

Compliance to RA 11032: The Case of ILOCOS Training and Regional Medical Center

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DOI: <https://doi.org/10.47772/IJRISS.2026.10100338>

Received: 16 January 2026; Accepted: 26 January 2026; Published: 05 February 2026

ABSTRACT

This descriptive research design assessed and analyzed the level of satisfaction and degree of observance of clients and implementers to the Government Service Delivery Act of 2018 (RA 11032) and identified problems encountered on compliance to RA 11032. The respondents were the 163 top management and frontline service personnel and 286 clients of ITRMC. The data gathered were treated descriptively using mode, frequency counts, and percentages. Generally, frontline and top management employees are female dominated, young in the service, and college graduate while clients were generally female, young adults, and patients of the hospital. Although it was found that the top management and frontline service personnel manifested a very high observance and the clients are extremely satisfied to RA 11032, common problems were identified such as long queue, lack of understanding to ARTA Law, and long process of specific procedures. A sustainability model should be considered for adoption to further improve and sustain their compliance.

Keywords: citizen's charter, government services, frontline services

Good governance is essential for societal progress, requiring a collaborative effort between the government and its citizens. It encompasses participation, institutional strength, and adherence to democratic principles. Beyond mere administrative procedures, good governance embodies values such as the rule of law, transparency, and accountability, driven by inclusive processes and effective institutions.

According to the International Federation (2013), a key aspect of good governance is robust oversight, which enhances public sector performance and combats misconduct. It fosters better management, leading to improved service delivery and outcomes. Additionally, good governance entails efficient administration within a democratic framework, aiming at enhancing the quality of life and organizational effectiveness (Srivastava, 2020).

Conversely, red tape, characterized by bureaucratic rigidity and excessive regulations, poses a challenge to effective governance. It hampers business activities and can deter investment, undermining economic growth (Harper, 2010). Red tape encompasses various bureaucratic hurdles such as paperwork, permits, and procedures, hindering business operations and public service delivery.

Efforts to combat red tape are evident in initiatives like the World Bank Group's Doing Business report, which evaluates global regulatory environments. Countries like New Zealand and Singapore are praised for their business-friendly approaches, characterized by efficient governance and streamlined procedures (Doing Business Rank, 2020).

However, in the Philippines, red tape persists, exacerbated by issues of graft and corruption within bureaucratic systems. Despite legislative efforts like Republic Act No. 11032, challenges persist in streamlining processes and promoting transparency in government services (Duterte, 2018).

The Ilocos Training and Regional Medical Center (ITRMC), as a key public institution, faces similar challenges in complying with regulatory requirements while delivering quality services. Efforts to enhance compliance and service quality are crucial for improving public trust and satisfaction.

This study draws on various theories and legal foundations, including the New Public Management (NPM) Model, Theory of Change, New Public Value, Service Quality Theory, Compliance Theory, and principles from Reinventing Government (Osborne & Gaebler, 1992). These frameworks provide insights into governance dynamics, service delivery, and compliance mechanisms.

Republic Act 11032 serves as the primary legal framework, emphasizing integrity, transparency, and efficient government service delivery. The study utilizes a paradigm of input-process-output, focusing on assessing compliance levels, identifying challenges, and developing a sustainability model to enhance observance of the law at ITRMC.

This research aims to assess the degree of observance of ITRMC to RA 11032 and formulate a sustainability model. Specific objectives include profiling respondents, evaluating compliance levels, measuring client satisfaction, identifying compliance challenges, and designing a sustainability model for top management and frontline service personnel.

METHODOLOGY

This study employed a descriptive research design to elucidate the characteristics of the population or phenomenon under investigation. Descriptive research primarily addresses the "what" of the research subject rather than the "why." As described by Nassaji (2015), descriptive research involves collecting qualitative data and analyzing it using quantitative methods, focusing on observing the sampled population in its natural setting to understand 'what' is related to a phenomenon. Additionally, survey methodology, as advocated by Calmorin and Calmorin (2012), was utilized to assess the implementation of RA 11032, known as the "Ease of Doing Business Act of 2018," at Ilocos Training and Regional Medical Center (ITRMC). This descriptive research design aimed to evaluate the extent of ITRMC's adherence to the provisions of the citizens' charter, access to government services, report card survey, and the zero-contact policy, as well as to gauge client satisfaction with RA 11032 and identify implementation challenges.

The study was conducted at Ilocos Training and Regional Medical Center, involving three groups of respondents: the top management, frontline service personnel, and clients of the hospital. These respondents directly participated in the implementation of RA 11032. Data collection relied on the human resource office for the number of personnel and on monthly client feedback forms. Total enumeration was employed for the top management and frontline service personnel, while stratified random sampling was used for clients.

