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Evaluation of Environmental Management at Pulang Pisau Regional General Hospital Based on Environmental Impact Assessment Studies and Regional Development

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Abstract

This study aims to evaluate environmental management at Pulang Pisau Regional General Hospital (RSUD) within the framework of participatory development planning. The research employs a qualitative approach with a descriptive method, collecting data through interviews, observations, and documentation. Data analysis follows the Miles and Huberman model, with validation through methodological and source triangulation. The findings indicate that environmental planning and management at RSUD Pulang Pisau remain technocratic, with limited public involvement. The lack of public dialogue spaces and multi-stakeholder consultations results in low community participation in sustainable development. Implementing medical and liquid waste management policies follows national regulations but still faces challenges in resource efficiency and environmental impact monitoring. This study recommends strengthening inclusive environmental governance by establishing multi-stakeholder forums and public consultation mechanisms and enhancing community education and empowerment in environmental monitoring. Policy evaluation based on George C. Edward III's implementation theory highlights the importance of clear communication, resource availability, stakeholder commitment, and an effective bureaucratic structure in successfully implementing environmental policies. This research emphasizes that active public participation in hospital environmental management is not merely a technical aspect but also an integral part of an inclusive and sustainable development process.

Keywords: CIPP evaluation, environmental management, participatory development planning, sustainable development

Introduction

Participatory development planning and budgeting are the official gateway for public involvement in public policy-making. Citizen participation in development planning and

budgeting is a means to ensure equitable development for the people, as these processes determine the extent to which public budgets prioritize the needs of the population. This participatory planning and budgeting model can make the government more responsive to the people's needs and preferences and more accountable to them in resource allocation and public service delivery. Participatory budgeting mechanisms undoubtedly provide space for the public to identify priority needs that must be funded.

Public involvement in budget preparation acts as a controlling factor in regional spending planning, aiming to accommodate the interests of the people better. The implementation of regional autonomy essentially represents "authority" to regulate and manage the interests of regional communities based on their initiatives, guided by public aspirations and following prevailing laws and regulations. This delegation of authority, granted to district and city governments, equips regions to achieve democratization, justice, and welfare while managing their areas independently. However, this autonomy does not imply detachment from the national development framework, as regional development is integral to national progress.

As stipulated by Law No. 32 of 2004, the decentralized governance system emphasizes regional autonomy at the district and city levels, aiming to enhance the effectiveness and efficiency of local government administration, particularly in development implementation and service delivery. This autonomy allows regions to plan development initiatives tailored to their specific needs.

During the era of centralization, regional development planning relied heavily on top-down planning. Regions merely executed directives from the central government, resulting in development priorities that often failed to address local needs. In contrast, the decentralization paradigm necessitates the direct involvement of all stakeholders, including those at the grassroots level, in the development process (bottom-up planning). All stakeholders, particularly the community, must participate in development activities, from planning and decision-making to implementation, monitoring, and maintenance. In this way, the community actively engages in the development process and directly benefits from its outcomes. Understanding their region's conditions and potential, local governments must craft policies that effectively address local challenges.

Today, the centralized (top-down) development approach is no longer relevant, as society has become more informed and empowered. Additionally, the demand for reform, emphasizing transparency, highlights the failures of centralized development. Following the fall of the New Order regime, the Pancasila democracy of the New Order began to be replaced with genuine democracy, fostering a new society characterized by freedom of expression, association, and assembly. In a democratic governance system, sovereignty and power rest in the hands of the people, and governance must be conducted by the people, of the people, and for the people (Thoha, 2008).

Development planning that involves community participation and all societal components—regardless of race, group, religion, social status, or education—is a positive approach that must be cultivated. Ida Widianingsih (2006) states that within the framework of the new decentralization policies, participatory planning allows local governments to be more

responsive to the public and to deliver better services. More importantly, the participatory planning characteristic of involving all development stakeholders helps minimize potential conflicts among those engaged in development efforts.

