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Google Review Analysis of “*Duta We Care*” Excellent Service as a Featured Service at a Central General Hospital in Padang

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Abstract

Improving healthcare service quality required both technical and interpersonal enhancements through a personalized approach, as demonstrated by the “*Duta We Care*” program at a Central General Hospital in Padang. This study aimed to evaluate the program’s effectiveness by analyzing patient feedback from Google Reviews. A descriptive quantitative design examined 2,035 patient reviews from March 2013 to June 2024. Using NVivo 12 software, the data analysis generated word clouds. The results showed that 68.20% of reviews received a 5-star rating, 9.48% a 4-star rating, 4.35% a 3-star rating, 2.27% a 2-star rating, and 15.70% a 1-star rating. Words like “friendly,” “professional,” “fast,” and “good” frequently appeared, which highlighted patient appreciation for the program’s interpersonal aspects. The “*Duta We Care*” program successfully raised patient satisfaction, evident from the increased ratings from 3.8 to 4.6. It was determined that staff friendliness and professionalism played a key role in this improvement. However, complaints about waiting times and limited facilities suggested the need for further operational and infrastructural enhancements.

Keywords: excellent service, Google review, patient satisfaction

Introduction

Quality healthcare services are an important component of the overall well-being of a society.^{1,2} For hospitals in Indonesia, especially the Central General Hospital in Padang City, a national referral hospital, the challenge often lies in balancing technical improvements with enhancing the interpersonal quality of care.^{3,4} Generally, such an issue is resolved by embracing technology-based innovations across various sectors, including healthcare.⁵ However, the Central General Hospital has taken a unique approach by launching the “*Duta We Care*” program in 2019. This program highlights the importance of interpersonal interactions in healthcare by emphasizing empathy, clear communication, and attentive patient care to showcase the lasting value of human connection.⁶ The program was established as a public service initiative led by nurses acting as service ambassadors.⁶

Established as a public service initiative, the program designates nurses as service ambassadors (*duta*) who are specifically trained to strengthen compassionate, patient-centered communication.^{6,7} To qualify as a “*Duta We Care*”, nurses must meet several criteria, including having a minimum of one year of clinical experience, demonstrating consistent empathy and effective communication skills, and showing a commitment to sincere and professional service delivery. They are also required to complete a structured training program in excellent service, which equips them to act as change agents in fostering a culture of excellence and hospitality in hospital settings.⁷

Once appointed, these ambassadors actively engage with patients and their families to address concerns throughout the patient’s hospital stay until discharge.⁷ Their responsibilities include welcoming patients warmly, facilitating timely resolution of service-related complaints, offering brief education on patients’ rights and responsibilities, and evaluating the friendliness and communication effectiveness of hospital staff.^{6,7} These efforts are aimed at building a positive patient experience and fostering trust and loyalty.^{6,7}

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Despite positive outcomes since its implementation, such as higher patient satisfaction and fewer complaints, research on the program's effectiveness remains limited.^{6,7} Most studies tend to focus on technical improvements and overlook the interpersonal and emotional aspects that are central to healthcare service programs.^{8,9} Additionally, it is important to note that patient-centred practices vary among hospitals, and this situation underlines the need for research that investigates how such programs operate within actual service settings.¹⁰ To address this gap, this study evaluated the effectiveness of the "Duta We Care" program by analyzing patient feedback on Google Reviews. This direct insight into patient experiences with the program aims to highlight strengths, identify areas for improvement, and provide empirical evidence to support the further development of the program. The findings were also expected to guide other hospitals when they consider similar approaches to enhancing patient-centered care.

Method

This study employed a descriptive design with a quantitative approach to analyze Google Review data and provide patient perceptions. A total of 2,035 reviews from March 2013 to June 2024 were analyzed to generalize the perceptions of patients and their families regarding the "Duta We Care" program. The inclusion criteria for this study included Google Review data from March 2013 to June 2024 about patient interactions, excellent service quality, or the "Duta We Care" program, written in the Indonesian language, as well as those with a star rating (1-5) to assess overall patient satisfaction. Only one review per patient or family member per visit was included to avoid duplicate entries. The exclusion criteria consisted of Google Review data written in other languages.