The primary data gathering tool was a researcher-made questionnaire-checklist developed based on Republic Act 11032. Two sets of questionnaires were created: one for the top management and frontline service personnel, and another for the clients of ITRMC. The questionnaire for the former included sections assessing the degree of compliance with RA 11032 provisions and identifying implementation challenges, while the latter focused on client satisfaction and encountered problems. Questionnaires were administered through researchers-assisted surveys for clients and via Google Forms for the top management and frontline service personnel. Data collection took place from October 23 to November 17, 2023.

The questionnaire checklist underwent validation by the researcher's adviser, panel members, Dean, and external evaluators with expertise in evaluating compliance with the Government Service Delivery Act of 2018. Their feedback was incorporated to enhance the questionnaire's validity, resulting in a very high validity rating of 5.0.

The questionnaire's reliability was tested through a pilot administration at Region 1 Medical Center, yielding high reliability ratings of 0.91 for top management and frontline service personnel and 0.94 for clients' questionnaires, indicating very high reliability.

Data collected from the questionnaires were analyzed using statistical tools and tabulated in matrix tables. Frequency counts and percentages were employed to analyze the profile of respondents and problems encountered, while the degree of observance and level of satisfaction were assessed using mode. MS Excel was utilized for data treatment.

A 5-point Likert Scale was used to measure the degree of observance to RA 11032 and the level of satisfaction among clients. Additionally, a descriptive scale was employed to categorize the validity of the questionnaire and the sustainability model.

The sustainability model developed in this study aimed to outline and synthesize ITRMC's vision, plans, and actions to achieve future goals, based on principles of sustainability and consistency. Insights from compliance levels, satisfaction with RA 11032, and challenges faced were incorporated into the model, which was validated by legal officers, ARTA Committee members, and frontline service unit heads.

Ethical Considerations

Ethical protocols were strictly adhered to, with necessary permissions obtained, explicit consent secured from all participants, and measures taken to protect identities and prevent coercion. Ethical clearance and research permits were obtained, and plagiarism was avoided, with proper acknowledgment given to all references used.

RESULTS

Table 1. Profile of Top Management and Frontline Service Personnel (n=163)

INDICATORS	FREQUENCY	PERCENTAGES
a. Sex		
Male	64	39.26%
Female	99	60.74%
b. Age		
20-30	86	52.76%
31-40	42	25.77%
41-50	25	15.34%
51-60	9	5.52%
61-70	1	0.61%
c. Highest Educational Attainment		
Highschool	1	0.61%
Undergraduate	5	3.02%
Vocational	1	0.61%
College	143	87.73%
Doctor of Medicine	3	1.84%

Law	2	1.23%
Master's Degree	8	4.91%
d. Position/ Designation		
MCCO	1	0.61%
OIC-Allied	1	0.61%
CMPS	1	0.61%
Chief Nurse	1	0.61%
CAO-Finance	1	0.61%
CAO-HOPSS	1	0.61%
Supervising Administrative Officer	4	2.45%
Administrative Assistants	18	11.04%
Administrative Aide	34	20.85%
Warehouseman	11	6.75%
Social Worker	2	1.23%
Social Welfare Assistant	15	9.20%
Data Encoder	3	1.84%
	70	42.94%
e. Length of Service		
5 Years and below	125	76.68%
6-10 years	22	13.49%
11-15 years	3	1.84%
16-20 years	1	0.61%
21-25 years	6	3.68%
26 years and above	6	3.68%

Table 1 presents the profile of the top management and frontline service personnel at Ilocos Training and Regional Medical Center (ITRMC), a facility that has recently expanded its capacity to 800 beds following the enactment of RA 11724 in April 2022. This expansion necessitates the hiring of additional personnel to meet the growing demand for medical services in the province and region. Currently, ITRMC employs 1,908 personnel across various medical and non-medical roles.

The dominant age group among the workforce at Ilocos Training and Regional Medical Center (ITRMC) is 20 to 30 years old, comprising 52.76% of the population. This youthful demographic reflects their adaptability and energy in navigating the demanding hospital environment, particularly amidst the challenges posed by the recent

COVID-19 pandemic. Moreover, the workforce trend indicates a shift towards a younger demographic due to retirements among senior professionals.

Table 2 reveals several key findings regarding the demographic profile of clients at a certain institution.

Sex: The majority of respondents are female, comprising 76.93% of the total. This trend is linked to societal stereotypes and reflects a global concern regarding maternal health care.

Age: Most respondents fall within the age group of 31 to 40 years old. This suggests that individuals in this age bracket are more proactive in seeking health care, which aligns with broader patterns of health-seeking behavior among different demographic groups.

Highest Educational Attainment: The majority of respondents are college graduates, indicating a correlation between educational attainment and health awareness. College-educated individuals may be more informed about health issues and better equipped to interact with healthcare professionals.

Classification of Clients: The majority of respondents are classified as patients, indicating that they have directly experienced the services offered by the institution. This suggests a potential for dissatisfaction among patients, which could lead to complaints or lower satisfaction ratings.