Community participation is an essential element in the life of a nation. Community involvement in planning carries significant weight in improving development quality among the four stages of development—planning, implementation, utilization of outcomes, and evaluation. Planning holds a strategic position as a guide for implementing development. It is a mechanism for designing development programs to be implemented and experienced by the community.

Participatory development planning involves community participation as objects and as development subjects. This approach ensures a bottom-up planning process. Community participation, as one of the principles of good governance, is indispensable. However, such initiatives do not emerge spontaneously. Local governments play a crucial role in creating an environment conducive to fostering community potential and awareness. Participation and initiative will not develop without public awareness of their roles in local development.

Optimizing development potential in regions becomes crucial to support government policies that encourage participatory development. This is especially significant since most Indonesians live and work in non-urban areas, which are not provincial urban centers or administrative hubs. The economic shift caused by the COVID-19 pandemic, including adjustments in employment and the emphasis on health, further underscores the need for local development adjustments to meet labor and income demands.

The COVID-19 pandemic brought cross-sectoral impacts, including health crises, economic restrictions, and social limitations, placing pressure on local and village economies (Apriliani & Khoinurrofik, 2020; Presidential Secretariat, 2020). Beginning in the first quarter of 2020, President Joko Widodo (Jokowi) swiftly instructed all local governments and ministries to reallocate and refocus budgets to optimize resources for managing COVID-19 impacts. This resulted in adjustments to budget policies for the General Allocation Fund (DAU), Physical Special Allocation Fund (DAK), and other transfer funds.

In 2020, fund allocations to regions decreased for the first time since 2016 due to rapid policy shifts caused by the pandemic. Development evaluations during crises must adapt to policy changes and establish indicators aligned with new policies (GoI, 2017).

According to Government Regulation No. 47 of 2021, the health sector has garnered public attention both nationally and internationally. During the pandemic, the government strengthened healthcare systems and preventive measures. Key government strategies for addressing COVID-19 within budget transfer policies include: a) Large-Scale Social Restrictions (PSBB), which negatively impacted the economy and livelihoods; b) Enactment of Perppu No. 1/2020, addressing fiscal deficits due to unmet economic growth and revenue targets; c) Budget refocusing to prioritize pandemic prevention and control, including physical DAK, dan; d) Expansion of DAK health and family planning activities, guided by Ministerial Regulation No. 85/2020.

This regulation also addresses hospital management, including hospital classification, obligations, accreditation, guidance, supervision, and administrative sanctions. Hospitals are categorized into general and specialized facilities, with public hospitals (RSUD) being government-managed institutions. These hospitals must prioritize comfort, safety, and accessibility to support patient recovery. Comfort considerations include lighting, ventilation, acoustics, and utility systems. Safety focuses on structural integrity and features like CCTV, communication systems, fire prevention, and lightning protection. Accessibility encompasses internal and external circulation, building zoning, and supporting utilities.

General hospitals provide care for all types of diseases, from basic to sub-specialty services. They are classified based on service capacity, ranging from Type A to Type D (Azwar, 1996). For instance, Type C hospitals, such as RSUD Pulang Pisau, offer limited specialist services, including internal medicine, surgery, pediatrics, and obstetrics-gynecology.

RSUD Pulang Pisau's director, Dr. Muliyanto Budihardjo, has proactively improved services to upgrade the hospital from Type C to Type B. The hospital plans to expand ICU facilities for mothers and children and build a Hemodialysis unit to reduce patient wait times and travel to cities like Palangkaraya or Banjarmasin. Additionally, the hospital is developing a Trauma Center master plan to enhance its services further. Upgrading to Type B requires adding specialist doctors and maintaining service quality and cleanliness to ensure patient comfort and effective recovery.

RSUD Pulang Pisau's development aligns with Government Regulation No. 47 of 2021, emphasizing systematic environmental management. Situated at the forefront of Pulang Pisau's office complex, the hospital's master plan aims to address regional healthcare needs while boosting local revenue. Stakeholders also plan to evaluate strategies, regulations, and environmental impact analyses (AMDAL) to ensure sustainable development. To accommodate the abovementioned issues, the research problem that arises in building a study is: How can the environmental management evaluation of Pulang Pisau Regional Public Hospital (RSUD), Central Kalimantan, be conducted?

