

Reinforcement the Role of the Health Industry of the Army in the Framework of Increasing the Standard of Service and Community Health

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Abstract: The COVID-19 pandemic has become a global health crisis resulting in a large enough need for medicines, vitamins and vaccines, causing people and governments around the world including Indonesia to panic about their availability on the market. Puskesmas as the central implementing agency of the TNI-AD according to its main task is to carry out all efforts relating to the development of the health of soldiers, PNS TNI-AD and their families and TNI-AD Units in order to support the duties of the TNI-AD, to carry out these tasks carry out the main function called as health support and health services are also called upon to help solve current health problems. The purpose of this research is to answer how to strengthen the role of the TNI-AD health industry in order to improve the health standard of soldiers and the public. This research method uses a qualitative research design with descriptive analysis. The results of this research are strengthening the role of the TNI-AD health industry through policies, planning and development, strengthening personnel, strengthening budgets, and strengthening marketing. The conclusion from this research is that to achieve this strengthening, a change in organizational form is needed from Satker to BLU with the order of readiness, namely Lafi Puskesmas, Labiovak, Laperalatan kesehatan, and Labiomed.

Keywords: Covid-19, Health Industry, Pandemic, Reinforcement, TNI AD.

A. Introduction

Indonesia confirmed its first positive case of Corona-virus Disease 2019 (COVID-19) on March 2, 2020. Then, in its development, recorded until July 5, 2020, the number of positive cases of COVID-19 has reached 63,749, consisting of 31,473 patients in care. 29,105 patients recovered, and 3,171 patients died (Handayani, 2020). The COVID-19 pandemic which has become a global health crisis has not only had an impact on human health, but has also had a domino effect on the economic, social and security sectors (Olivia S, 2020). This pandemic is extraordinary for the history of world civilization, especially in the health sector, all human potential and abilities are mobilized and tested so that they are able to face and overcome these conditions, both energy, thoughts and

funds that are countless in order to deal with and overcome the impacts that have arisen (Coal, 2021).

The Ministry of Defense and TNI Headquarters in this case have implemented a vaccination program in order to suppress the pace of the pandemic (Perdana, 2021). The TNI-AD, in this case the Puskesmas, has 3 health industry institutions and 1 health equipment institution whose capabilities can be optimized in order to improve the health standard of soldiers, families and communities in their assigned areas. Puskesmas as the central implementing agency of the TNI-AD according to its main task is to carry out all efforts relating to the development of the health of soldiers, PNS TNI-AD and their families and TNI-AD Units in order to support the duties of the TNI-AD, to carry out these tasks carry out the main function called as health support and health services are also called upon to help solve current health problems, where its staff units include: Pharmaceutical Institute (Lafi) which organizes activities in the field of coaching and implementation of drug production based on the provisions of Good Manufacturing Practices (GMP), supervision quality, R&D and Minlog. The Biomedical Institute (Labiomed) organizes activities in the field of development and implementation of production, R & D, sterile infusion fluids, injections and biomedical products based on GMP regulations. The Institute for Vaccination Biology (Labiovac) organizes activities in the field of fostering and implementing vaccine production based on GMP regulations, quality control, R&D and minlog that can be utilized in an effort to meet the need for medicines for soldiers and the community. The Health Equipment Institute (Lapalkes) is one of the implementing agencies of the Puskesmas which has the task of carrying out Alkes production, quality control, research and development, maintenance and storage.

