

Eye Superior Service Development Strategy to Increase Competitiveness at Purbowangi Kebumen Hospital

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ARTICLE INFO

Keywords:

flagship eye services;
development strategy;
competitiveness

Article history:

Received 2025-03-10

Revised 2025-04-22

Accepted 2025-05-29

ABSTRACT

This study aims to analyze the strategic steps taken by RSU Purbowangi in improving the effectiveness of eye superior services, identify obstacles and efforts to improve accessibility and quality of services, and evaluate the strategies applied in service development to remain competitive. The approach used in this research is qualitative with a descriptive method, which allows in-depth exploration of the strategy for developing superior services. Data were obtained through interviews with ophthalmologists, nurses, and hospital management, and analyzed using data reduction techniques, data presentation, and conclusion drawing. The results showed that RSU Purbowangi implemented a strategy to increase the effectiveness of the eye service by strengthening human resources through specialist training, applying the latest medical technology, and optimizing the service management system to increase efficiency and reduce medical errors. The main obstacles faced include limited facilities and high patient demand, which are overcome by improving the queuing system, adding specialist medical personnel, and optimizing technology in services. To maintain competitiveness, the hospital implemented service innovations, such as online consultations, as well as increased collaboration with eye specialist clinics and conducted comparative studies to adopt best practices in health services.

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1. INTRODUCTION

The right to health has been guaranteed in the Indonesian constitution, as stated in Article 28H (1) of the 1945 Constitution and strengthened through Law No. 17 of 2023. Health is defined not only as the absence of disease, but also as the physical, mental, and social conditions that allow a person to live a productive life (Mafakhir, 2021). This view is in line with the WHO's 1947 definition which

emphasizes health as a fundamental human right. However, challenges in fulfilling these rights continue to be faced, especially in terms of quality and equitable accessibility of health services. Hospitals, as health service providers, are not only required to provide medical and supporting services, but also carry out educational and research functions (Angeline, 2020).

The healthcare industry is undergoing major changes due to technological advancements, increasing patient demands, and increasingly complex regulations (Arviana et al., 2025). People are now smarter and more selective in choosing service facilities, including hospitals, which encourages competition between health institutions. Service quality is a key factor in maintaining patient trust and loyalty (Handayani et al., 2024). Hospitals that fail to adapt will lose their competitive advantage (Kathrine et al., 2025). The success of a hospital is not only determined by the technology and facilities it has, but also by its ability to manage resources, build an effective service system, and provide a satisfactory service experience.

The concept of superior services or centers of excellence emerged in response to market needs that demand quality and focused services. These services offer excellence in certain fields by being supported by cutting-edge technology and competent resources. Its existence is an attraction for patients who need special treatment, as these services are usually specially packaged, separate from general hospital services, to facilitate access and effectiveness of services. Purbowangi Hospital began to build a similar strategy by prioritizing the development of ophthalmology services, especially retinal subspecialties, as one of the hospital's flagship services.

The eyes are vital organs that play a big role in daily life. Eye disorders such as cataracts, glaucoma, and retinal abnormalities are the main causes of vision disorders and blindness in Indonesia. Purbowangi Hospital previously recorded 137 referral patients for vitreoretina in 2022. Since the retina service was developed in mid-2023, the number of referrals has dropped sharply. This fact shows that the provision of vitreoretine services independently not only improves the hospital's ability to treat patients, but also reduces the burden of referrals and strengthens the position of Purbowangi Hospital as a trusted eye service center in the Kebumen area. However, the presence of competitors who also provide eye services is a challenge that must be overcome through innovation and continuous improvement of service quality.

This study aims to examine the strategy for developing superior eye services, especially vitreoretine, in improving the competitiveness of Purbowangi Kebumen Hospital. The focus of the research is directed at the analysis of the development steps that have been and will be carried out by the hospital, covering aspects of services, human resources, technology, and other strategic approaches in dealing with the competition of the health sector in the region.

2. METHODS

This research uses a qualitative approach with the aim of understanding in depth the process of developing superior services at Purbowangi Hospital. This approach allows researchers to explore the perspectives of various parties directly involved in the delivery of hospital services. Participants in this study consisted of ophthalmologists, nurses, as well as the board of directors and management, each of whom had a varied educational background and work experience, ranging from two to twenty-eight years, and came from work units such as the Eye Polygraph, Central Surgical Installation, and Management.

Data collection was carried out through in-depth interviews and observations. Interviews were conducted directly to participants to obtain detailed and comprehensive information. According to Koentjaraningrat in Nasution & Lubis (2020), interviews are a method of collecting information verbally through face-to-face communication. Meanwhile, observations were made to see firsthand the service process and interaction between staff and patients in the hospital. This technique, according to Muri Yusuf in Makbul (2021), is effective for observing nonverbal behavior that cannot be expressed through interviews.