Literature Review

Development is a systematic effort involving the government and society to create planned changes toward better conditions. According to Siagian (2011), development must be conducted consciously, purposefully, and sustainably, with the primary objective of realizing a just, prosperous, well-off society. In this context, development planning is a strategic instrument that directs the efficient and effective management of resources (Kunarjo, 1996).

The participatory approach in development prioritizes the role of the community as both the subject and the object of development. Sugiartoto (2003) states that participatory planning reflects active community involvement at every stage of development, from planning to evaluation. This approach emphasizes meeting local needs, involving multiple stakeholders, and clarifying the development direction.

In the context of regional development, George C. Edwards III's (1980) implementation theory highlights four main variables influencing the success of policy implementation: communication, resources, disposition, and bureaucratic structure. Clear communication ensures that policy objectives are well understood by both implementers and the community. The availability of resources, both human and financial, is a key element of successful implementation. The disposition of implementers, which reflects their commitment and integrity, along with an effective bureaucratic structure, supports efficient policy execution.

Additionally, the CIPP evaluation model (Context, Input, Process, Product) developed by Stufflebeam (1983) is relevant for evaluating the development of Pulang Pisau Regional General Hospital (RSUD). This evaluation includes an analysis of the context to understand local needs, input in the form of available resources, the implementation process, and the outcomes achieved. This comprehensive evaluation ensures that the development program aligns with its intended objectives and provides a basis for improvement recommendations.

Research Method

This research employs a qualitative approach with a descriptive method, emphasizing processes and meanings from the perspective of the research subjects (Sugiarto, 2017). The research data comprises the development process of Pulang Pisau Regional General Hospital (RSUD), which intends to describe events and phenomena that occurred (Kriyantono, 2006). The research report includes data quotations from interviews, observations, or official documents (Basrowi, 2008). This type of research is descriptive, aiming to systematically, factually, and accurately describe facts, identify problems, and determine more effective strategies (Rakhmat, 1989).

The research object covers the development process of RSUD Pulang Pisau. In contrast, the research subjects include relevant parties such as the Public Works and Spatial Planning Agency (Dinas PUPR), the Health Department, and other stakeholders. Informants are selected using purposive sampling, focusing on individuals with knowledge and authority regarding the research object (Rustanto, 2015).

The data type used is qualitative, consisting of narratives from interviews, observations, and documentation (Pohan, Prastowo, 2016). Data sources include primary data obtained directly through interviews and observations and secondary data comprising supplementary documents from official archives. Data collection techniques encompass in-depth interviews to extract detailed information (Kriyantono, 2006), direct observations to record field conditions, and documentation such as photos, videos, or related documents (Sugiyono, 2014).

Data is analyzed using Miles and Huberman's approach (Ardianto, 2016) through three stages: data reduction by summarizing information, data presentation in narrative form, and conclusion drawing based on field data. Data validation is conducted using methodological triangulation, comparing information from interviews, observations, and documents (Kriyantono, 2006) and source triangulation to verify information accuracy from various

parties. The research was carried out at RSUD Pulang Pisau, Pulang Pisau Regency, for over six months, from June to December 2024.

Result and Discussion

The evaluation of environmental management at Pulang Pisau Regional Hospital through the perspective of participatory development planning theory reveals the complexity of development dynamics that require the active involvement of all stakeholders. The participatory approach necessitates a paradigm transformation in development from a top-down model to collaborative governance, where the processes of planning, implementation, and environmental evaluation involve multiple stakeholders comprehensively. Hospitals are no longer viewed as closed institutions but as ecosystem entities integrated with the surrounding community's social, economic, and environmental dynamics.

Participatory analysis reveals that the environmental development model of Pulang Pisau Regional Hospital is still dominated by a technocratic approach that pays little attention to local aspirations and knowledge. The involvement of communities, environmental figures, academics, and local governments in the planning process for hospital environmental management remains very limited. This affects the low sense of belonging and active participation in realizing sustainable development practices.