Overall, the demographic profile of clients provides insights into their behaviors and reactions to hospital services. Factors such as educational attainment may influence their understanding of procedures and interactions with frontline personnel. Additionally, the prevalence of certain demographics, such as females and individuals aged 31 to 40, highlights specific areas of focus for healthcare providers.

Table 2. Profile of Clients (n=286)

INDICATORS	FREQUENCY	PERCENTAGES
a. Sex		
Male	66	23.07%
Female	220	76.93%
b. Age		
20-30	84	29.37%
31-40	99	34.62%
41-50	47	16.43%
51-60	44	15.38%
61-70	12	4.19%
c. Highest Education Attainment		
Elementary		
Highschool	16	5.59%
Vocational	113	39.51%
College	20	6.99%

	137	47.90%
d. Client Classification		
Patient	146	51.02%
Patient Watcher	117	40.91%
Supplier/Visitor	23	8.04%

The summary presents the results of ratings on the observance of provisions outlined in the Citizens Charter by Top Management and Frontline Service Personnel at ITRMC. The overall mode indicates a very high level of adherence, implying that the institution complies with the requirements set forth in RA 11032. The Citizens Charter is made accessible through various methods such as online posting, billboards, and handbooks. This adherence to legal requirements ensures transparency and informs the public about service procedures, ultimately leading to a satisfying experience for clients.

Table 3. Degree of Observance of Top Management and Frontline Service Personnel as to Citizens Charter Provisions

Indicator The Citizen's Charter.....	Mode	DE
1. is posted at the main entrance of offices or at the most conspicuous place.	5	VHO
2. is posted on the website of the institution.	5	VHO
3. is posted in the form of published materials written either English/Filipino/Ilocano	5	VHO
4. contains the vision, mission objectives and core values of the institution	5	VHO
5. enumerates the comprehensive checklist of requirements needed for each type of request.	5	VHO
6. enumerates the step-by-step procedure to obtain a particular service.	5	VHO
7. determines the people responsible for each step	5	VHO
8. determines the maximum time to conclude the process.	5	VHO
9. enumerates the documents to be presented by the requesting party if necessary.	5	VHO
10. determines the amount of fees needed if necessary	5	VHO
11. determines the procedure of filing a complaint.	5	VHO
Overall Mode	5	VHO

Legend: VHO- Very Highly Observed; HO-Highly Observed; MO-Moderately Observed; FO- Fairly Observed; NO- Not Observed

The institution's compliance was also verified during an ARTA Spot Check, further confirming their commitment to the Citizens Charter provisions. Overall, the results indicate a diligent and consistent effort by ITRMC to uphold standards and protocols, ensuring a positive experience for clients.

Table 4. Degree of Observance of Top Management and Frontline Service Personnel as to Access to Government Service through Frontline Services

Indicator	Mode	DE
1. The employees accept written request of the requesting party whether online or onsite. The receiving officer issues to the applicant an acknowledgement receipt thru email or onsite.	5	VHO
2. The receiving officer assigns a unique identification number on each request.	4	HO
3. All requests submitted are acted upon the assigned officer within the prescribed processing time in the Citizens Charter	5	VHO
4. The processing time prescribed by the Citizens Charter is not longer than 3 working days for simple transactions.	5	VHO
5. The processing time prescribed by the Citizens Charter is not longer than 7 working days for complex transactions	5	VHO
6. The processing time for highly technical transactions is not longer than 20 working days.	5	VHO
7. The maximum time prescribed is extended only once for the same number of days prescribed in the Citizens Charter.	5	VHO
8. The institution or the concerned unit issues a written notification prior to the lapse of processing time, extension, and the final date of release of a particular request of the client.	5	VHO
9. The notification bears the signature of the requesting party that serve as proof of notice.	5	VHO
10. In case an application or request is disapproved, the officer or employee who rendered the decision shall send a formal notice whether through an email or formal letter to the applicant or requesting party explaining the grounds upon which such denial is based within the prescribed processing time, stating therein the reason for the disapproval.	5	VHO
11. Formal notice for disapproved request clearly indicates the reason for disapproval.	5	VHO
12. Signatories in any document are limited on three (3) signatories.	5	VHO
13. There is an alternate signatory if the authorized signatory is on official business/leave	5	VHO
14. The offices are attended at all times even during lunch break	5	VHO
15. There is an established Public Assistance/Complaint Desk within the institution	5	VHO
Overall Mode	5	VHO

Legend: VHO- Very Highly Observed; HO-Highly Observed; MO-Moderately Observed; FO- Fairly Observed; NO- Not Observed

The degree of observance of both top management and frontline service personnel regarding access to government services through frontline services is notably high, as indicated by an overall mode rating of 5.00, representing very high observance. This suggests that adherence to the provisions of RA 11032 concerning access to government services is consistently upheld.