The "Duta We Care" program was officially launched in 2019 at Central General Hospital in Padang as an innovation in excellent service delivery. It is a patient-centered initiative that assigns nurses and healthcare staff as *Duta* (service ambassadors) who serve as role models for empathy, hospitality, and effective communication. To qualify as a *Duta*, staff must meet several criteria: (1) a minimum of one year of clinical experience; (2) demonstrated skills in empathy and patient communication; and (3) a strong commitment to sincere and professional healthcare service. They are also required to undergo formal training in the principles of excellent service and interpersonal care before being officially assigned as *Duta*.

To evaluate the impact of the program, the reviews were categorized into two time periods: before the implementation of "Duta We Care" (March 2013 to December 2018), comprising 845 reviews, and after its implementation (January 2019 to June 2024), with 1,190 reviews.¹¹ Of 2,035 reviews, the departments/units mentioned were the non-surgical installation, the maternity installation, the high care unit (HCU), the neurology unit, the pediatric unit, the internal medicine HCU unit, the geriatrics unit, the intensive care unit (ICU), and the pharmacy unit. The data were manually extracted from Google Review (<https://g.co/kgs/js6qjnV>) and converted into a CSV file for further analysis. NVivo 12 (licensed) was used to generate word clouds. Word cloud analysis was used to examine patient testimonials regarding the "Duta We Care" program. This method created a visualization of the most frequently mentioned words in the data, with larger words indicating higher frequency. The color of each word was inconsequential, but it was used because it created a good visual. Through word cloud analysis, the most prominent keywords were easily identified, reflecting patients' feedback about the program. This analysis simplified and visualized complex data, offering quick insights into patients' perceptions of the quality of care they received.

Additionally, a mind map was developed to interpret the underlying patterns and conceptual relationships in the data, with a focus on aspects of excellent service valued by patients.^{11,12} The analysis process involved several steps, including open coding, categorization of keywords, and theme development. Patient satisfaction was analyzed using the 1–5 star ratings as a proxy for a Likert scale, where 1 indicated very dissatisfied and 5 indicated very satisfied. Two authors independently coded the review data to ensure reliability and consistency. They initially worked separately, analyzing the content based on a predefined coding framework and without discussing results with each other during the initial coding phase. Their findings were then compared to ensure validity through consensus. To strengthen the credibility of the analysis, data triangulation was conducted by comparing the results of the word cloud and mind map with findings from existing literature on healthcare service quality.

Results

Table 1 describes patient satisfaction ratings for excellent service quality at Central General Hospital in Padang. It revealed that 68.20% of total reviews received a 5-star rating (very satisfied), 9.48% received a 4-star rating (satisfied), 4.35% received a 3-star rating (fairly satisfied), 2.27% received a 2-star rating (dissatisfied), and 15.70% received a 1-

star rating (very dissatisfied). Changes in patient satisfaction ratings for excellent service quality before and after implementing the "Duta We Care" program are presented in Figure 1.

Table 1. Patient Satisfaction Ratings for Excellent Service Quality at Central General Hospital in Padang

Rating	n (%)
1-star	319 (15.70)
2-star	46 (2.27)
3-star	89 (4.35)
4-star	193 (9.48)
5-star	1,388 (68.20)
Total	2,035 (100%)

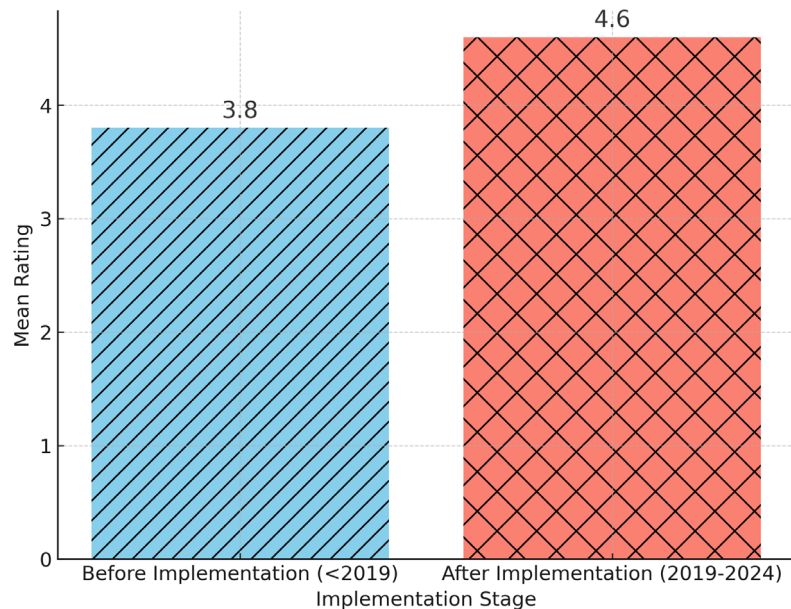


Figure 1. Changes in Patient Satisfaction Ratings for Excellent Service Quality Before and After the Implementation of the "Duta We Care" Program