This extraordinary incident resulted in a large enough need for medicines, vitamins and vaccines, causing people and governments in the world to panic about their availability on the market (Santoso, 2021). The independence of the drug, vaccine and medical device industries is still a serious weakness that must be resolved (Press UGM, 2022). Obstacles in optimizing the health industry are mainly related to licensing issues. This has an impact on policy patterns that will be taken in the future in Indonesia, including the TNI-AD, as a component of the nation's children are also called upon to be able to take a role in overcoming existing difficulties according to their capabilities. The need for national drugs is quite large and cannot be fully fulfilled by the capabilities of the National pharmaceutical industry, which is a challenge and policy thinking for the Indonesian Armed Forces in the future (Kurniawan, 2021). The Puskesmas pharmaceutical institution has been able to produce several types of drugs even though the quantity is still on a small scale, bearing in mind that they are not fully certified so that they cannot be used optimally through the BPJS program. This is regrettable, for this reason it is necessary to standardize pharmaceutical products produced by the Puskesmas pharmaceutical institution, so that later these drugs can be included in the e-catalog and can fulfill services at TNI-AD Hospitals and General Hospitals. This effort really needs the support

of both regulation and funding which is not small. The independence of the drug, vaccine and medical device industries is still a serious weakness that must be resolved. Obstacles in strengthening the role of the health industry are mainly related to licensing issues (Nasution, 2020).

Puskesmas Pharmacy Institute or commonly called Lafi Puskesmas is an institution that was established since the Dutch colonial era. The forerunner of Lafi Puskesmas came from the Militaire Scheikundig Laboratory (MSL) which was founded in 1818 in Jakarta, on October 28, 1928 moved to Bandung. On January 23, 1950 a committee was formed for the transfer of MSL to the TNI-AD, on June 1, 1950 the handover of MSL was carried out based on telegrafisch order No. 13579 dated May 8, 1950 from the chief general staff van de nederlandse strijdkrachten in Indonesia, which became the basis for determining the anniversary of Lafi Puskesmas. Furthermore, with the Decree of the Directorate General of Health of the Republic of Indonesia Number: Skep 23/1997 dated January 31, 1997, June 1 was set as the anniversary of Lafi Puskesmas.

The main task of the Puskesmas Pharmacy Institute (Lafi) is to assist the Puskesmas in coaching, organizing drug production, drug research and development, to support the main tasks of the Puskesmas. The vision of the Puskesmas Pharmaceutical Institute (Lafi) is to become one of the production institutions that is able to meet the needs of quality and safe medicines for soldiers, civil servants of the Indonesian Army and their families. Its mission is to provide reliable health relations, provide excellent health services, and carry out organic and community functions.

Lafi Puskesmas menyelenggarakan fungsi utama dan fungsi organik, terdiri dari : Fungsi Research and development. Covers all businesses, work, activities in the field of product research and development, systems, methods and personnel in the framework of organizing drug production. Production Function. Covers all businesses, jobs and activities in the field of drug production. Quality Control Function. Covers all efforts, work and activities of physical, chemical, microbiological inspection of raw materials, production support materials, supervision during the process of intermediate products, bulk products and finished products. Maintenance Function. Covers all businesses, work, activities in the field of maintenance and repair of production equipment, quality control and support systems. Organic Functions, namely: Military Organic Functions. Covers all efforts, work and activities in the field of security, personnel, logistics and limited binary, in order to support the main tasks of Lafi Puskesmas. Developmental Organic Functions. Covers all efforts, work and activities in the field of budget planning, organizing, supervising and controlling activities as well as unit training in order to support the main tasks of Lafi Puskesmas. The Institute for Vaccination Biology/Labiovak Puskesmas is an institution that was established on December 31, 2014 based on Perkasad Number 100 of 2014. The vision of Labiovak is to become an innovative and nationally competitive Life Science and Biodefence institution for the TNI-AD.

Indonesian National Armed Forces (TNI-AD) As part of the Indonesian National Armed Forces (TNI); has the main task of upholding state sovereignty, defending the territorial integrity of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia, as well as protecting the whole nation and all of Indonesia's bloodshed from threats and disturbances to the integrity of the nation and land-based state (Kasad Rules Perkasad Number/125/XII/2011 dated 21 December 2011). As an elaboration of the main tasks mentioned above, several tasks must be carried out, namely carrying out the duties of the TNI in the field of defense in Military Operations for War (OMP) and Military Operations Other Than War (OMSP), maintaining security in land border areas with other countries and islands. - outermost islands, building and developing land force forces, and carrying out the task of empowering land defense areas.