To ensure the validity of the data, this study uses triangulation techniques. Triangulation is done by comparing data from various sources, methods, and theories to strengthen the validity of information and reduce potential bias. As explained by Susanto et al. (2023), triangulation can be done through triangulation of data sources, methods, theories, and researchers. In this study, triangulation was carried out by comparing the results of interviews with eight sources, and examining the suitability of information with theory and secondary data.

The stages of data analysis include data reduction, data presentation, and drawing conclusions. Data reduction aims to filter important information from the results of interviews and observations, then the data is systematically compiled in the form of data presentation to facilitate interpretation. The final step is to draw conclusions based on patterns and themes that emerge from the data, in order to answer the research focus on the strategy for developing superior services at Purbowangi Hospital.

3. FINDINGS AND DISCUSSION

Result

Strategic Steps of RSU Purbowangi in Increasing the Effectiveness of Superior Eye Services

One of the strategic steps that has been taken is the development of vitreoretine sub-specialty services that are indispensable in the southern part of Central Java, which is currently not available. This step can make Purbowangi Hospital a referral hospital for retinal services. Based on the results of the development of superior services of Purbowangi Hospital, it can be seen in the following table:

Table 1. Product Description of Eye Superior Service

Eye Superior Service Products	Description
Retinal Surgery	This surgery is done to repair damage to the retina, the back of the eye responsible for central vision.
Cataract Surgery	Surgery to overcome cloudiness in the lens of the eye that causes blurred vision
Surgery Glaucoma	Glaucoma is an eye disease due to high pressure on the eyeball. The treatment of this disease is also through a surgical process called trabeculectomy surgery, the goal is where the white part of the eye or sclera is made a small channel to make it easier for the eyeball fluid to come out.
Operasi Pterigium	This pterygium surgery aims to excise pterygium, which is a disease with the growth of conjunctival fibrovascular tissue that is degenerative and invasive.
Eyeball Removal Surgery (Enukleasi, Eviserasi)	Surgery to remove damaged eyeballs can be due to cancer, injury, infection
Operasi Entropion	Surgery to repair eyelids that are inverted inward, this surgery is performed to return the eyelid to its normal position
Palpebra Reconstruction Surgery	Surgical procedures to repair damaged, deformed or problematic eyelids
Eye Tumor Surgery	Surgical procedures to remove tumors or cancers in the eye

Various eye surgery procedures at Purbowangi Hospital have been developed to treat various eye health conditions comprehensively. The services include retinal surgery aimed at repairing damage to the back of the eye that plays a role in central vision, as well as cataract surgery focused on treating cloudiness of the eye's lens that causes vision impairment. Glaucoma surgery through a trabeculectomy procedure is performed to reduce pressure on the eyeball, while pterygium surgery aims to remove

abnormally growing fibrovascular tissue in the conjunctiva. Eyeball removal surgery, both enucleation and evisceration, is available to patients with severe conditions such as cancer, injury, or infection. Entropion surgery is performed to repair eyelids that are inverted inward, while palpebra reconstruction surgery is focused on repairing damaged or deformed eyelids. In addition, eye tumor surgery services are designed to remove tumors or cancers in the eye area.

One of the ophthalmologists at Purbowangi Hospital, referred to as Informant D, said that the development of vitreoretine subspecialty services is a priority because there is no similar service in southern Central Java. This condition is expected to make Purbowangi Hospital a retinal referral hospital. Even though the excellent eye service is already running, Informant D assesses that there are still several aspects that can be optimized, such as opening executive services. However, the plan is still pending because the hospital is currently prioritizing the construction of an inpatient building. Other efforts that are being considered include the training of human resources and networking with the Ophthalmology Faculty of Medicine, University of Indonesia to improve hospital development.

Informant K conveyed the importance of updating knowledge and skills for ophthalmologists in order to continue to improve the quality of services. Efforts to expand the scope of services are also considered necessary, one of which is by interacting directly with the community so that they get to know doctors and Purbowangi Hospital better. The measures that have been implemented in improving superior eye services are considered quite effective, as evidenced by the existence of specialist services such as Vitrectomy and Laser Therapy that are not yet available in other hospitals. However, innovation is still needed by looking for new opportunities that suit the needs of the community and are not yet available in other hospitals. Investment in doctor education and procurement of medical equipment is also considered an important factor in maintaining the position of Purbowangi Hospital as a pioneer hospital in its field.

