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## Designing medical tourism policies in Siak regency at Riau Province

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### Abstract

This study aims to explore the strategy for developing medical tourism in Siak Regency using the post-positivism paradigm approach. The focus of the survey includes tourism potential, public satisfaction with the services of Tengku Rafi'an Regional Hospital, and the role of stakeholders in supporting medical tourism policies. The SWOT analysis results show that Siak Regency has strengths in the form of unique cultural and natural tourism potential but requires administrative and technical improvements to meet international standards. The results of the Tengku Rafi'an Regional Hospital Public Satisfaction Index (IKM) survey showed a score of 80.61, a good category, although there are weaknesses in facilities and infrastructure. This study recommends improving regulations, strengthening human resources, and integrating medical services with tourism potential. These findings are an important basis for designing sustainable medical tourism development policies.

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## 1. Introduction

Tourism plays a strategic role in supporting the economic development of a region. In addition to being a major source of income, tourism creates employment opportunities and improves the welfare of local communities. However, the COVID-19 pandemic that has affected the world has significantly impacted the tourism sector, including a drastic decline in international tourist visits. Amid these challenges, the development of health-based or medical tourism has emerged as an innovative solution to restore the appeal of global tourism. Medical tourism refers to travel to obtain health services, including medical care, rehabilitation, and relaxation. Based on the Medical Tourism Index (MTI) 2020-2021, countries like Singapore, Japan, and Spain have become the world's top medical tourism destinations. With its abundant cultural and natural wealth, Indonesia has great potential to compete in this industry. One of the areas with strategic potential for medical tourism development is Siak Regency, Riau Province. Siak Regency is known for its strong Malay cultural heritage and unique natural

tourism potential. In addition, this area has supporting health infrastructure, such as Tengku Rafi'an Regional Hospital, which has demonstrated good service performance through the Community Satisfaction Index (IKM). However, comprehensive efforts are needed to strengthen policies, improve human resources, and provide facilities and infrastructure that meet international standards to realize competitive medical tourism.

This study explores the strategy of developing medical tourism in Siak Regency using a post-positivism paradigm approach. The main focus of the study includes the analysis of tourism potential, evaluation of community satisfaction with health services, and the role of stakeholders in supporting medical tourism policies. Based on the findings, this study is expected to serve as a strategic guide for developing sustainable medical tourism in Siak Regency.

## **2. Literature Review**

Medical tourism can be defined as the process of traveling abroad to receive medical care. The growing popularity of medical tourism has caught the attention of policymakers, researchers, and the media. Originally, the term referred to patients traveling from less developed to developed countries to pursue treatments unavailable in their home countries [1]. Medical tourism can also be defined as providing cost-effective medical care to patients in collaboration with the tourism industry. The private medical sector usually facilitates this process, while both the private and public sectors are involved in the tourism industry. By traveling abroad for surgery or other medical treatments, medical tourists also have the opportunity to visit popular travel destinations, thus combining healthcare with vacation [2]. The concept of traveling for medical care is certainly not new. However, in recent years, travel worldwide has become safe, fast, and affordable enough to support the hospital resorts that are the backbone of the medical tourism industry. Furthermore, the surgical procedures, hospitalizations, and other healthcare options now offered in medical tourism destinations have not been competitively priced or of a quality comparable to the care provided in the United States or Western Europe. Before this global economic shift, medical tourism was the preserve of the wealthy, not the bargain shopper [3].

According to Lasswell [4] introduced a seven-stage policy process model: intelligence (gathering and processing input from the policy-making process), promotion (selecting from among the available options), prescription (determining the course of action), invocation (agreeing on sanctions), application (implementing), termination, and appraisal. While the order of these stages has been contested (termination comes before appraisal in particular), the model itself has been very successful as a basic framework for policy studies and a starting point for various typologies of policy processes [5] outlines Easton's model in depth, recognizing the complex feedback flows and identifying the policy process stages for the following analysis: initiation, information, consideration, decision, implementation, evaluation, and termination Hogwood and Gunn [6] offer a more complex model in which they identify the following stages of the policy process: Deciding to decide, Deciding how to decide, Problem definition, Forecasting, Setting objectives and priorities, Analysis of options, Policy implementation, monitoring and control, Evaluation and review, and Policy maintenance, succession, and termination. The stages of policymaking were initially considered to develop in the (chronological) order first, and the problem was defined and placed on the agenda then.