In carrying out the above tasks, the TNI-AD units that are spread throughout the territory of the Republic of Indonesia or task units formed by the TNI-AD require various supports, one of which is logistical support. One part of logistical support is health support, which includes support for personnel, medical equipment and medicines, which are needed by individuals and units according to the characteristics of the region in order to maintain and maintain health and fitness in carrying out tasks. Apart from being used by units, health support, if sufficient and possible, can also be used as contact material in communicating with the local community to maintain, improve and strengthen the unity of the TNI-AD with the people. Another benefit that can be obtained is that if the drug support is in accordance with the needs of the community in the region, of course it will be able to help the community maintain and maintain health, which in turn will lead to an increase in the level of public health. Especially for medical support, the role of the four Puskesmas health institutions is very significant in analyzing, planning and preparing this support according to the needs of the task and the characteristics of the region.

From the results of data collection and processing according to the results of the field data survey obtained, the analysis and discussion of research on data sources will be limited to 5 data collection survey targets, namely: Pharmaceutical/Lafi Institutes, Vaccination/Labiovak Biology Institutes, Health Equipment/Health Equipment Institutes and Institute for Medical Biology/Labiomed Puskesmas (Organization under Puskesmas), as well as PT. Dexa Medica (Non-Governmental Organization). Analysis and discussion of the 5 Goals above, is carried out with consideration of the urgency in the field and organizational goals.

In accordance with the description above, it is necessary to make efforts to improve the Puskesmas health institutions, so that the health industry institutions will be able to more optimally produce health products, which can meet the needs of soldiers and their families and the wider community, because the institution is a strategic institution. to be developed in the future in order to meet the needs of medicines and medical devices. The formulation of the problem in this study is as follows:

1. What is the policy of the TNI-AD Leadership in developing and utilizing the results of the TNI-AD Health Industry?
2. What are the plans for the rejuvenation and development of the TNI-AD Health Industry facilities and infrastructure?
3. What are the readiness and efforts to increase the professionalism of human resources in the TNI-AD Health Industry?
4. How is the preparation of budget support for the development of the TNI-AD Health Industry?
5. What are the strategies and efforts to market the products of the TNI-AD Health Industry so that they can compete and reach soldiers and the wider community?

B. Methods

This study uses a qualitative research design with descriptive analysis. Qualitative research explicitly describes contextual conditions which are social, institutional, cultural, environmental conditions in which people's lives take place (Yin, 2016). Qualitative research is used to understand the meaning behind a data or to understand the complex social interactions of a phenomenon to find out the patterns of relationships that occur (Sugiyono, 2018). In qualitative research, it is necessary to pay attention to the following matters, namely that they must prioritize natural settings, where the data and problems obtained actually occur naturally, the researcher as a research instrument, uses multiple data sources, the analysis is carried out inductively, oriented towards the meaning given by the participants, oriented to research design and theoretical lenses (Moriarty J, 2011).

The case study qualitative research design was chosen because the research design emphasizes the relationship between humans and the phenomena they experience. Referring to the purpose of the research conducted, namely to analyze strengthening the role of the TNI AD health industry in order to improve the health level of soldiers and the community, so that analysis cannot only be carried out on quantitative aspects of increasing the health level of soldiers and the community, but also related to how to strengthen the role of the TNI health industry AD. With a case study qualitative research design, it is expected to be able to see the meaning behind a social phenomenon and can be interpreted into knowledge that provides benefits for scientific development as well as at a practical level.

Research locations were conducted in 4 (four) Institutions under Puskesmas (Lafi, Labiomed, Labiovak, Health Equipment), Ministry of Health RI, Ministry of Finance RI, PT. Biofarma (Persero) and PT. Dexa Medica, as well as Military Hospitals in the area of Kodam Jaya, Kodam III/Slw and Kodam XII/Tpr. The research was carried out within a period of six months, starting in January-June 2023. During this period the researcher will carry out an observation process to map data, information and informants (source

persons), conduct research in the field, collect data, conduct data analysis, and research report writing. In qualitative research the research design is quite flexible, the researcher will also carry out additional procedures if it is felt that the data obtained is still not optimal and answers research questions.