According to Informant A, ophthalmologist service practices need to be carried out professionally and efficiently to support excellent services. Improving scientific knowledge through scientific activities, such as webinars and the latest training, is part of these efforts. In addition, good cooperation with the eye service team, such as optician refractors, nurses, and pharmacists, is also needed so that services to patients can run optimally.

As part of the strategy to develop superior eye services, Purbowangi Hospital has equipped itself with various adequate facilities and infrastructure. The facilities available are designed to support diagnostic, therapeutic, and operative processes with high service standards. The availability of advanced medical equipment is expected to be able to meet the needs of patients with various eye health conditions, while increasing efficiency and accuracy in medical treatment. The list of facilities, infrastructure, and supporting equipment for eye services at Purbowangi Hospital along with the latest conditions has been updated in March 2025.

Table 2. Facilities, Infrastructure, and Supporting Equipment for Eye Services at Purbowangi Hospital

No.	Kind	Description	Current conditions (March 2025)
1	24-hour Emergency Room or Eye Trauma	Emergency services provided by hospitals to treat patients who have experienced trauma to the eyes.	Good
2	Autorefractometer	A tool used in eye examinations to provide objective measurements of refractive errors and prescriptions for glasses or contact lenses	Good
3	Tonometer	A device used to measure pressure in the eye, especially to detect glaucoma	Good

4	Eye Ultrasound	An ocular ultrasound device used to examine the eyes and eye sockets, this device uses sound waves to produce images of the inside of the eye	Good
5	Biometers	Tools used to measure the anatomical dimensions of the eye	Good
6	Photo Fundus	A fundus camera or fundoscope used to take pictures of the inside of the eye	Good
7	OCT (Optical Coherence Tomography)	It is an imaging tool using infrared light	Good
8	Slit Lamp	A brightly lit microscope used to examine the eyes, this tool is also called biomicroscopy	Good
9	Trial Lens Set	A tool for measuring eyes with a variety of lenses, such as minus, plus, prism and cylinder lenses, this tool is used to determine the appropriate eyeglass lenses for patients	Good
10	ND YAG (Neodymium-doped yttrium aluminum garnet) Laser	A laser tool that uses Nd:YAG crystals as the laser medium, this tool is used for various purposes, such as skin treatment, tattoo removal and eye surgery	Good
11	PRP (Panretinal Photocoagulation) Laser	Tools used to perform panretinal photocoagulation (PRP) laser therapy on the eye	Good
12	Snellen Test	Charts or posters that contain letters, numbers, or pictures to check the visual acuity of the eye	Good
13	Mesin Pheco Emulsion	Tools used to perform cataract surgery without sutures	Good
14	Mesin vitrectomy	Vitrectomy machine tools include an eye microscope, eye speculum, Wetscott scissors, forceps, eye infusion cannula and vitrectomy aspirator	Good
15	Operation Microscope	A tool used to see small structures on the patient's body in detail	Good

Based on the table above, it can be concluded that Purbowangi Hospital shows a high commitment to the development of superior eye services by providing complete medical facilities and equipment and in good condition. The hospital has basic diagnostic tools to advanced equipment such as OCT, ND YAG Laser, and Vitrectomy Machine, which are fully supported by the management to make Purbowangi Hospital the leading eye service center in the southern region of Central Java. Efforts to improve the competence of health workers are also carried out through training for ophthalmologists, nurses, optician refractorists, and pharmacists, as well as collaborating with universities and primary health facilities.

The service strategy of RSU Purbowangi is focused on increasing service effectiveness, which includes internal improvement through strategic planning, equipment investment, provision of quality human resources, and routine evaluation involving management and medical committees. The focus

on eye services is also integrated into the hospital's vision and mission by considering patient volume, risk, cost, and community needs. The hospital has increased the number of ophthalmologists, utilized technology, and accelerated service waiting times, as well as collaborated with BPJS Kesehatan so that services can be accessed at no additional cost.

The development of superior eye services at Purbowangi Hospital is carried out comprehensively, involving all stakeholders in the strategic decision-making process, and collaborating with the private and external parties in the implementation of social and educational activities. Service promotion through social media and improvement of supporting tools are adjusted to field needs. Active staff involvement, synergy between teams, and management support are the keys to success in creating professional, efficient, and competitive eye services.

