralized call center that facilitates communication between the community and healthcare institutions. However, the findings of this study indicate that the effectiveness of public service innovation is not solely determined by the existence of new service mechanisms. Instead, the success of

innovative programs depends on the institutional capacity of implementing organizations and the extent to which the public is able to utilize the services provided.

### **Goal Achievement and Operational Capacity**

One of the central indicators of program effectiveness is the extent to which the program achieves its intended objectives. The primary objective of the PCC program is to provide rapid emergency medical assistance and improve access to healthcare services for residents experiencing emergency conditions. The establishment of a centralized call center that operates twenty-four hours a day represents an important step toward achieving this objective.

The research findings indicate that the PCC program has contributed to improving the accessibility of emergency health services by enabling residents to contact healthcare providers more easily during urgent situations. This finding supports the argument that integrated communication systems play an important role in strengthening emergency response mechanisms. According to World Health Organization (2017), effective emergency health systems rely heavily on rapid communication channels that allow medical personnel to coordinate responses and provide guidance to individuals experiencing emergency conditions. Nevertheless, the operational limitations identified in this study indicate that achieving program objectives requires more than the establishment of service infrastructure. Communication barriers such as difficulty accessing the emergency hotline and limited transportation facilities reduce the capacity of the system to respond to emergency situations efficiently. These operational challenges demonstrate that program effectiveness is closely related to the availability of adequate resources and the reliability of service infrastructure.

From a governance perspective, this finding highlights the importance of administrative capacity in implementing public service innovations. As Andrews, Pritchett, and Woolcock (2017) argue, many public sector programs fail to achieve their intended outcomes because implementing institutions lack the operational capacity necessary to sustain policy initiatives. In the case of the PCC program, strengthening communication systems and expanding operational resources may help improve the reliability of emergency services and enhance program effectiveness.

### **Target Accuracy and Public Awareness**

Another key dimension of program effectiveness concerns the accuracy with which the program reaches its intended beneficiaries. Ideally, emergency health services should be accessible to all members of the community, particularly those who are most vulnerable to health risks. However, the findings of this study reveal that the level of community awareness regarding the PCC program varies across different areas.

Some residents have utilized the service successfully and recognize its benefits in facilitating access to healthcare assistance. However, other members of the community remain unaware of the existence of the program or do not clearly understand how to access it. This variation in awareness levels has resulted in unequal utilization of the service.

This finding is consistent with previous research on public service delivery, which suggests that public awareness plays a crucial role in determining the effectiveness of government programs. According to Bovaird and Löffler (2016), citizen engagement and awareness are essential components of effective public governance. When citizens are not adequately informed about public services, the potential impact of government programs may remain limited. In the context of emergency health services, public awareness becomes even more critical because the ability to access emergency assistance often depends on how quickly individuals can obtain information about available services. If residents do not know how to contact emergency services, they may resort to alternative methods that delay medical intervention. Therefore, improving target accuracy requires greater emphasis on community engagement and information dissemination. Local governments may need to develop more comprehensive outreach strategies that ensure all residents are aware of emergency service systems and understand how to access them.

### **Program Socialization and Public Communication**

The effectiveness of program socialization represents another important factor influencing the performance of public service initiatives. Socialization refers to the process through which government institutions disseminate information about policies and services to the public. Effective socialization ensures that citizens understand the objectives, procedures, and benefits of public programs. The findings of this research indicate that although the local government has conducted socialization activities related to the PCC program, these activities have not been implemented consistently across all communities. As a result, some residents remain unfamiliar with the service or lack detailed knowledge regarding its operational procedures.

This situation reflects a broader challenge in public policy implementation. Communication gaps between government institutions and citizens often reduce the effectiveness of policy initiatives. According to Hood and Margetts (2007), effective public governance requires governments to establish strong communication channels that facilitate interaction between policymakers and the public. In recent years, digital communication platforms have become increasingly important tools for improving public policy communication. Governments can utilize social media, mobile applications, and online information systems to reach a broader audience and provide timely updates regarding public services. Integrating digital communication strategies into program socialization efforts may help increase public awareness of the PCC program and improve service utilization.

### **Monitoring and Institutional Learning**

Monitoring mechanisms play a critical role in ensuring the sustainability of public service programs. Effective monitoring allows policymakers to evaluate program performance, identify operational challenges, and implement necessary improvements. Without systematic monitoring processes, it becomes difficult to determine whether public programs are functioning effectively or achieving their intended goals. The findings of this study indicate that monitoring activities are conducted by the Pamekasan Health Office as the institution responsible for

overseeing the PCC program. These activities involve reviewing service reports and coordinating with stakeholders involved in emergency response operations.

However, the monitoring system appears to rely primarily on internal administrative processes and does not fully incorporate community feedback mechanisms. This limitation reduces the ability of program administrators to obtain comprehensive insights into service performance from the perspective of service users. In public administration theory, monitoring and evaluation are often viewed as essential components of organizational learning. According to Moynihan (2008), effective performance management systems enable government institutions to adapt policies and improve service delivery through continuous learning processes. Without systematic monitoring mechanisms, policy innovations may fail to evolve in response to changing conditions.

Therefore, strengthening monitoring systems within the PCC program could significantly enhance program effectiveness. Developing structured evaluation mechanisms, integrating community feedback into monitoring processes, and utilizing digital data management systems could improve the ability of policymakers to track service performance and implement evidence-based improvements.