Figure 1 shows that before the implementation of the "Duta We Care" program, the average rating was 3.8. However, after the program was implemented, it increased to 4.6. According to the Google Reviews for the "Duta We Care" program, service units were the most frequently discussed department. While this improvement may also reflect better clinical services or staff performance, many reviews specifically highlight the helpfulness, empathy, and responsiveness of service staff, key roles played by "Duta We Care" ambassadors. The frequent mention of service units further suggests that interpersonal care, as promoted by the program, significantly contributed to the rise in patient satisfaction. Figure 2 shows that the Non-Surgical Inpatient Installation received more attention than other units, such as the Maternity, High Care Unit, and others. This result suggested a higher level of complexity and intensity of care in the Non-Surgical Inpatient Installation, where patients have more specific needs, making it a primary focus for care.

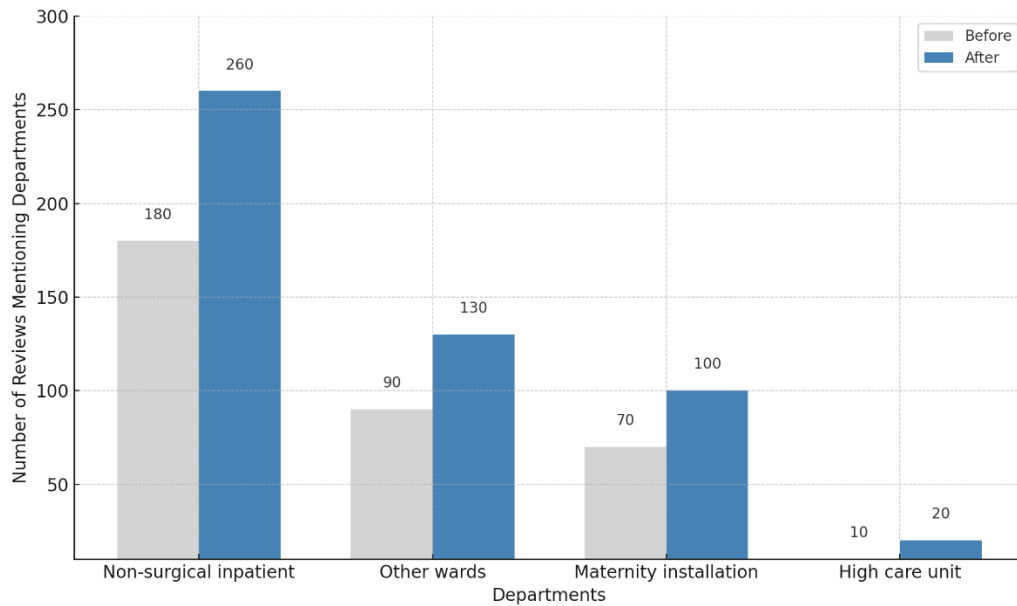


Figure 2. Frequency of Departments Mentioned in Google Reviews for the "Duta We Care" Program



Figure 3. Word Cloud of Frequently Used Words in Patient Testimonials Based on the "Duta We Care" Program

Figure 3 displays the word cloud of frequently used words in patient testimonials based on the "Duta We Care" program. It reveals that the "Duta We Care" program at Central General Hospital in Padang received positive responses from patients. In particular, the most frequently mentioned words were "friendly" (120 times), "professional" (90 times), "quick" (75 times), and "care" (60 times). Figure 4 shows the excellent service conditions and patient experiences based on testimonials for the "Duta We Care" program.