Table 5. Degree of Observance of Top Management and Frontline Service Personnel as to Report Card Survey

Indicator	Mode	DE
1. There is an existing anti-fixing campaign poster located in the frontline service unit.	5	VHO
2. There is anti-red tape campaign poster located in the frontline service unit	5	VHO
3. No noon break policy is observed.	5	VHO
4. There is a public assistance and complaint desk and assigned officer to address the complaints.	5	VHO
5. Quality is observed in the frontline services through feedback form (online or onsite)	5	VHO
6. There is a visitor's logbook.	5	VHO
7. There is an issuance of visitor's pass.	5	VHO
8. The frontline service providers act in a timely and prompt manner.	5	VHO
9. The frontline service providers assist the requesting party even beyond working hours.	5	VHO
10. The frontline service providers are courteous	5	VHO
11. The frontline service providers display impartial treatment or act without discrimination	5	VHO
12. The physical set up of the institution is comfortable and conducive	5	VHO
Overall Mode	5	VHO

Legend: VHO- Very Highly Observed; HO-Highly Observed; MO-Moderately Observed; FO- Fairly Observed; NO- Not Observed

Table 5 presents the degree of observance to RA 11032 of both the Top Management and Frontline Service Personnel concerning the Report Card Survey. The overall mode is 5.00, indicating a very high level of compliance with the indicators outlined in the survey. This suggests that respondents have adhered to most of the provisions of the Report Card Survey, including aspects related to the citizens' charter, anti-fixing campaign, adherence to a no-noon break policy, wearing of IDs and nameplates, existence of public assistance and complaint desk, and ensuring no hidden costs.

Table 6. Degree of Observance of Top Management and Frontline Service Personnel as to Zero Contact Policy

Indicator	Mode	DE
1. The receiving officer conducts a preliminary assessment to check the completeness of the application or request. In case of deficiency of requirement, the receiving officer informs the applicant by enumerating all the missing requirements.	5	VHO

2. The institution is presently using a system electronic version of certifications that can be printed by the requesting party with the same level of authority as to the signed hard copy to ease their transaction	5	VHO
Overall Mode	5	VHO

Legend: VHO- Very Highly Observed; HO-Highly Observed; MO-Moderately Observed; FO- Fairly Observed; NO- Not Observed

The New Public Value (NVP) which according to the research of Blaine Lucas (2011) entitled “Theories of Public Administration: Harassment and Discrimination Prevention Policies Procedural Fairness and Opportunistic Behavior” recommends that public organization generate value upon the satisfaction of the citizen’s necessity. NPV acknowledges that citizen’s demands for inclusiveness, access to government and expectations for open and transparent decisions have value.

Table 7. Summary on the Degree of Observance of Top Management and Frontline Service Personnel to RA 11032

Indicator	Mode	DE
1. Citizen’s Charter	5	VHO
2. Access to Government Services through Frontline Services	5	VHO
3. Report Card Survey	5	VHO
4. Zero Contact Policy	5	VHO
Overall Mode	5	VHO

Legend: VHO- Very Highly Observed; HO-Highly Observed; MO-Moderately Observed; FO- Fairly Observed; NO- Not Observed

Table 7 is the presentation of summary on the degree of observance to RA 11032 of the top management and frontline service personnel on Citizen’s Charter, Access to Government Service through Frontline Services, Report Card Survey and Zero Contact Policy. The respondents are very highly observed the provisions of the law which implies that ITRMC adhered most of the provisions of the law.

Table 8. Level of Satisfaction on the Services Offered as Experienced by Clients as to Citizens Charter Provisions

Indicator The Citizen’s Charter.....	Mode	DE
1. is posted at the main entrance of offices or at the most conspicuous place.	4	VS
2. is posted on the website of the institution.	5	ES
3. is posted in the form of published materials written either English/Filipino/Ilocano	5	ES
4. contains the vision, mission objectives and core values of the institution	5	ES
5. enumerates the comprehensive checklist of requirements needed for each type of request.	5	ES
6. enumerates the step-by-step procedure to obtain a particular service.	4	VS

7. determines the people responsible for each step	5	ES
8. determines the maximum time to conclude the process.	5	ES
9. enumerates the documents to be presented by the requesting party if necessary.	5	ES
10. determines the amount of fees needed if necessary	5	ES
11. determines the procedure of filing a complaint.	5	ES
Overall Mode	5	ES

Legend: ES- Extremely Satisfied VS- Very Satisfied S- Satisfied DS- Dissatisfied

ED- Extremely Dissatisfied

The summary outlines the level of client satisfaction regarding the provisions of the Citizens Charter in compliance with RA 11032 at ITRMC. Overall, clients express extreme satisfaction with the provisions, indicating alignment with legal guidelines. The institution conducts annual reviews to ensure compliance with the charter's content, disseminating information through various channels such as interactive kiosks, posters, and television broadcasts. However, while the Citizens Charter is posted on the institution's website, some offices are not compliant with posting it in conspicuous places due to ongoing construction. This may cause confusion among clients regarding service procedures. Additionally, regulatory impact assessments are recommended to identify areas for efficiency improvement, while studies suggest that online accessibility of Citizens Charters may not be sufficient in areas with limited internet access.