C. Results and Discussion

Policy on Development and Utilization of Health Industry Results

Policy analysis of the leadership of the TNI-AD in the development and utilization of the results of the TNI-AD health industry. Based on Perkasad/124/XII/2011 dated 14 December 2011 concerning Public Service Agency Financial Management (PK BLU) Health Facilities within the Army. Currently, the policy for the leadership of the TNI-AD already exists, but it is necessary to revise regulations to increase productivity and service development and the utilization of BLU. The analysis and discussion related to the policies of the TNI-AD leadership in the development and utilization of the results of the TNI-AD health industry are explained as follows:

1. The policy of the leadership of the TNI-AD to Lafi Puskesmas regarding the development and use of health industry products, namely by providing the budget support needed by Lafi, in producing medicines based on certain Dukkes and Yankes. To meet the needs of medicine for families and communities still do not exist. Puskesmas's strategy and policy in developing the TNI-AD Health Industry in order to realize self-reliance in drug production is to provide encouragement and support for Lafi to become a Satker (PNBP) or become a Public Service Agency (BLU).
2. The policy of the leadership of the TNI-AD at Labiovak Puskesmas regarding the development and utilization of health industry products, namely by submitting needs to the Upper Command in the context of developing the vaccine industry both through Mabasad and softloan funds is also sought as a form of institutional development to realize Puskesmas independence. Currently Labiovak Puskesmas's capability is RTF (Ready to Fill) production with raw material in the form of RTF Bulk Vaccines from Labiovak Puskesmas. This is because the facilities and equipment that have been laid out are only able to support RTF production activities, not yet at the formulation or scale up stages. Furthermore, it is hoped that it will be able to start the formulation and scale-up stages of vaccine production for humans and animals according to Good Manufacturing Practices (GMP) certification. Meanwhile, the BSL-3 Laboratory, which is equipped with equipment, is expected to start the exploration process in developing vaccine seeds.
3. Policy of the leadership of the TNI-AD regarding Puskesmas health equipment, namely in the form of budget support for the production of basic medical equipment and calibration of medical equipment as well as fulfilling the legality of medical equipment production and calibration. Then the policy on the use of basic medical

devices and Alkes calibration has been implemented properly, but there is still more capacity that can be increased. Policies related to the legal status of medical equipment to become BLU aim to increase production capabilities that are independent and able to play a role in the national health system.

4. Policies of the leadership of the TNI-AD at Labiomed Puskesmas related to the development and utilization of health industry products, namely related to the policy of budget support for the revitalization of Labiomed as fulfilling requirements and increasing economic production capacity. The policy also covers the use of Labiomed products in TNI-AD Hospitals so that Labiomed products can be used in the TNI-AD Hospital environment, especially for patient soldiers and their families. The policy related to the legal status of Labiomed as BLU means that Labiomed products can be marketed as an effort to develop production institutions so that they can be independent and play a role in the national health system. Policies related to the validation of Orgas Labiomed to accommodate existing potential and capacities so that they meet the requirements and develop HR capabilities and careers.

In general, the current condition of the four Puskesmas institutions is still in the form of a Subsatker, so they still need more budget for spending on goods, capital, development and marketing. If in the future it takes the form of a satker, then the four Puskesmas institutions will have difficulties related to financing because they only rely on the state budget. The hope is that in the future if they are formed into BLUs then the four institutions can freely sell their products to the general public where so far they have only been used internally by the TNI-AD health facilities so that during emergencies such as the current Covid-19 pandemic these four institutions are able to meet the needs of drugs, infusions and vaccines. and Alkes optimally. By becoming a BLU, the institution can become more independent and can work with third parties. Currently PT. Dexa Medica and several other companies are ready to support the development of Lafi, Labiovak, and Puskesmas health equipment after the institution becomes a BLU, while Labiomed has no companies that are interested.