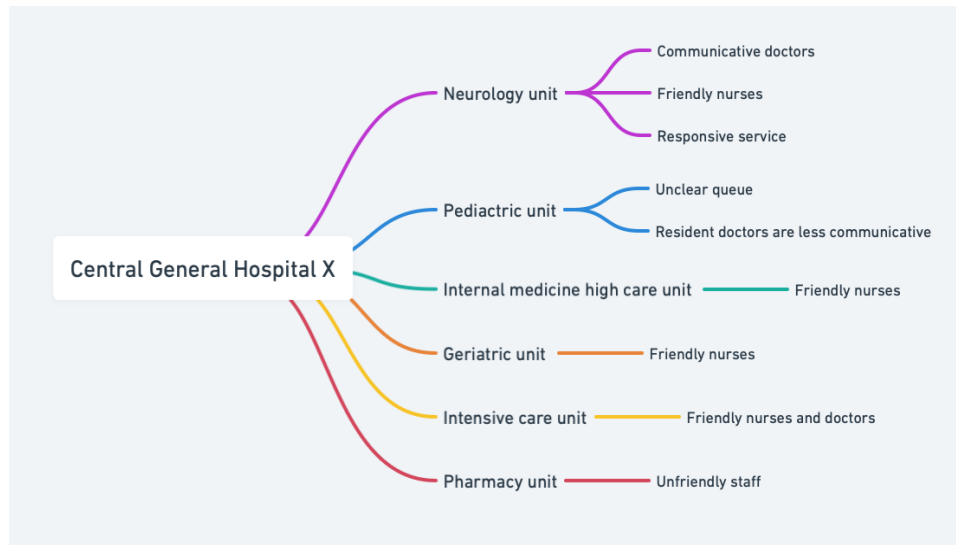


Figure 4. Excellent Service Conditions and Patient Experiences Based on Testimonials for the "Duta We Care" Program

Figure 4 indicates that the Non-Surgical Inpatient Installation received the highest number of reviews, especially the Neurology Unit (highlighting communicative doctors, friendly nurses, and responsive services), the Internal Medicine High Care Unit (noted for friendly nursing care), and the Geriatric Ward (also praised for friendly nursing services). Most reviews for this unit were positive, with commendations for the friendliness and professionalism of the staff and the quality of care provided. However, some complaints about waiting times were noted, particularly in the neurology unit.

Data analysis also revealed positive feedback on the attitudes and skills of hospital staff, including doctors, nurses, administrative personnel, and particularly the "Duta We Care" ambassadors. They were commonly described as friendly, professional, and responsive, indicating that both clinical and non-clinical staff contributed to a positive patient experience. Additionally, patients appreciated the facility's quality and effective communication. However, areas needing improvement included long waiting times, limited medical equipment, and unclear information occasionally provided by medical personnel.

Discussion

The results of this study suggested that the "Duta We Care" program implemented in Central General Hospital in Padang has improved patient satisfaction. The improvement suggested that the program effectively addressed excellent service areas, such as staff friendliness, professionalism, and service efficiency. These findings are consistent with previous research that highlights the critical role of interpersonal interactions in healthcare. For example, a previous study found that effective communication and emotional support from healthcare providers were strongly associated with higher patient satisfaction scores in hospital settings.⁷ Similarly, another study emphasized that provider empathy significantly enhances patient trust and perceived quality of care, especially in high-contact services like inpatient care. These similarities reinforce the notion that programs like "Duta We Care", which prioritize empathetic and patient-centered communication, can produce measurable improvements in patient experiences.¹³ In both this study and the cited literature, it is evident that enhancing the human aspect of service beyond technical or clinical improvements plays a pivotal role in shaping patient perceptions and loyalty.

Data from Google Reviews, which served as the primary data source for this study, revealed positive patient responses to the "Duta We Care" program. The frequent appearances of terms such as "friendly," "professional," "quick," and "good" underscored the importance patients place on the interpersonal aspects of excellent service. This result suggests that a focus on friendly attitudes, professionalism among staff, and prompt service significantly contributes to improving the patient experience at Central General Hospital in Padang. This positive feedback is consistent with the literature showing that positive interactions and empathy from health providers can enhance overall patient satisfaction.^{12,13}

Despite the program's overall success in raising patient satisfaction, certain areas required further attention. For instance, some patients complained about long waiting times, limited facilities, especially concerning the number of medical equipment, and unclear communication from medical staff. These issues indicate that operational and infrastructural improvements are still needed for optimal patient satisfaction.^{14,15} Although the "Duta We Care" program

excels in interpersonal areas, operational efficiency, and physical facilities development are required to improve the overall excellent service quality comprehensively.