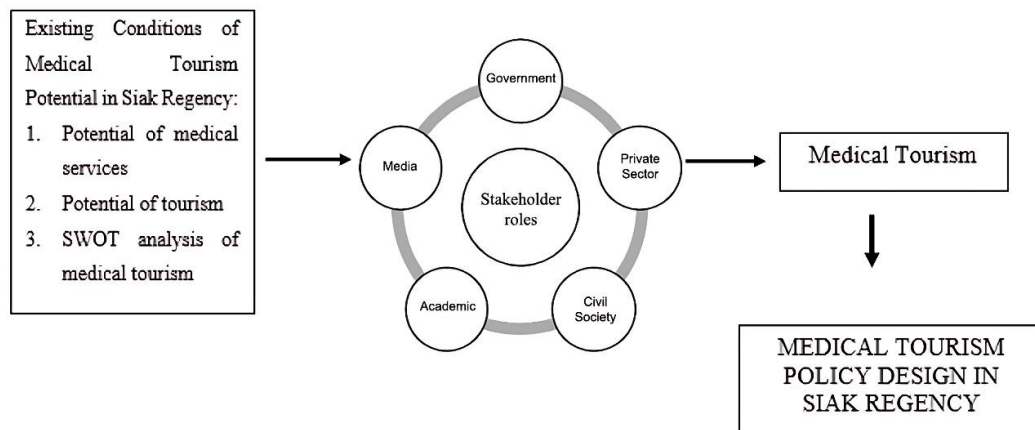
Policies are developed, adopted, and implemented; finally, these policies are assessed for effectiveness and efficiency and either terminated or restarted. Combined with Easton's input-output model, this stage perspective is the ongoing perpetuation of the policy process. The outputs of the policy process have an impact and are then transformed into a cyclical model called the policy cycle. The cyclical perspective emphasizes the feedback process (loop) between the outputs and inputs of policymaking, which leads to the wider society and are transformed into inputs (demands and support) for a successful policy process at t2. Integrating Easton's input-output model also contributes to further differentiation in the policy process. Rather than ending with a decision to take a particular action, the focus is broadened to include the implementation of the policy and, in particular, the reactions of the affected target groups (impacts) and the broader effects of the policy on the respective active social sectors (outcomes). Also, the tendency of policies to create unintended consequences or side effects becomes apparent through this perspective of the policy process. Always reviewed, controlled, modified, and sometimes even stopped [7]. The advantage of the stage model is that it offers a way of cutting through, if only for analytical purposes, a complex and complicated process [8].

On the importance of understanding various government public policies, especially development policies, William Liddle emphasizes the need to develop a policy science approach. This science focuses attention on policies implemented by the government in the development sector, particularly to identify where success and failure occur, and then proposes ideas to overcome obstacles. This science adopts a bottom-up perspective and seeks small insights that can be addressed [9]. At this stage, the most important actors are bureaucrats at all levels. However, there are other inside government actors (police and judiciary) and outside government actors (NGOs, researchers, and consultants) who are responsible for implementing appropriate policies. In top-down policies, the programs that must be implemented are multi- and cross-sectoral, so more actors are involved. The more vertical or horizontal layers in the bureaucratic structure involved, the more vulnerable conflicts of interest are, while program revisions are not easy to do [10].

In conclusion, the design of the medical tourism policy in Siak Regency should consider target market identification, medical facility development, promotion and marketing, regulation and security, and human resource development. By adopting this comprehensive approach, Siak Regency can utilize the potential of medical tourism to develop the tourism and health sectors sustainably, increase regional income, create jobs, and improve the quality of life of the local community. In addition, Siak Regency needs to establish partnerships with educational and research institutions in the health sector. Collaboration with universities, hospitals, and research institutions will help develop knowledge and expertise in the medical field and improve the standard of health services in Siak Regency.

### 1.1. Research Framework

To make it easier to understand this research, the following research framework is prepared:



**Figure 1.**  
Research Framework.

The research's flow of thought is designed to answer the formulation of the research problem. This research framework is used as a logical guide to ensure that the input process is carried out by the concept and theory, producing output according to the research's objectives and benefits.