Plans for rejuvenation and development of TNI-AD health industry facilities and infrastructure

Currently, the four Puskesmas institutions (Lafi, Labiovak, Laperalatan Kesehatan, and Labiomed) are still in the form of a Subsatker, so their authority is very limited. In accordance with the Kapuskesad roadmap, the Puskesmas health industry which oversees Lafi, Labiovak, Laperal, and Labiomed will be developed into a separate work unit where the direction will become BLU. The development and rejuvenation plan includes fostering and increasing Lafi's drug production capabilities in the form of procurement of new production machines and laboratory equipment as well as maintenance of production machine tools and laboratory equipment. The plan for the rejuvenation and

development of the Puskesmas Health Industry facilities and infrastructure in Labiovak includes submitting a plan for equipment requirements through the procurement of central authority and soft loans in order to increase the shortage of BSL-3 Lab equipment, Installing, Production, Support Systems and Animal Laboratory, submitting Labiovak organizational validation from Subsatker to Satker (PNBP) or BLU. After becoming a BLU, you can work with third parties in production development.

Plans for rejuvenation and development of health industry facilities and infrastructure at the Puskesmas Health Center include proposing a revitalization budget for production equipment and calibration equipment that is up to date and meets the requirements and has a large production capacity so that it is economical as well as calibration equipment with type A standards, and plans for building rehabilitation with a design and equipment according to regulations. The plan for rejuvenation and development of Puskesmas Health Industry facilities and infrastructure in Labiomed includes proposing a revitalization budget for the latest equipment that meets the requirements and has a large production capacity so that it is economical; building rehabilitation planning with design and equipment according to regulations, and proposed validation of the Labiomed organization so that it can accommodate HR potential and career development; submission of validation of the Labiomed organization from Subsatker to Satker (PNBP) or BLU. After becoming a BLU, you can work with third parties in production development. From the second analysis it can be concluded that it is necessary to validate orgas from the four Puskesmas institutions (Lafi, Labiovak, Laperalatan Kesehatan and Labiomed) to become Satker (PNBP) or BLU.

Readiness and efforts to increase the professionalism of human resources in the TNI-AD health industry

Related to readiness and efforts to increase the professionalism of human resources in the TNI-AD health industry. Currently, in terms of quantity and quality of human resources the four Puskesmas institutions (Lafi, Labiovak, Laperalatan Kesehatan and Labiomed) are very limited, so additional personnel and training/courses are needed to increase the quantity and quality of human resources, which can be explained as follows:

1. Lafi. To increase the quantity and quality of human resources, training is carried out in both the general and pharmaceutical fields. As for the readiness and efforts to increase the professionalism of human resources in the health industry in Lafi within the Puskesmas, namely carrying out recruitment to regenerate in order to replace transferred or retired personnel, if necessary carry out honorary recruitment / BLU experts; carry out continuous training, courses and education to operate the latest fully automated equipment; carry out training and refresher on Good Medicine Manufacturing Method (GMP) to members of the military and civil servants Lafi; if you have become a BLU then you can recruit professionals from PT. Dexa Medica or other third parties.

2. Labiovac. To increase the quantity and quality of human resources in the health industry in Labiovak, namely by submitting Masters and Doctoral degrees for Labiovak Puskesmas personnel; proposing additional personnel with qualifications as pharmacists in biology/biotechnology, doctors, analysts and fields of knowledge related to vaccine research and production; organize R & D in order to improve the molecular research capabilities of Labiovak personnel; organize training on Puskesmas Labiovak equipment for the TA 2021 in the form of quality control equipment, production, support and the BSL-3 Lab; if you have become a BLU, you can recruit professionals from third parties.
3. Medical equipment. To increase the quantity and quality of human resources in the health industry in health care is through increasing the quantity and quality of human resources through recruitment, education, courses and on the job training (OJT); personnel certification according to qualifications/skills; HR training in collaboration with BPFK (Health Facility Security Agency) Ministry of Health of the Republic of Indonesia and BLK (Work Training Center) Ministry of Manpower of the Republic of Indonesia; if you have become a BLU, you can recruit professionals from third parties.
4. Labiomed Puskesmas. Efforts to improve HR professionalism at Labiomed include carrying out recruitment for regeneration to replace transferred or retired personnel; carry out continuous training, courses and education to operate the latest fully automated equipment; carry out training and refreshment of GMP (Good Medicine Manufacturing Method) for members of the military and civil servants of Labiomed; when it becomes a BLU, it can place personnel functionally and recruit professionals from third parties.