Participatory planning theory emphasizes the importance of dialogue spaces, public consultation mechanisms, and multi-stakeholder involvement in every stage of decision-making related to hospital environmental management.

The Dimension of Community Empowerment in the Framework of Participatory Planning as a Critical Focus in Evaluating Environmental Management at Pulang Pisau Regional Hospital. The participatory approach emphasizes involving the community as objects and recognizing them as active subjects in the development process. Implementing the concept of participation requires strengthening community capacity through access to information, spaces for articulating aspirations, and mechanisms for environmental oversight. The hospital needs to develop a model of environmental governance that is transparent, accountable, and responsive to the dynamic needs of the surrounding community. Thus, hospital environmental development is not solely an internal institutional matter but a shared responsibility involving all community components.

Strategic recommendations based on participatory development planning theory focus on developing an inclusive environmental governance system. This includes forming multi-stakeholder forums, establishing regular public consultation mechanisms, creating environmental education and outreach programs, and empowering communities in monitoring and evaluating hospital environmental management. The participatory approach demands institutional transformation that encourages active involvement, fosters social innovation, and builds trust between the hospital and the community. Consequently, evaluating environmental management at Pulang Pisau Regional Hospital through a participatory perspective is a technical effort and a process of dignified, inclusive, and sustainable development.

Based on participatory development theory, Pulang Pisau Regional Hospital has significant potential to realize sustainable environmental management practices. However, systematic efforts and sustained commitment from all organizational components are required to transform environmental challenges into meaningful development opportunities.

Recommendations for Developing Top-Down Planning in Environmental Management at Pulang Pisau Regional Hospital. Efforts should focus on integrating participatory elements at every planning stage. Key strategies include developing a tiered consultation system, strengthening feedback mechanisms from the implementation level, and creating dialogue spaces between policymakers and relevant stakeholders. This approach aims to transform the top-down planning model into a more responsive, adaptive, and empirically-based planning system. Thus, through top-down planning at Pulang Pisau Regional Hospital, participatory development planning becomes an administrative tool and a strategic vehicle for achieving effective, accountable, and sustainable environmental governance.

1) Implementation of Policies in the Study of Environmental Impact Assessment and Regional Development at Pulang Pisau Regional Hospital

Based on the research findings, it can be concluded that the implementation of regional development policies at Pulang Pisau Regional Hospital is based on several regulations to ensure the hospital's operations balance optimal healthcare services and environmental sustainability. In the management of medical and hazardous waste (B3), the policies refer to regulations such as Government Regulation No. 101 of 2014, Minister of Health Regulation No. 7 of 2019, and Ministry of Environment and Forestry Regulation No. P.56 of 2015. The implementation includes waste segregation, incinerators, environmentally friendly alternatives like autoclaves, and monitoring the volume and effectiveness of waste management.

The policies refer to the Ministry of Environment and Forestry Regulation No for liquid waste management. P.68 of 2016 and Minister of Health Regulation No. 1204/Menkes/SK/X/2004. The implementation involves the construction of wastewater treatment plants (IPAL), monitoring water quality, and using environmentally friendly technologies based on biological and chemical processes. Air pollution control follows Government Regulation No. 41 of 1999 and Ministry of Environment and Forestry Regulation No. P.19 of 2017, with steps such as operating incinerators that meet emission quality standards, autoclaving methods, and noise control.

Resource efficiency is applied through the Green Hospital policy, which includes the use of energy-efficient lighting, automatic sensor technology, water recycling, and regular inspections to prevent leaks. Environmental impact monitoring and evaluation are carried out by measuring water quality, air quality, and waste volume parameters, with the results reported to relevant authorities such as the Environmental Agency (DLH) and the Ministry of Health.

Stakeholder involvement is key to implementing this policy, involving hospital management, local government, the community, and licensed third parties. Overall, this

policy supports sustainable regional development by ensuring that hospital activities do not negatively impact the environment. The success of the implementation depends greatly on compliance, technology, budget allocation, and coordination between internal and external parties of the hospital.