Additionally, this study also highlighted operational issues such as long waiting times and limited medical facilities, which impact overall patient satisfaction. Long waiting times, a common issue in healthcare settings, not only affect patient satisfaction but can also reduce the quality of care, as patients may experience delays in receiving necessary treatment.^{16,17} Potential solutions to this problem include implementing a more streamlined appointment scheduling system, adopting digital queue management to minimize physical waiting times, and optimizing resource allocation by analyzing peak times to ensure adequate staffing.¹⁸ Other than that, introducing telemedicine services is expected to reduce in-person appointment demand and effectively shorten wait times for critical cases.¹⁹

Meanwhile, the limited availability of medical facilities and equipment can be addressed through strategic investments and partnerships to enhance resource availability. Hospitals might consider prioritizing equipment purchases based on demand and operational needs or exploring collaborations with medical equipment suppliers to ensure timely access to essential devices.²⁰ Allocating the budget for infrastructure upgrades, particularly in high-demand departments like neurology and high-care units, will also contribute to more effective service delivery.²¹ Furthermore, a systematic approach that incorporates continuous feedback from patients and staff can help identify specific bottlenecks in service delivery. Last, regular audits and process evaluations, supported by performance metrics, can ensure that operational improvements are sustained over time.

This study's findings had significant practical implications for hospital management. The "*Duta We Care*" program can serve as a model for other hospitals that want to boost patient satisfaction through a high-quality service approach. Given the program's effectiveness, other hospitals may consider adopting similar strategies, especially those that need a positive improvement in terms of healthcare professionals' interpersonal skills, empathy, and responsiveness to patient needs.²² To further enhance the program's impact, hospital management must also address operational factors to reduce waiting times and improve the available infrastructure. Besides, national healthcare quality policies should consider integrating programs like "*Duta We Care*" to establish more patient-centred service standards. Ongoing evaluation and context-based adaptations of such programs could significantly improve the healthcare system across different hospitals in the country.^{23,24}

Using Google Reviews as the primary data source for evaluating this program provided valuable insights. These reviews offered direct perspectives from patients regarding their experiences and perceptions of service quality. After analyzing over two thousand reviews, a comprehensive understanding of patient assessments of the "*Duta We Care*" program has been obtained, discussed, and elaborated. This analysis was crucial in helping hospitals understand their current service strengths and weaknesses from the patients' perspective so that they could make changes accordingly.

This study has several strengths. It provides a comprehensive overview of patient satisfaction after the implementation of the "*Duta We Care*" program, using a large dataset of 2,035 Google Reviews to capture authentic patient perspectives. The data reflects spontaneous feedback across various service units over time, offering real-world insights into the program's impact. Despite these strengths, some limitations exist. First, while operational issues were identified (e.g., long waiting times), the study did not explore them in depth, as its focus remained on interpersonal service quality. Second, although Google Reviews lack the structure of formal surveys, we applied strict inclusion criteria such as relevance, language, and one review per visit to ensure data consistency. Third, potential selection bias was addressed by including a large sample over an extended period, helping balance extreme opinions. Additionally, independent dual coding and data triangulation with literature were used to strengthen validity.²⁶⁻³⁰

Furthermore, the absence of a comparative group or control makes it challenging to isolate the effects of the "*Duta We Care*" program from other hospital-wide changes that may also influence patient satisfaction. To reduce selection bias, future studies could combine data from different sources, such as internal satisfaction surveys, to capture more balanced and diverse patient opinions. Reporting bias could also be minimized by using anonymous, structured surveys, allowing patients to share feedback more openly and accurately.

Conclusion

This study demonstrates that the "*Duta We Care*" program has contributed to improving patient satisfaction at Central General Hospital in Padang by enhancing interpersonal aspects of care, such as friendliness, professionalism, and responsiveness of staff. Analysis of Google Reviews revealed a significant increase in satisfaction ratings following the program's implementation, along with recurring positive feedback related to service interactions. While challenges

remain, such as waiting times and limited facilities, the program has shown potential as an effective model for patient-centered service improvement. Moving forward, integrating regular patient feedback mechanisms and expanding the program to other service units or hospitals could further enhance healthcare service quality and operational effectiveness across Indonesia.

Abbreviations

Not applicable.

Ethics Approval and Consent to Participate

Not applicable.

Competing Interest

The authors declared no competing interests.

Availability of Data and Materials

The data underlying the results presented in this study are available from the corresponding author upon reasonable request.

Authors' Contribution

Conceptualization, methodology, and data analysis, A, RDN, and AS; writing—original draft preparation, A and EY; resources, writing—review and editing, A and EY. All authors have read and approved the published version of the manuscript.

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