Table 9 showed the level of satisfaction of the clients to RA 11032 along Access to Government Service Delivery through Frontline Services. It has an overall mode of 5.00 with a descriptive equivalent of extremely satisfied. This implies that the clients are satisfied on most items specified along employees accepting written request of the requesting party whether online or onsite, the receiving officer assigns a unique identification number to an applicant, the processing time prescribed by the citizens charter (CC) is no longer than 3 or 7 for simple and complex transactions and for highly technical transactions is no longer than 20 working days, signatories in any documents are limited to three (3),

Table 9. Level of Satisfaction on the Services Offered as Experienced by Clients as to Access to Government Service through Frontline Services

Indicator	Mode	DE
1. The employees accept written request of the requesting party whether online or onsite. The receiving officer issues to the applicant an acknowledgement receipt thru email or onsite.	5	ES
2. The receiving officer assigns a unique identification number on each request.	5	ES
3. All requests submitted are acted upon the assigned officer within the prescribed processing time in the Citizens Charter	5	ES
4. The processing time prescribed by the Citizens Charter is not longer than 3 working days for simple transactions.	5	ES
5. The processing time prescribed by the Citizens Charter is not longer than 7 working days for complex transactions	5	ES

6. The processing time for highly technical transactions is not longer than 20 working days.	5	ES
7. The maximum time prescribed is extended only once for the same number of days prescribed in the Citizens Charter.	5	ES
8. The institution or the concerned unit issues a written notification prior to the lapse of processing time, extension, and the final date of release of a particular request of the client.	5	ES
9. The notification bears the signature of the requesting party that serve as proof of notice.	5	ES
10. In case an application or request is disapproved, the officer or employee who rendered the decision shall send a formal notice whether through an email or formal letter to the applicant or requesting party explaining the grounds upon which such denial is based within the prescribed processing time, stating therein the reason for the disapproval.	5	ES
11. Formal notice for disapproved request clearly indicates the reason for disapproval.	5	ES
12. Signatories in any document are limited on three (3) signatories.	5	ES
13. There is an alternate signatory if the authorized signatory is on official business/leave	4	VS
14. The offices are attended at all times even during lunch break	5	ES
15. There is an established Public Assistance/Complaint Desk within the institution	5	ES
Overall Mode	5	ES

Legend: ES- Extremely Satisfied VS- Very Satisfied S- Satisfied DS- Dissatisfied

ED- Extremely Dissatisfied

Table 10. Level of Satisfaction on the Services offered as experienced by clients as to Report Card Survey

Indicator	Mode	DE
1. There is an existing anti-fixing campaign poster located in the frontline service unit.	5	ES
2. There is anti-red tape campaign poster located in the frontline service unit	4	VS
3. No noon break policy is observed.	5	ES
4. There is a public assistance and complaint desk and assigned officer to address the complaints.	5	ES
5. Quality is observed in the frontline services through feedback form (online or onsite)	4	VS
6. There is a visitor's logbook.	5	ES
7. There is an issuance of visitor's pass.	5	ES

8. The frontline service providers act in a timely and prompt manner.	4	VS
9. The frontline service providers assist the requesting party even beyond working hours.	4	VS
10. The frontline service providers are courteous	4	VS
11. The frontline service providers display impartial treatment or act without discrimination	5	ES
12. The physical set up of the institution is comfortable and conducive	4	VS
Overall Mode	5	ES

Legend: ES- Extremely Satisfied VS- Very Satisfied S- Satisfied DS- Dissatisfied

ED- Extremely Dissatisfied

Table 10 displays the satisfaction level of clients with RA 11032 as per the Report Card Survey. The mode score across all categories is 5.00, reflecting an extremely satisfied response. This implies that, on the whole, clients are content with the majority of indicators in the Report Card Survey (RCS).

Table 11 showed that level of satisfaction to RA 11032 of the clients along Zero Contact Policy. The total score is 5.00 extremely satisfied. This implies that the clients are satisfied with the processor having no direct contact to the client after giving the requirements. The process owner processes the request without any additional requirements after passing and giving the said documents or request as stated in the citizens charter.