2) Implementation of Pulang Pisau Regional Hospital's Policy on Environmental Aspects and Regional Development According to George C. Edward III's Theory

The implementation of Pulang Pisau Regional Hospital's policy on environmental aspects and regional development is analyzed using George C. Edward III's theory, which includes four main variables: communication, resources, disposition/attitudes, and bureaucratic structure. Communication is crucial, encompassing the clear and consistent delivery of policy information related to environmental impact assessments (AMDAL) and regional development to internal parties and the surrounding community. Good coordination between the hospital, the Health Department, the Environmental Agency, and other stakeholders, as well as socializing the policy to all hospital staff, is key to the success of this policy implementation.

Resources are another critical aspect. The availability of competent experts in waste management and AMDAL, adequate medical waste treatment facilities, sufficient budget, and supporting technology for environmental impact monitoring are vital. Continuous training for hospital staff is necessary to ensure that human resources remain relevant to the latest regulatory and technological developments.

Regarding disposition/attitudes, the commitment of hospital leadership in implementing environmental policies is crucial, supported by the positive attitudes of staff in consistently carrying out waste management procedures. The willingness to undergo training and apply standard operating procedures (SOPs) is also important.

Key components include bureaucratic structure, clarity of SOPs, structured division of responsibilities, efficient coordination mechanisms, and an integrated monitoring and evaluation system. Policy implementation must include routine water, air, and soil quality monitoring around the hospital and structured reporting to relevant authorities.

The success of this policy implementation also depends on coordination with stakeholders, including the local government and the surrounding community. Intensive socialization and community involvement through education and complaint programs will enhance the effectiveness of environmental impact monitoring. Top priorities include adequate infrastructure and budget support, such as waste treatment facilities that meet standards and proper drainage systems.

Additionally, legal aspects must be seriously considered. Meeting AMDAL requirements, complying with environmental regulations, and ensuring the completeness of permits will ensure that the hospital's operations align with applicable legal standards. With this comprehensive approach, Pulang Pisau Regional Hospital can minimize negative environmental impacts while supporting sustainable regional development.

3) Aspects of the CIPP Evaluation Model in the Study of Environmental Impact Assessment and Regional Development at Pulang Pisau Regional Hospital

The CIPP Evaluation Model provides a detailed framework for assessing the environmental and regional development aspects at Pulang Pisau Regional Hospital. Each of the four components offers an in-depth perspective on how the hospital's operations align with broader public health and sustainability objectives and how its practices contribute to regional development. The following is an explanation of the aspects of the CIPP Evaluation Model (Context, Input, Process, Product) based on the Study of Environmental Impact Assessment and Regional Development at Pulang Pisau Regional Hospital:

a) Context Evaluation

Context evaluation at Pulang Pisau Regional Hospital reveals that the hospital's development is closely aligned with the local population's healthcare needs and the region's environmental challenges. However, while the hospital's vision and mission align with the regional health priorities, there is room for improvement in integrating these goals with broader regional development plans. The hospital is critical in addressing local health concerns and supporting environmental sustainability, but integrating its operational strategy with long-term regional development projections requires more systematic planning.

The analysis of regional policies and demographic trends indicates that the hospital's development must anticipate the rapid population growth and the corresponding demand for healthcare services. There is also a need to address increasing environmental concerns related to waste management, air, and water quality. Although the hospital is mindful of these issues, a deeper analysis of regional development policies and alignment with local environmental protection plans could enhance the hospital's role in supporting sustainable development in the region.

b) Input Evaluation

The input evaluation at Pulang Pisau Regional Hospital highlights the sufficiency of the available resources, but areas for improvement have been identified. Human resources, including both medical and environmental management staff, are generally qualified. Still, further capacity-building initiatives are needed to ensure staff can manage more complex environmental issues, especially waste management and pollution control. Training programs should be prioritized to enhance staff competencies per the latest environmental regulations and technologies.