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The results of the third analysis, in general, the current condition of the four Puskesmas institutions in terms of the quantity and quality of personnel is still limited. If in the future the four Puskesmas institutions are converted into Satkers, personnel development will be carried out through recruitment, training and courses both internally and in collaboration with third parties. If the institution is formed into a BLU, then it can place personnel functionally and recruit professionals from private companies.

Preparation of budget support for the development of the TNI-AD Health Industry

Currently the budget from the APBN is very limited and tends to decrease every year making it difficult to develop productivity and services from the four Puskesmas institutions (Lafi, Labiovak, Laperalatan Kesehatan and Labiomed) so efforts are needed to increase the budget through several funding sources which can be explained as follows:

1. If the four Puskesmas institutions (Lafi, Labiovak, Laperalatan Kesehatan, Labiomed) are in the form of a Satker (PNBP), then the increase in budgeting can be achieved through several sources, namely budget proposals originating from the APBN; budget submissions sourced from soft loans; cooperation with third parties in accordance with statutory provisions.
2. If the four Puskesmas institutions (Lafi, Labiovak, Laperalatan Kesehatan, Labiomed) are in the form of BLU, then the increase in budgeting can be achieved through several sources, namely independently or in collaboration with third parties

The results of the fourth analysis, in general, that the current conditions of the four Puskesmas institutions are still in the form of Subsatkers, so they still need more budget for spending on goods, capital, development and marketing. If in the future it takes the form of a satker, then the four Puskesmas institutions will have difficulties related to financing because they only rely on the State Budget, soft loans and third party collaboration, but in reality it is difficult to implement because in reality each year the APBN budget is reduced, soft loans are not supported and cooperation with third parties is difficult to implement. The hope is that in the future if they are formed into BLUs, the four institutions will be able to increase financing independently and in collaboration

with third parties which are carried out professionally and in accordance with applicable laws and regulations.

Strategies and efforts to market Puskesmas health industry products

At present there is no marketing of Puskesmas health industry products because all products financed by the State Budget are only for TNI-AD soldiers and are very limited, therefore if it changes to BLU it needs marketing strategies and efforts that are professional and still comply with legal provisions and can be explained as follows.

1. Lafi. Strategies and efforts to market Lafi's products so that they can compete and reach TNI-AD soldiers and the general public, namely the marketing of Lafi Puskesmas products is prioritized to meet the needs of medicines at TNI-AD Hospitals, both those that have BLU and those that have not been BLU; Cooperation with PT. Dexa Media and other third parties for the marketing of products to serve the needs of hospitals and the general public.
2. Labiovac. Strategies and efforts to market Labiovak products so that they can compete and reach TNI-AD soldiers and the general public, namely the marketing of Labiovak products is prioritized to meet the need for vaccines at TNI-AD Hospitals, both those that have BLU and those that have not been BLU; cooperation with third parties for the marketing of products to serve the needs of hospitals and the general public; prepare strategic vaccine products when needed by the state in an emergency.
3. Medical equipment. Strategies and efforts to market health equipment products so that they can compete and reach TNI-AD soldiers and the general public, namely the marketing of health equipment products is prioritized to meet the needs of Medical Devices at TNI-AD Hospitals, both those who have BLU and those who have not BLU; cooperation with third parties for the marketing of products to serve the needs of hospitals and the general public; serving Alkes calibration in all TNI-AD Hospitals and General Hospitals according to ISO 17025/KAN standards.
4. Labiomed. Strategies and efforts to market Labiomed's products so that they can compete and reach TNI-AD soldiers and the general public, namely the marketing of Labiomed products is prioritized to meet the need for non-antibiotic infusion and injection fluids at TNI-AD Hospitals, both those that have BLU and those that have not been BLU ; cooperation with third parties for the marketing of products to serve the needs of hospitals and the general public; preparing strategic biomedical products when needed by the state in an emergency.