## 2. Research Methodology

This study uses a qualitative approach with a post-positivist paradigm. This paradigm recognizes that reality is complex and influenced by values, culture, traditions, and beliefs. Therefore, the research was conducted interactively between researchers and research objects to explore the meaning behind the data and find relevant patterns or themes. The research design used is exploratory research. This approach allows researchers to understand the phenomenon through descriptive qualitative data analysis. The focus of the research includes identifying the potential for medical tourism in Siak Regency, evaluating public satisfaction with health services at Tengku Rafi'an Hospital, analyzing the role of stakeholders in the development of medical tourism, and designing policies that support the development of medical tourism in Siak Regency. Research informants were selected by purposive sampling based on their relevance to the research focus. Key informants include the local government (Health Office, Tourism Office, DPRD, and Tengku Rafi'an Hospital), the private sector (hotel and restaurant associations), tourism actors, and local communities, academics, and media. Data were collected through in-depth interviews to gain direct information from key informants, direct observation conducted at the research location to understand the field conditions contextually, and documentation in the form of secondary data from government reports, policy documents, and archives of related institutions. Data were analyzed using triangulation, cross-checking between various sources, and data collection methods. The analysis was carried out in six steps: managing and preparing data for analysis, reading the entire data to get an overview, coding data to identify main themes or categories, describing main themes in the context of the research, compiling a narrative or report that represents the research findings, and interpreting data to produce conclusions and policy recommendations. This approach provides flexibility in understanding complex social phenomena and ensuring the validity of findings through various data collection methods.

### 2.1. Medical Tourism Potential Based on Minister of Health Regulation Number 76 of 2015 in Siak Regency

Of course, the Tengku Rafi'an Regional Hospital attempts to fulfill these various administrative requirements as a commitment to realizing medical tourism in Siak Regency. The following is a matrix of the achievement of medical tourism service requirements.

**Table 1.**

Achievement of Fulfillment of Medical Tourism Service Requirements at Tengku Rafi'an Regional Hospital.

No	Medical Tourism Requirements	Realization	Information
1.	Operational permit as a class A hospital or class B hospital, which is still valid	On process	Tengku Rafian Regional Hospital has been designated as a Type C Regional General Hospital according to the Decree of the Minister of Health Number 776/Menkes/SK/VUI/2008 dated August 19, 2008. In 2022, the UPTD of Tengku Rafi'an Regional Hospital received a Paripurna Accreditation Certificate from the Hospital Accreditation Commission Number: 1428/Lulus-Akr/LAM-KPRS/Set/XII/2022, valid until December 8, 2026. Tengku Rafian Regional Hospital has submitted a class upgrade process from class C to class B based on the Statement Letter dated December 20, 2024.
2	National accreditation certificate at full level	Available	Hospital accreditation is an acknowledgment given by the government to hospital management because it meets established standards. In 2022, UPTD RSUD Tengku Rafi'an received a Full Accreditation Certificate from the Hospital Accreditation Commission Number: 1428/Lulus-Akr/LAM-KPRS/Set/XII/2022 valid until December 8, 2026
3	Decree of the head/director of the hospital regarding superior services in the hospital	Available	Tengku Rafi'an Hospital also offers three types of superior services. These services are highlighted as the advantages and branding initiatives that Tengku Rafi'an Hospital will promote in the future. The three superior service programs are: 1. Medical rehabilitation services with a wellness center, including anti-aging 2. Geriatric services for older people (senior citizens) 3. Resort hospital services
4	Decree of the head/director of the hospital regarding the formation of a Medical Tourism work team at the hospital	Available	Tengku Rafian Hospital needs to identify opportunities for cooperation with internationally recognized commercial health insurance providers to facilitate the organization of medical tourism, especially in providing certainty regarding financing. It is undeniable that organizing medical tourism incurs high costs, so cooperation is necessary to ensure the financial security of patients after conducting medical tourism.
5	Strategic plan document for the development of Medical Tourism services	Available	As stated in the introduction, tourism and health are among the priorities of the regional government, as outlined in the RPJMD. Tourism is one of the government's priorities in the Vision and Mission of Siak Regency. The Vision of Siak Regency, as stated in the Siak Regency Regional Regulation Number 12 of 2016 concerning the Siak Regency Medium-Term Development Plan (RPJMD) for 2021-2026, is: "Realizing a Trustworthy, Prosperous, and Sustainable Siak Regency in a Religious and Malay Cultural Community." The Siak Government's Mission, as an elaboration of the efforts that will be implemented to realize the Vision of Siak Regency development related to tourism and health, is stated in Mission 2: "Realizing the quality of religious, superior, healthy, and intelligent human resources," Mission 4: "Realizing an advanced and competitive economy through the development of the agricultural, industrial, MSME, creative economy, tourism, and other productive sectors," and Mission 5: "Realizing sustainable development and advancing Malay culture." This priority on tourism and health matters is the basis for the Siak Regency government's policy in developing medical tourism.
6	Standard operating procedures for Medical Tourism services	Available	The Medical Tourism Working Team at Tengku Rafi'an Hospital needs to prepare standard operating procedures (SOPs) for special medical tourism services, considering the provisions of Minister of Health Regulation No. 76 of 2015. One of the most important aspects that must also be included in the SOP is the provision of language interpreter assistance for medical tourists in the hospital if needed.
7	Document of cooperation with BPW, which has medical tourism guides	On process	Travel agencies (BPW) are a travel business that provides travel planning services, tourism services, and organizations, including religious trips. Medical tourists/families can also contact BPW, which has a medical tourism guide, to get medical tourism services. Medical Tourism Services contacts BPW, which has a medical tourism guide to carry out comprehensive medical tourism needs (starting from pre-hospital, during