Table 11. Level of Satisfaction on the Services Offered as Experienced by Clients as to Zero Contact Policy

Indicator	Mode	DE
1. The receiving officer conducts a preliminary assessment to check the completeness of the application or request. In case of deficiency of requirement, the receiving officer informs the applicant by enumerating all the missing requirements.	5	ES
2. The institution is presently using a system electronic version of certifications that can be printed by the requesting party with the same level of authority as to the signed hard copy to ease their transaction	5	ES
Overall Mode	5	ES

Legend: ES- Extremely Satisfied VS- Very Satisfied S- Satisfied DS- Dissatisfied

ED- Extremely Dissatisfied

The finding agrees to the ideas of De Vera and Noriega (2019) who stated that, zero-contact policy in declaring their shipments has been enforced in the Bureau of Customs. The bureau said that in compliance with the Republic Act 11032 or the Ease of

Summary on the Ratings on the Level of Satisfaction to RA 11032 of the clients

A summary on the level of satisfaction to RA 11032 of the clients on Citizen's Charter, Access to Government Service through Frontline Services, Report Card Survey and Zero Contact Policy. Is shown on Table 12, a

perfect mode of five (5) is indicative that the respondents are fully satisfied on the implementation of the RA 11032 which implies that ITRMC adhered most of the provisions of the law.

Table 12. Summary on the Level of Satisfaction of Clients to RA 11032

Indicator	Mode	DE
1. Citizen's Charter	5	ES
2. Access to Government Services through Frontline Services	5	ES
3. Report Card Survey	5	ES
4. Zero Contact Policy	5	ES
Overall Mode	5	ES

Legend: ES- Extremely Satisfied VS- Very Satisfied S- Satisfied DS- Dissatisfied

ED- Extremely Dissatisfied

must demonstrate equity in its bureaucracy by consistently enforcing the law, regardless of personal connections. This approach helps avoid nepotism and social biases, ensuring compliance with the law and averting penalties and liabilities for prohibited acts as stipulated by legal regulations.

The institution should instill its core values, along with the rules of conduct stated in the code of ethics, not only to its officials but also to all public servants providing services to the clientele.

Problems Encountered by the Top Management, Frontline Service Personnel and Clients in compliance with RA 11032

It can be gleaned in Table 13 the problems encountered in compliance with RA 11032. Long Queue has the highest count with a total of 228, followed by lack of understanding of clients and employees to RA 11032 with a total count of 153 and long process of specific procedures with a total count of 130.

Table 13. Summary on the Ratings on the Problems Encountered in compliance with RA 11032

Indicator	Client f	Implementer f	Total	%
1. Lack of information dissemination	41	29	70	8.45%
2. Lack of understanding on the ARTA Law	75	78	153	18.48%
3. Lack of responsible employees	23	21	44	5.31%
4. Weak feedback mechanism (online or onsite)	36	42	78	9.42%
5. Not updated Citizens Charter posted in each offices/website	31	19	50	6.04%
6. Long queue	142	86	228	27.54%
7. Poor Services and performance of the staff	33	12	45	5.43%
8. Long process of specific procedures	81	49	130	15.70%
9. Unavailability of alternate signatories	20	10	30	3.62%

Legend: f- Frequency

Strategic Planning Model for ITRMC's Sustained Compliance with RA 11032

Rationale

Strategic planning models are systematic approaches used by organizations to define strategies and actions that will enable them to achieve long-term goals. These models illustrate how an institution utilizes projects, initiatives, and resources to align operations with its vision and the expectations of its stakeholders. In the context of public institutions, strategic planning plays a critical role in ensuring sustainable compliance with laws and policies that promote efficiency, transparency, and accountability in service delivery.

The term “red tape” originated from the practice of Charles V, King of Spain and Holy Roman Emperor, who used red ribbon to bind important state documents. In contemporary usage, red tape refers to excessive regulations and bureaucratic procedures that hinder timely and quality government services. Despite changes in political systems over time, red tape remains a persistent challenge in many governments, including the Philippines.

In response to this long-standing issue, Republic Act No. 9485, otherwise known as the Anti-Red Tape Act of 2007 (ARTA), was enacted to curb bureaucratic inefficiencies and promote transparency in public service delivery. However, despite its enactment, challenges persisted. In 2018, the Philippines dropped nine places in the IMD World Competitiveness Ranking and ranked 113th out of 190 countries in the World Bank's Ease of Doing Business Index, highlighting the need for stronger reforms.

To address these concerns, Republic Act No. 11032, or the Ease of Doing Business and Efficient Government Service Delivery Act of 2018, was signed into law. RA 11032 strengthened ARTA by imposing stricter accountability mechanisms, enforcing standardized processing times, and institutionalizing transparency through the Citizen's Charter. This law mandates government agencies to publish a comprehensive and uniform checklist of requirements for every service, thereby eliminating uncertainties and preventing arbitrary imposition of additional requirements. Any demand for requirements not stated in the Citizen's Charter is deemed illegal and may subject erring officials to administrative and criminal liabilities (Luciano, 2018).

Through the Citizen's Charter, the public is empowered to monitor service procedures, requirements, and processing times. This mechanism ensures predictability in service delivery and protects clients from discretionary practices that undermine efficiency and fairness.

The strategic planning framework for the Ilocos Training and Regional Medical Center (ITRMC) was developed as an output of this study, based on data gathered from 449 respondents using a researcher-made questionnaire. While the compliance of top management and frontline service personnel with RA 11032 was generally rated as very highly observed, several recurring issues were identified. These include long queues, limited understanding of the law among employees and clients, and lengthy processing times for specific procedures. These challenges underscore the need for a strategic planning model to sustain compliance and continuously improve service delivery.