In general, the current condition of the four Puskesmas institutions is that there is no marketing because all production financed by the APBN must be given only to TNI-AD soldiers and the number is very limited. The hope is that in the future if they are formed into Satker or BLU they can freely market products with priority to TNI-AD Hospitals, both BLU and non-BLU as well as hospitals and the general public.

From the results of data collection, processing, and analysis according to the results of the data survey in the field, it can be seen that the four Puskesmas institutions, namely Lafi, Labiovak, Laperalatan Kesehatan, and Labiomed Puskesmas, will in the future be directed to become BLU or changed to Satker with PNBPN status. When changed to BLU then PT. Dexa Medica and several third parties as non-governmental organizations are willing and ready to cooperate in relation to production development, transformation of the technology for the production of medicines and medical devices as well as empowering the human resources who oversee them.

D. Conclusion

The conclusion of the first problem formulation is related to the development policy and utilization of the results of the health industry of the four Puskesmas institutions based on Perkesad No. 124 of 2011 concerning PK BLU where the utilization of health equipment, drug production, vaccines, and injections is still based on the TNI-AD's internal Dukkes and Yankes and has not been able to meet the needs of the general public, the Perkesad is expected to be revised as a follow-up to the RI Minister of Finance No. 129 of 2020 concerning guidelines for the management of BLU, especially regarding regulations on the use of BLU so that TNI-AD institutions and TNI-AD soldiers benefit from the BLU. Regarding the plan and development of the TNI-AD health industry in the four Puskesmas health industry institutions, it includes the planning and development of Sarpras, as well as the organization. There has been a proposed revitalization budget for the latest production equipment and Sarpras that meet the requirements and have a large and economical production capacity according to regulations. Organizational planning and development is appropriate because it is in accordance with the Kapuskesad roadmap which will change the four Puskesmas sub-satker institutions into Satker (PNBPN) or BLU.

Regarding the readiness and efforts to increase the professionalism of human resources in the four Puskesmas institutions, currently in terms of quantity and quality, it is still limited, there has been training and human resource development internally but there has been no implementation for collaboration with the health industry outside the TNI-AD institutions regarding human resource training and development. If there is a change to become Work Units in the four institutions, increasing the quantity and quality of human resources can be done through recruitment, education, training and courses both internally and in collaboration with private companies. If they become BLU, the personnel assigned to the four institutions should take functional positions and be able to recruit professionals from private companies. Regarding the preparation of budget support for the development of the four Puskesmas institutions which are still in the form of Subsatkers and if they change to become Satkers (PNBPN) in terms of financing it is still very limited. At present there have been proposals for additional budgets to the government through the APBN and soft loans, but in reality every year budget support from the APBN is reduced and submissions from soft loans are difficult to implement. If

you still use the APBN budget, in the future it will be difficult to compete and be independent in the health industry and when it changes to BLU, the financing is independent and can work with third parties. Regarding strategies and efforts to market the products of the Puskesmas health industry so that they can compete and reach soldiers and the wider community at the Puskesmas institution, where currently the four institutions are still in the form of Subsatkers or later have become Satkers (PNBP), there is no marketing of production results because the products APBN funding is only devoted to TNI-AD soldiers. If it becomes a BLU, the marketing will be wider to reach all TNI-AD Hospitals, both those that have BLU and those that have not been BLU and can work with third parties to market products to hospitals and the general public. The order of readiness of the four Puskesmas institutions to turn into BLU is as follows:

1. Lafi Puskesmas
2. Labiovak Puskesmas
3. Laperalatan kesehatan Puskesmas
4. Labiomed Puskesmas

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