No	Medical Tourism Requirements	Realization	Information
			<p>hospitalization, and post-hospitalization). Tourist-friendly services provided by BPW, which has a medical tourism guide, include:</p> <ol style="list-style-type: none"> <li>1) Registration and consultation directly or indirectly via BPW web/telephone/email with reliable and communicative human resources.</li> <li>2) Means of transportation for easy access for medical tourists and their families/companions to the hospital and back to their area/country of origin.</li> <li>3) Accommodation assistance for family/companions of medical tourists.</li> <li>4) Promotion of visiting local tourist attractions to medical tourists and/or their families/companions.</li> <li>5) Assistance with language interpretation for medical tourists during their stay outside the hospital.</li> <li>6) Immigration services assistance.</li> <li>7) Coordinate with the hospital if medical tourists need an ambulance.</li> </ol> <p>Businesses providing travel planning and/or tourism services, including organizing religious trips. Siak Regency does not yet have a BPW with medical tourism services. Some businesses and travel agencies in Siak Regency include:</p> <ol style="list-style-type: none"> <li>a. PT. SBM TRAVEL SIAK</li> <li>b. ELEGANT TRAVEL</li> <li>c. PO.BM Putra (Batu Mukti Putra)</li> <li>d. Zatra Tour and Travel Siak</li> <li>e. Princess Tour and Travel</li> <li>f. PT. Mecca Sukses Internasional Minas-Riau</li> <li>g. PT. Amanah Umrah Tour and Travel</li> <li>h. PT. National Tourism Corner.</li> </ol> <p>Tengku Rafi'an Regional Hospital has prepared an SOP for medical tourism services, which will later be used as the basis for establishing cooperation with BPW.</p>
8	Documents proving cooperation with commercial health insurance.	Available	<p>One of the administrative requirements in determining a hospital with medical tourism services is the availability of documents proving cooperation with commercial health insurance. In financing medical tourism, hospitals can cooperate with local and international health insurance companies and social foundations that provide humanitarian funding. Financing for medical tourism services can be done through a package system. The package system financing can be done for diseases with mild to moderate severity; if severe, it cannot be packaged because there are many variants in the clinical pathway. Tengku Rafi'an Hospital has collaborated with a health insurance institution, namely PT. Asuransi Jiwa Inhealth, regarding health services and medicine.</p>

Table 1 explains that the requirements for medical tourism services stated in the Regulation of the Minister of Health of the Republic of Indonesia Number 76 of 2015 have been fulfilled as many as 6, while the other 2 requirements are in process.