#### **Implications for Public Service Governance**

Overall, the findings of this study illustrate that the PCC program represents a promising innovation in regional emergency healthcare services. The establishment of a centralized communication system and integrated emergency response mechanism reflects the growing commitment of local governments to improve public service delivery.

However, the effectiveness of such innovations depends on the ability of government institutions to address operational challenges and strengthen administrative capacity. Improving communication systems, expanding public awareness, and enhancing monitoring mechanisms are essential steps for ensuring that the PCC program can function as an effective emergency service model.

More broadly, the experience of the PCC program provides valuable insights into the dynamics of public service innovation in local governance. While policy innovation can create new opportunities for improving service delivery, its success ultimately depends on effective implementation strategies and strong institutional support.

Strengthening these elements will not only improve the performance of the PCC program but also contribute to broader efforts to enhance emergency healthcare services across local governments in Indonesia.

#### **D. CONCLUSION**

This study examined the effectiveness of the Pamekasan Call Care (PCC) program as an emergency health service initiative implemented by the Government of Pamekasan Regency. Using the program effectiveness framework proposed by Budiani, the research evaluated the performance of the program through four key indicators: program goal achievement, target accuracy, program socialization, and program monitoring. The analysis provides important insights into how local government innovation in emergency healthcare services operates

in practice and how various institutional and operational factors influence program performance. The findings of this study indicate that the Pamekasan Call Care program has made an important contribution to improving access to emergency healthcare services in Pamekasan District. The establishment of a centralized call center operating twenty-four hours a day has created a new mechanism that enables residents to communicate directly with healthcare providers during emergency situations. Through this system, citizens can obtain medical consultation, request ambulance services, and receive referrals to healthcare facilities. The availability of this integrated communication platform has simplified the process of accessing emergency health services and reduced the distance between the community and healthcare providers.

However, the effectiveness of the PCC program cannot be assessed solely based on the existence of service infrastructure. The findings demonstrate that several operational challenges still influence the program's ability to fully achieve its objectives. Communication barriers, particularly difficulties in contacting the emergency hotline, were identified as one of the most significant issues affecting service accessibility. In emergency situations where time is a critical factor, limitations in communication reliability can reduce the overall effectiveness of the emergency response system. In addition, the availability of supporting resources such as ambulance vehicles and operational facilities also affects the performance of the PCC program. Although the program provides patient transportation services, the limited number of available vehicles sometimes constrains the ability of service providers to respond rapidly to multiple emergency cases simultaneously. This finding suggests that improving infrastructure and operational capacity is necessary to strengthen the reliability of emergency healthcare services in the region.

The analysis of program target accuracy further reveals that public awareness remains a key factor influencing service utilization. While some members of the community have successfully utilized the PCC service and recognize its benefits, others remain unaware of the existence of the program or lack sufficient information regarding how to access it. This uneven distribution of information has resulted in disparities in service utilization across different communities. Public awareness plays a crucial role in determining the effectiveness of emergency health programs. When citizens are not fully informed about available services, the potential benefits of public policy innovations cannot be realized. Therefore, strengthening community engagement and improving information dissemination strategies are essential steps for ensuring that the program reaches its intended beneficiaries. The findings related to program socialization also highlight the importance of communication strategies in public service implementation. Although the local government has conducted socialization activities to introduce the PCC program to the community, these efforts have not yet reached all segments of society. In some areas, residents are well informed about the emergency health service system, while in other areas information about the program remains limited.

This situation indicates that the socialization process needs to be strengthened and implemented more consistently across all communities.

Expanding communication channels and utilizing digital platforms may help improve public awareness and ensure that information about emergency services is widely accessible. Furthermore, the findings regarding program monitoring demonstrate that evaluation activities are conducted by the responsible institutions, particularly the Pamekasan Health Office. Monitoring activities generally involve reviewing service reports and coordinating with stakeholders involved in the emergency health system. However, these monitoring mechanisms are not always conducted systematically and often rely on internal administrative processes.

A more structured monitoring system would enable policymakers to obtain more comprehensive insights into program performance and identify areas that require improvement. Incorporating community feedback into the monitoring process may also enhance the ability of program administrators to evaluate service quality from the perspective of service users.

Overall, the findings of this research suggest that the Pamekasan Call Care program represents an important step toward improving emergency healthcare services at the regional level. The program demonstrates the potential of local government innovation in strengthening public service delivery and addressing community needs. However, the success of such initiatives depends not only on policy design but also on the effectiveness of implementation processes, resource availability, and communication strategies. From a public administration perspective, this study highlights the importance of strengthening institutional capacity in implementing public service innovations. Effective emergency healthcare services require reliable communication systems, adequate infrastructure, strong coordination among stakeholders, and continuous monitoring mechanisms. Without these supporting elements, policy innovations may struggle to achieve their intended outcomes.

In terms of practical implications, the results of this study suggest that local governments should prioritize several strategic measures to enhance the effectiveness of emergency health service programs. These measures include improving communication infrastructure to ensure the reliability of emergency call systems, expanding public awareness campaigns to increase community engagement, and strengthening monitoring and evaluation mechanisms to support evidence-based decision-making.

Future research could explore the integration of digital health technologies and mobile communication platforms in improving emergency healthcare services at the local level. Comparative studies between different regions implementing similar emergency service systems may also provide valuable insights into best practices for strengthening public health emergency responses. By addressing these challenges and implementing appropriate improvements, the Pamekasan Call Care program has the potential to become a more effective model of emergency health service innovation and contribute to the broader development of responsive and citizen-centered public services in Indonesia.

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