A strategic planning model visually presents the cause-and-effect relationships among strategic objectives and serves as a powerful communication tool within organizations. It is widely used in the Balanced Scorecard methodology to illustrate how organizational value is created and sustained (Institute of Strategy Management, 2023).

To guide this study, the researcher adopted Wright's (2023) Cascade Model of Strategy, which emphasizes the alignment between an organization's destination (vision), the value of achieving that destination, and the core methods used to get there. This model is particularly suitable for sustaining ITRMC's compliance with RA 11032, as it integrates values, objectives, performance indicators, and action plans into a cohesive framework.

The following elements were adopted in the proposed strategic planning model:

Vision – the institution’s purpose and desired future state

Core Values – principles guiding institutional behavior

Focus Areas – priority efforts aligned with the vision

Objectives – specific outcomes under each focus area

Key Performance Indicators (KPIs) – measures of success

Plans of Action – initiatives undertaken to achieve objectives

Vision

The proposed vision for the strategic planning model is:

“A people-centric institution delivering efficient government service delivery by 2028.”

This vision aligns with ITRMC’s institutional vision: “A people-centered multi-specialty apex hospital delivering quality health service, training, and research in the Ilocos Region by 2028.” People-centeredness, a core value of ITRMC, extends beyond patients and clients to include employees within the organization. In the context of efficient government service delivery, being people-centric emphasizes reducing waiting times, improving procedural clarity, and enhancing awareness of RA 11032 among both employees and clients.

Core Values

The strategic planning model is anchored on three core values: People Development, Client Focus, and Process Excellence.

People Development

Providing excellent service positively impacts both the institution and its clients by increasing satisfaction and trust. Enhancing clients’ awareness of RA 11032—considering factors such as sex, age, educational attainment, and health status—helps them understand service procedures and their rights as service recipients. Likewise, orienting employees, particularly those aged 20–30 years old, strengthens their understanding of RA 11032 and reinforces their responsibilities as public servants.

As emphasized by Grossman (2020), inadequate access to information and knowledge results in reduced productivity, as individuals tend to avoid situations where they feel uninformed or unprepared. To address this, the development and dissemination of Information, Education, and Communication (IEC) materials—both digital and printed—on the salient provisions of RA 11032 are recommended. These materials should be placed in highly visible areas to maximize client awareness.

For employees, regular orientations and training sessions on RA 11032, facilitated by experts from the ITRMC Anti-Red Tape (ARTA) Committee and supported by the Training Unit, are essential in sustaining compliance and institutional accountability.

Client Focus

As a regional government hospital, ITRMC serves a large volume of clients, particularly patients seeking medical services. Long queues were identified as the most prevalent issue experienced by both clients and service implementers. This problem is largely attributed to the limited effectiveness of the existing queuing systems—number queuing and first-in, first-out (FIFO)—as well as insufficient service windows in certain units.

According to Obermeier (2020), the queuing system significantly influences the overall customer experience and shapes clients' perceptions of service quality. Prolonged waiting times can lead to frustration, complaints, and negative feedback, especially among patients with urgent health concerns.

To address this issue, the adoption of alternative queuing strategies, such as text message-based queuing systems, is recommended. In this system, clients receive notifications when they are 5–10 minutes away from being served, reducing physical congestion in service areas and allowing clients to use their waiting time more productively. Additionally, increasing the number of service windows in frontline units can further reduce waiting times and improve service efficiency.

Process Excellence

Process streamlining and digitalization are critical in reducing procedural complexity and minimizing service delays. Collaboration with the ITRMC Anti-Red Tape Committee to streamline inter-office processes—such as patient admission and discharge—is essential to ensure smooth workflow and eliminate redundant steps.

ITRMC has already initiated digitalization efforts in areas such as laboratory requests, pharmacy services, and radiology. These initiatives have significantly shortened processing times. However, further digitalization is recommended, including the online application and electronic release of medical certificates (excluding medico-legal cases). Sending certificates directly to clients' email addresses would further reduce processing time and alleviate queues.