## 2.2. Medical Tourism Policy Design in Siak Regency

The preparation of the policy design was carried out using an application in mapping previous studies, utilizing the study literature review system and empirical facts found in the research that has been conducted. In the study literature review system, the sources of the articles taken are indexed by Scopus at varying times depending on the search keywords used. This application will map a collection of study results related to the research study, namely the design of medical tourism policies. In contrast, the literature analysis process pays attention to theoretical aspects, so in the SLR study, a conceptual approach forms the policy design, namely, policy instruments, policy alternatives, policy implementation, and policy evaluation. The description is as follows:

### 2.2.1. Policy Instruments

The results of the SLR that have been carried out through bibliometric analysis using Vosviewer software, based on network visualization patterns, overlay visualization, and density visualization of policy instruments related to medical tourism, found that the obstacles in developing medical tourism include: 1) Policies and regulations, 2) Government support, 3) Health service costs, 4) Health service capacity, 5) Quality of health services, 6) Health insurance, 7) Facilitators and marketing, 8) International relations, 9) Ease of travel, and 10) Religion, culture, and language. The results of this SLR explain that policies or regulations and government support are the main obstacles to the development of medical tourism in several countries. This reality shows that policy or regulatory factors are the most important in efforts to realize medical

tourism in an area. Because the policies or regulations issued will be a legal tool for developing medical tourism. Therefore, government support and other stakeholders in the development of medical tourism are the next important factors if policies or regulations exist. Because the support provided will create collaboration and participation from all parties to build medical tourism in an area. If policies or regulations have received support from all stakeholders, then other aspects related to the development of medical tourism can be realized.

#### *2.2.2. Policy Alternatives*

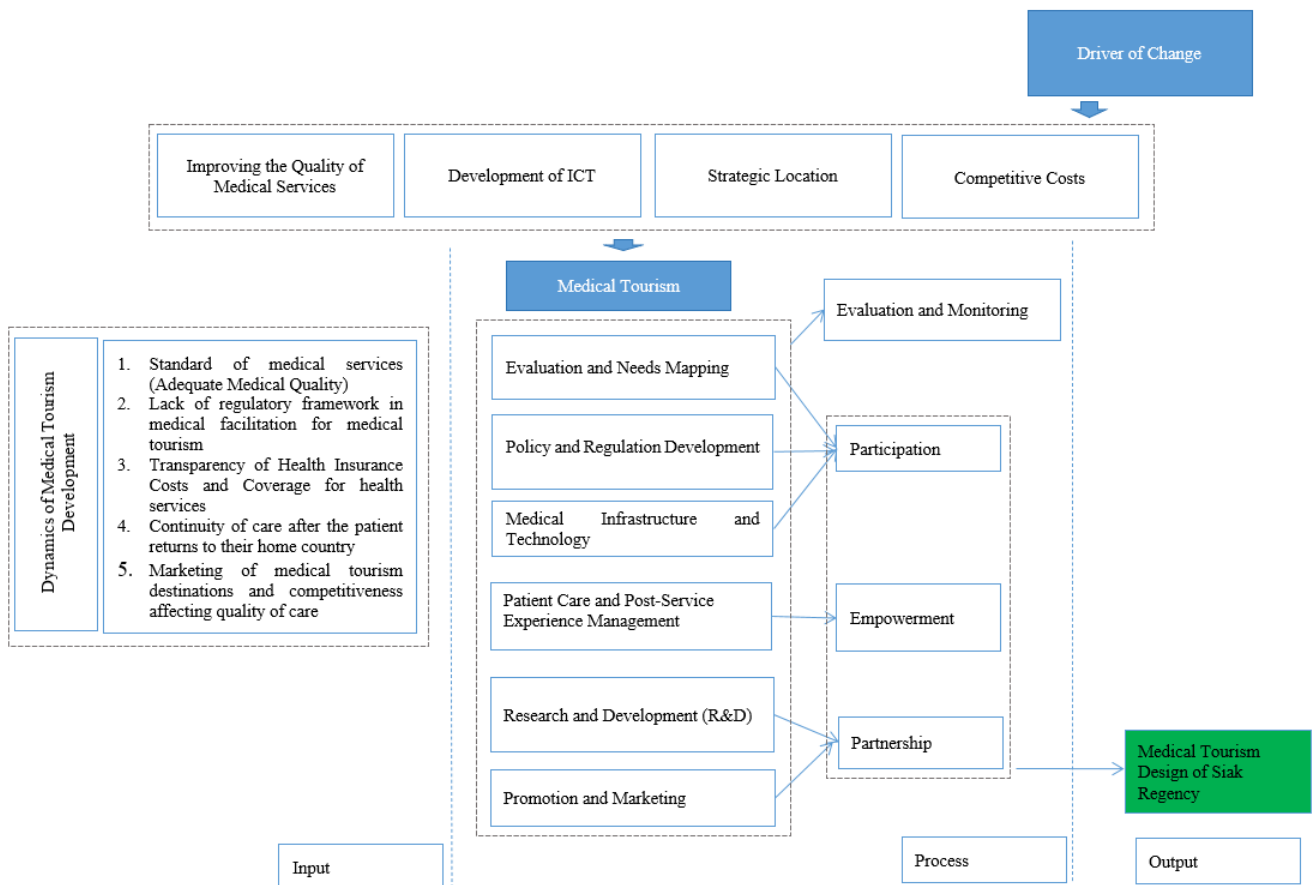
The results of the SLR that have been carried out through bibliometric analysis using Vosviewer software, based on network visualization patterns, overlay visualization, and density visualization of alternative policies related to medical tourism, found that accessibility, health services offered, responses from medical tourists, and policies regulated by the government are key factors. The results of this SLR explain that the development of medical tourism requires policies as a basis and foundation for regions to implement, because the policies that are formed will provide direction and steps in developing medical tourism in an area. The steps taken are certainly related to efforts to fulfill all forms of accessibility and health service facilities, combined with the tourism potential in an area. The concept of medical tourism is carried out in several countries, seeking to combine quality health services with the uniqueness of the tourism they have. If this can be combined with clear policy support, then developing medical tourism can run smoothly.