In terms of infrastructure, the hospital has made strides in establishing basic environmental management systems, but the need for modernized waste management facilities, including advanced waste treatment technologies, was evident. The existing infrastructure, while adequate, must be updated to handle increasing volumes of medical and hazardous waste more efficiently. Furthermore, the allocation of budgets for environmental programs is a concern. While there is a designated budget, it may not be sufficient to support the

necessary improvements in waste treatment infrastructure and environmental monitoring systems. The evaluation suggests that increasing the budget for these programs is critical for enhancing the hospital's environmental performance.

c) Process Evaluation

Process evaluation at Pulang Pisau Regional Hospital reveals that the hospital has made significant progress in implementing waste management and environmental monitoring systems. However, field observations indicate that while the hospital follows standard operating procedures (SOPs) for waste management, the coordination between different units—especially between medical staff, environmental management teams, and the administrative body—needs further strengthening. There were instances where delays in waste disposal were observed, highlighting inefficiencies in communication and coordination.

Additionally, monitoring environmental parameters, such as air and water quality, is in place but could be more consistent. Some discrepancies were found in the reporting and monitoring data, suggesting that the monitoring systems may not be fully integrated or that personnel do not always adhere to established protocols. Strengthening the coordination between units and ensuring that environmental monitoring is both rigorous and consistent is crucial to improving the hospital's environmental stewardship.

d) Product Evaluation

Product evaluation reveals that the development of Pulang Pisau Regional Hospital has led to positive environmental outcomes, such as improved waste management and reduced pollution levels. However, while there are clear signs of success in these areas, the hospital's impact on regional development is still evolving. The hospital has contributed to better healthcare access for local populations, with more individuals seeking care due to improved facilities. However, these improvements' broader economic and social impact is yet to be fully realized.

The hospital's waste management program has had a direct positive effect on reducing hazardous waste, but the long-term economic and social benefits are still being assessed. The evaluation indicates that the hospital's role in economic transformation—such as creating job opportunities or supporting local industries—is an area that needs further exploration. Additionally, while the healthcare services have improved, the multiplier effects on regional development, such as its contribution to tourism or local business growth, have yet to be fully explored.

Discussion

The data collected from field observations reveals that applying the CIPP evaluation model at Pulang Pisau Regional Hospital has highlighted several key aspects directly related to regional development. The hospital's development and environmental management practices

align with the region's needs in many ways. However, significant areas still need improvement and systematic development to achieve optimal and sustainable outcomes.

While the hospital has made notable progress in certain areas—such as the reduction of waste, improvements in healthcare service delivery, and compliance with environmental standards—there remain gaps in integrating these achievements within the broader framework of regional development goals. For example, the hospital's efforts in environmental management, though positive, have not yet fully realized their potential to drive economic growth, social transformation, and environmental sustainability at the regional level. In particular, there is an ongoing need to integrate the hospital's environmental policies with broader regional development plans, such as those concerning infrastructure development, population growth, and long-term environmental conservation efforts.

A key finding from the data suggests that the hospital's environmental initiatives, such as waste management and pollution control measures, while effective to a certain degree, still face challenges in terms of scale, consistency, and efficiency. For instance, the management of medical and hazardous waste has seen some positive results, but the existing infrastructure for waste processing and treatment still needs substantial modernization. Similarly, environmental monitoring and reporting systems have been implemented, but these processes lack full integration and could benefit from more consistent adherence to monitoring protocols across departments. This indicates that while some positive strides have been made, these systems are not yet fully optimized and are not operating at their maximum potential.

Moreover, the hospital's impact on the regional economy and social development, though evident in areas such as improved healthcare access and job creation, has yet to translate into a broader, more tangible impact on regional growth and sustainability. The hospital's influence on local economic activities, such as creating opportunities for local businesses, is still limited. There is also the potential for the hospital to play a greater role in supporting sustainable economic activities, including promoting environmental technologies and practices that other local businesses can adopt. Thus, the full multiplier effect of the hospital's presence on regional development is yet to be realized.