Strategic Planning Model

Ilocos Training and Regional Medical Center (Itrmc)

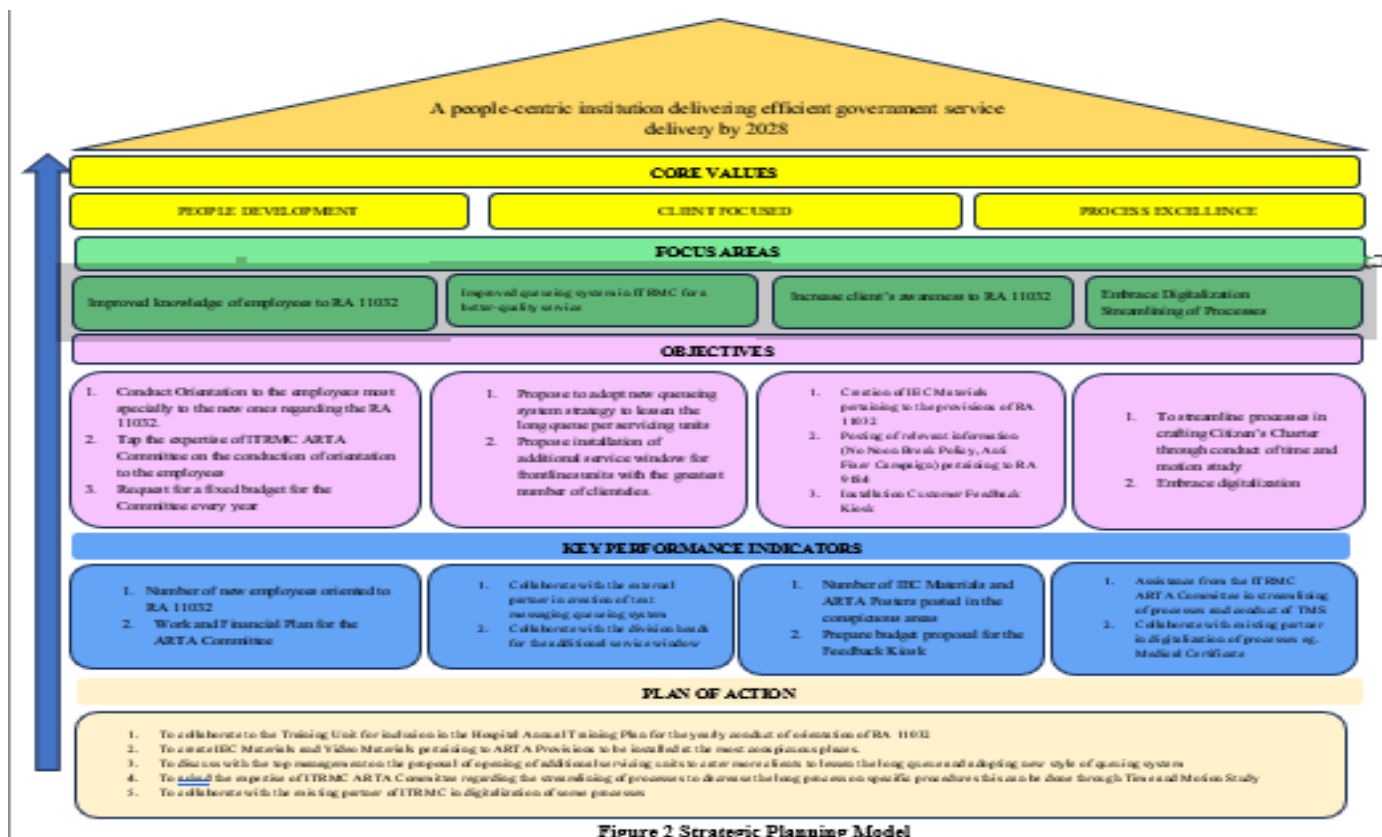


Figure 2 Strategic Planning Model

DISCUSSION

The summary outlines the findings, conclusions, and recommendations derived from a survey conducted to assess the level of satisfaction of clients and the observance of top management and frontline service personnel regarding compliance with RA 11032.

Findings:

1. The survey highlighted the prevalence of females among clients and the significance of the 31-40 age group in seeking healthcare.
2. Both top management and frontline service personnel exhibited a high observance of the law's provisions, although some areas, like unique identification numbers for requests, need improvement.
3. While some clients expressed extreme satisfaction with certain provisions, standardization of implementation across units is necessary.
4. Common problems encountered included long queues and lack of understanding of the law, impacting satisfaction and observance.
5. A proposed sustainability model aims to guide the institution in sustaining compliance with the law.

CONCLUSIONS

1. Interventions and strategies may be more relevant to the female population, and understanding the health-seeking behaviors of the 31-40 age group is crucial.
2. High observance of the law reflects commitment to transparency and efficient service delivery.
3. Continuous improvement is essential to meet and exceed client expectations and sustain compliance.
4. Despite high ratings, problems encountered by stakeholders affect the institution's performance.
5. The proposed sustainability model can aid in improving and sustaining compliance.

RECOMMENDATIONS

1. Assign a permanent employee to monitor frontline activities and establish accountability for complaints.
2. Conduct incognito spot checks to ensure compliance and identify areas for improvement.
3. Maximize client feedback to address problems and enhance service delivery.
4. Address encountered problems through thorough assessment.
5. Allocate annual budget to sustain ARTA projects and initiatives.
6. Include the ARTA Committee in the Performance Governance System Implementation Review.
7. Consider adopting the proposed sustainability model.
8. Conduct a parallel study on the effectiveness of output for frontline personnel.

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