#### *2.2.3. Policy Implementation*

The results of the SLR that have been conducted through bibliometric analysis using Vosviewer software, based on network visualization patterns, overlay visualization, and density visualization on the implementation of policies related to medical tourism, found that medical tourism promotion, logistics and development initiatives, medical costs, hospital quality accreditation, and legal protection for tourists are key factors. The results of this SLR explain that medical tourism still faces several obstacles, especially those related to medical tourism promotion, medical costs, hospital quality accreditation, and legal protection for tourists. This reality shows that the medical tourism policy that has been formed must support activities that market the developed medical tourism. Promotion will increase the number of tourist visits, which, of course, impacts regional financial income. In addition to promotion, the policy must also guarantee protection for tourists who use medical tourism services because tourists traveling for medical tourism need a guarantee of comfort and convenience during their activities. Therefore, the quality of medical services must meet international standards, with a unique combination of tourism that becomes a characteristic of the area.

#### *2.2.4. Policy Evaluation*

The results of the SLR that have been carried out through bibliometric analysis using Vosviewer software, based on network visualization patterns, overlay visualization, and density visualization on policy evaluations related to medical tourism, found that the right strategy, infrastructure development, public-private cooperation, environmental protection, communication, patient education, and international cooperation are essential. The results of this SLR explain that the development of evaluated medical tourism revealed several areas needing improvement, such as the formulation of the right strategy for implementing medical tourism development. A comprehensively structured strategy will enhance medical tourism development and contribute to many regional stakeholders. The pattern of cooperation in developing medical tourism also requires attention to communication among all parties to ensure smooth implementation. Based on the literature review through SLR and empirical results, a medical tourism policy design was prepared or constructed in Siak Regency. This design combines theoretical facts and existing empirical data. It is ready based on how policies are formed from elements such as problem identification, agenda setting, policy instruments, policy alternatives, policy implementation, and policy evaluation. This design can be described in detail as follows: The visualization results show that current research trends tend to integrate digital technology and international promotion as key elements of medical tourism development [11]. The following is the explanation so that this model can be described in detail. The design of the medical tourism policy in Siak Regency is based on how the policy is formed, including problem identification, agenda setting, policy instruments, policy alternatives, policy implementation, and policy evaluation.