The CIPP evaluation model, with its comprehensive analysis of Context, Input, Process, and Product, has provided a valuable framework for identifying the gaps and areas for improvement. One of the primary recommendations from the field data is the need for a more systematic approach to integrating the hospital's operational strategies with regional development goals. This integration could include aligning the hospital's environmental management practices with the local government's long-term development plans, fostering stronger partnerships with local industries, and enhancing the hospital's role as a key player in the regional economy.

The data also points to the necessity for policy improvements to enhance the overall effectiveness of environmental management practices at the hospital. These include increasing budget allocations for environmental programs, modernizing waste management technologies, strengthening staff capacity through training programs, and improving coordination across departments. Furthermore, consistent monitoring and evaluation should be prioritized to ensure

that environmental programs are being executed effectively and that any deviations from the intended outcomes are addressed promptly.

By focusing on these areas, Pulang Pisau Regional Hospital can significantly enhance its contribution to regional development in a more sustainable and environmentally friendly manner. The hospital's efforts to improve environmental quality, health services, and community engagement are commendable, but there is a clear need for continued systematic development to ensure these achievements lead to long-term, positive impacts on the region. With these improvements, the hospital can play a critical role in supporting the region's sustainable development, acting as a model for other healthcare institutions seeking to balance health service delivery with environmental stewardship.

As a final point, the findings from the CIPP evaluation model underscore the importance of continual assessment and refinement of policies and practices. Pulang Pisau Regional Hospital's environmental impact evaluation serves as a solid foundation for future policy adjustments and improvements. Through ongoing policy refinement and the optimization of resources and processes, the hospital can better align its efforts with the regional development agenda. This approach will enhance the hospital's operational effectiveness and contribute to broader regional sustainability goals, ultimately leading to a healthier, more prosperous, and environmentally sustainable Pulang Pisau Regency.

Conclusion

The evaluation of the CIPP model at Pulang Pisau Regional Hospital demonstrates that the hospital's development is well-aligned with the local community's public health needs and environmental challenges. However, the integration with broader regional development plans requires further enhancement to achieve sustainable growth and environmental responsibility objectives. While the existing human resources are competent, there is a clear need for continuous capacity building, especially in environmental management and the modernization of waste treatment facilities. This will ensure that the hospital is equipped to meet the increasing demands of healthcare provision while maintaining its environmental stewardship.

Implementing environmental management practices at the hospital has largely adhered to established standard operating procedures (SOPs), a positive outcome. However, the evaluation reveals room for improvement in strengthening coordination between different hospital units and improving environmental quality monitoring systems. Ensuring that all departments work in synergy is crucial for more effective implementation of policies and protocols, particularly in managing waste and minimizing environmental impacts.

Furthermore, while the waste management program has yielded positive results in reducing pollution and improving healthcare access, the long-term economic and social impacts are yet to be fully realized. The hospital should consider broader strategies to leverage these improvements for greater regional impact, such as fostering community involvement and enhancing local partnerships for a more sustainable environmental approach. It is also essential

that the economic benefits, such as cost savings from efficient resource use, and social outcomes, like improved public health awareness, are systematically tracked and optimized.

Based on the findings of this evaluation, several strategic recommendations are made to optimize the hospital's environmental and healthcare management. First, there is an urgent need to enhance training programs for staff to ensure they are up-to-date with the latest environmental regulations, waste management techniques, and technological advancements. Second, the modernization of waste processing facilities should be prioritized to improve efficiency, reduce environmental impact, and comply with current environmental standards. Third, consistency in applying SOPs across all hospital units is essential to ensure that environmental management remains effective and standardized. Finally, establishing a robust mechanism for periodic evaluation of the environmental management program will provide an ongoing assessment of its effectiveness, allowing for continuous improvement.

By implementing these recommendations, Pulang Pisau Regional Hospital has the potential to significantly enhance its environmental performance while also contributing to regional development goals. This will improve the hospital’s ability to provide high-quality healthcare and ensure that it does so in a manner that is environmentally sustainable and socially responsible. Through a committed effort to integrate these strategies, the hospital can become a model for other regional healthcare institutions aiming to balance healthcare delivery with environmental sustainability, ultimately supporting a more resilient and sustainable community.

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