**Figure 2.**  
Siak Regency Medical Tourism Policy Model.

### 2.3. Identification of Problems and Agenda Setting seen from the Dynamics of Medical Tourism Development.

The identification of problems and agenda-setting seen from the dynamics of medical tourism development are described as follows:

#### 2.3.1. Medical Service Standards

The quality of medical services is a key factor in the development of medical tourism as it affects the patient experience and builds the destination's global reputation. The application of international standards through accreditation such as JCI, the use of advanced technology, certification of medical personnel, and personalized services ensures the safety and quality of care. The synergy between the private sector, government, and local communities, as well as international partnerships in aftercare services and insurance support, are critical to the success and sustainable growth of the medical tourism sector.

#### 2.3.2. Regulatory Support in Medical Tourism

Comprehensive regulation of medical tourism is essential to ensure safe, ethical, and high-quality standards of care. Regulations cover medical service requirements, visa policies, patient protection, and standards for insurance and certification of medical personnel, all of which contribute to increasing international patient confidence. With a consistent and transparent regulatory framework, including logistical and data security arrangements, medical tourism destinations can avoid unethical practices and attract more medical tourists, supporting the sector's sustainable growth.

#### 2.3.3. Transparency of Health Insurance Costs and Coverage

Cost transparency and health insurance coverage are crucial factors in developing sustainable medical tourism. Hospitals should be more transparent in presenting cost information to international patients and strengthen cooperation with insurance companies to provide adequate coverage. With clearer regulations and standards related to cost transparency and insurance, the medical tourism sector will become more attractive to global patients while improving service quality.

#### 2.3.4. Continuity of Care

Continuity of care after a patient returns to their home country is crucial for medical tourism to ensure consistent follow-up care and reduce the risk of complications. Challenges such as differences in health systems, lack of communication between providers in the destination and home countries, and limited access to care can be addressed through international collaboration, the use of telemedicine technology, and the development of global standards of care. Support for health

insurance that covers follow-up care and patient education on the importance of follow-up also greatly supports continuity of care, increases patient satisfaction, and strengthens the reputation of the medical tourism destination.

#### *2.3.5. Marketing of Medical Tourism Destinations*

Medical tourism destination marketing is an integrated strategy that promotes quality medical facilities, advanced technology, and competitive prices with a holistic travel experience. This approach uses digital media, strong branding, and collaboration between governments, hospitals, and medical travel agencies to create a positive image and attract international patients. Service differentiation and patient testimonials also play a significant role in differentiating a destination, so destinations combining all these elements will have a competitive advantage in the global market.

#### *2.4. Policy Instruments and Policy Alternatives for Medical Tourism Development*

Policy instruments and alternative policies for developing medical tourism are described as follows:

##### *2.4.1. Evaluation and mapping of needs*

Evaluation and mapping of medical tourism needs encompass a range of interrelated aspects, from the quality of medical care to support services and infrastructure. A comprehensive understanding of international patient needs allows medical tourism destinations to adjust their strategies, ensuring they can compete globally and better meet patient expectations. This mapping should be continually updated as global trends and technologies in the healthcare sector change.

##### *2.4.2. Policy and regulatory development*

Comprehensive policies and regulations for medical tourism are essential to ensure the sustainable and integrated growth of the sector. A holistic approach involving various stakeholders government, the private sector, service providers, and communities is needed to address infrastructure challenges, differing regulatory standards, and patient protection. Policies that support patient mobility, cost transparency, and security of patient rights, including international health insurance regulations and data protection, will enhance international patient confidence. In addition, implementing global medical standards through international accreditation, such as JCI, can strengthen the reputation of the destination country and ensure that the services provided are safe and of high quality.

##### *2.4.3. Medical infrastructure and technology*

This technology provides significant benefits to medical tourists seeking treatments not available in their home countries or requiring a more individualized approach to care. Ultimately, developing medical infrastructure and technology in medical tourism is about building state-of-the-art physical facilities and creating systems that support the entire international patient journey. Countries that integrate medical infrastructure with modern technology and support services will better compete in the global marketplace while providing medical tourists with a safe and quality experience.

##### *2.4.4. Patient care and post-service experience management*

Patient care in medical tourism encompasses all stages of the care journey, from pre-departure preparation through reception in the destination country to post-treatment management. The quality of the patient experience is greatly influenced by clear communication, comprehensive information, and support during decision-making. Combining medical services with supporting aspects such as accommodation, transportation, and rehabilitation facilities helps create a holistic and satisfying experience. In addition, patient empowerment through health education and technology such as telemedicine, is essential to ensure continuity of care after the patient returns to the home country. Strong partnerships between hospitals in the destination country and healthcare facilities in the home country also play a crucial role in maintaining the quality of follow-up and reducing the risk of complications, thereby increasing patient trust and loyalty.

##### *2.4.5. Research and Development (R&D)*

Research and development (R&D) in medical tourism are key to improving service quality, patient experience, and destination sustainability. Through R&D, technological innovations such as surgical robotics, 3D imaging, and telemedicine can be applied to improve care and speed up patient recovery. In-depth research into patient needs, global trends, and marketing strategies helps providers design more integrated and personalized medical tourism packages. R&D also supports environmental impact reduction by adopting green technologies and building designs. International collaboration and the development of supportive regulations are critical elements to ensure that innovations and best practices are widely adopted, allowing medical tourism to grow sustainably in the global market.

##### *2.4.6. Promotion and marketing*

Promotion and marketing in medical tourism are crucial for attracting international patients by highlighting the quality of care, advanced technology, and supportive medical facilities. An effective marketing strategy integrates digital media, informative websites with patient testimonials, and branding campaigns emphasizing competitive advantages such as affordability and specialist expertise to build trust with potential patients. Additionally, collaboration between governments, medical travel agencies, and healthcare providers ensures support and legitimacy, while a multicultural approach responsive to cultural differences enhances the destination's appeal. Thus, a comprehensive and integrated marketing strategy can strengthen the global reputation of a medical tourism destination as a center for high-quality care.



## 2.5. Implementation of Policies and Evaluation of Medical Tourism Development Policies

Implementation of policies and evaluation of medical tourism development policies are described as follows:

### 2.5.1. Participation

Multi-stakeholder participation in the medical tourism model creates a more coordinated and efficient ecosystem. Collaboration between the government, private sector, local communities, and non-medical service providers can ensure that international patients receive comprehensive services from arrival to treatment and recovery. With broad participation, the medical tourism model can become more sustainable and provide a better experience for international patients.

### 2.5.2. Empowerment

This empowerment expands access to quality care for patients in developing countries with limited medical technology and resources. Overall, the empowerment aspect of the medical tourism model involves the active participation of various stakeholders, including the medical workforce, local communities, the tourism sector, and international patients. Through empowerment, the medical tourism model can become more inclusive and sustainable, ensuring that all levels of society feel its benefits, not just the medical sector. This empowerment approach can create a healthier and more harmonious ecosystem in the medical tourism industry.

### 2.5.3. Partnership

This intergovernmental collaboration can also create uniform standards of medical care, ensuring that patients receive consistent quality of care across countries. In conclusion, strong partnerships among stakeholders in the medical tourism model are essential to creating a well-functioning and sustainable ecosystem. Collaboration between the healthcare sector, government, tourism, insurance companies, and technology is key to providing high-quality medical services, managing patient logistics, and improving the overall medical tourism experience. By building effective partnerships, medical tourism destinations can attract more international patients and provide greater economic benefits to all parties involved.

## 3. Conclusion

The proposed model shares some similarities with the concepts discussed in the proposed model for medical tourism development. These similarities highlight the importance of economic, cultural, and political factors in building a sustainable medical tourism industry. The proposed model addresses elements such as medical service standards, regulation, and marketing of medical tourism destinations, which are also key aspects discussed in this article. In particular, the article and the proposed model both emphasize that appropriate policies, such as cost transparency and insurance coverage, are needed to build international patient trust and ensure the industry's sustainability. In addition, both documents highlight the importance of cross-sector collaboration between government, the private sector, and health institutions in establishing a supportive policy framework.

## 4. Recommendation

Based on the research results, several strategic recommendations that the Siak Regency Government can implement include completing administrative and technical requirements to support Tengku Rafi'an Regional Hospital as a medical tourism hospital, preparing special regulations that support the development of medical tourism based on local potential, integrating medical services with tourism potential through attractive medical tourism packages, and conducting benchmarking with other regions to successfully develop medical tourism and gain additional policy-making and planning insights. The development of integrated medical tourism not only has the potential to improve the welfare of local communities but can also be a source of strategic economic income for Siak Regency in the future.

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