Obstacles and Efforts Made by Purbowangi Hospital to Improve the Accessibility and Quality of Superior Eye Services in Kebumen

Purbowangi Hospital faces several obstacles in providing optimal eye services in Kebumen, especially related to administrative factors, limited human resources, and medical facilities. One of the main obstacles is the limitation of the drug ceiling for BPJS patients, which affects the optimal administration of drugs, especially for patients with certain conditions such as glaucoma. This was revealed by Informant D, an ophthalmologist at Purbowangi Hospital, who stated that:

Purbowangi Hospital faces various obstacles in providing optimal eye services in Kebumen, especially related to administrative factors, limited human resources, and medical facilities. One of the main obstacles is the limitation of the drug ceiling for BPJS patients, which has an impact on optimal drug administration, especially for patients with certain conditions such as glaucoma. Informant D, an ophthalmologist at Purbowangi Hospital, revealed that the provision of drugs for BPJS patients is limited by the hospital ceiling because BPJS's claims for outpatient treatment are relatively small. To overcome this, the hospital coordinates with pharmacies and management to ensure that there are exceptions in emergency cases and optimize the use of the hospital information system (SIMRS) so that information about the drug ceiling can be better accessed.

Another obstacle that arises is related to patient waiting times which are often hampered due to an irregular queue system and limited facilities. Informant K explained that some patients faced obstacles in catching up with public transportation which was only available from morning to evening, while others had difficulty in dripping their own eye medicine because there were no family members to help. To overcome this, the hospital educates patients, provides medication compliance blanks, and suggests the use of social ambulances for patients who experience transportation problems.

Medical facilities and equipment at Purbowangi Hospital are considered quite adequate in providing eye services, although there is still a need for further development, especially in minor tools such as epilation or aff hecting in the eye poly. Informant A stated that the eye examination had been well facilitated through the existence of a slit lamp equipped with a camera to facilitate patient education and follow-up. Another challenge is related to the limited number of available inpatient spaces, which can affect patient comfort, especially when hospitals are in congested conditions.

From the non-medical side, hospitals also face challenges in terms of human resources, especially in the nursing sector which is still experiencing a shortage of manpower. Informant R, a nurse at Purbowangi Hospital, revealed that there are not enough nursing staff, so some officers often have to carry out double duties. The hospital seeks to improve communication and coordination between teams and provide clearer education to patients regarding queuing procedures and doctors' arrival times. In terms of financial accessibility, the hospital actively advises patients to take advantage of BPJS facilities or health insurance and provide assistance in activating BPJS cards for patients who are experiencing difficulties.

In improving the quality of eye services, hospitals face several obstacles related to facilities, technology, and patient accessibility. The main obstacles that often arise are difficulties in managing patient queues as well as network disruptions that affect the registration and service systems. Informant

P, an eye nurse, revealed that the queue calling system often encountered problems due to network disruptions, which caused the ERM system to slow down. To overcome this problem, the hospital coordinates with the IT team to immediately follow up on these obstacles, and seeks to improve facilities, especially in the maintenance of equipment that supports eye services.

From the management side, Informant G, who serves as Deputy Director, stated that one of the main obstacles in improving the accessibility of superior eye services is related to geographical problems and regulatory changes that affect the cross-district patient referral process. He explained that the location of Purbowangi Hospital which borders other districts makes the hospital have difficulties in serving patients across regions due to the limitations of the BPJS referral system. The hospital continues to collaborate with the Health Center in order to reach remote areas and provide education to the public about the available services.

In the face of limited facilities and technology, RW Informant from Public Relations Management said that Purbowangi Hospital overcame this problem by sending medical personnel to take part in training and increasing the number of modern equipment to improve the quality of eye examinations. Informant S from the General Head of Management emphasized the importance of investing in health equipment to improve service quality. He explained that Purbowangi Hospital always prioritizes service and patient satisfaction by allocating a lot of investment to eye services, so that the need for medical devices with advanced technology is always updated through careful planning. The hospital's focus is not only on technology development, but also on human resource development through training and improving the competence of medical personnel. This effort reflects the hospital's commitment to providing better services through continuous improvement.

Overall, Purbowangi Hospital faces various obstacles in improving the accessibility and quality of superior eye services in Kebumen, such as limited drug ceilings for BPJS patients, patient waiting times, limited medical facilities, and lack of human resources in the nursing department. To overcome this, hospitals are working to improve the queue system, provide education to patients, improve medical facilities and equipment, and improve human resource competencies through training and development. In addition, Purbowangi Hospital also collaborates with the Health Center to expand access to services and is committed to continuing to invest in medical technology to improve service quality.

Purbowangi Hospital Strategy in Reviewing and Optimizing the Development of Superior Eye Services to Remain Competitive

The strategy for developing superior eye services at Purbowangi Hospital is focused on improving human resource competence, applying advanced technology, and efforts to optimize patient waiting time to increase satisfaction. This is in line with the results of the interview by Informant D, who mentioned that there has been an increase in human resources in the retina sub-specialty, which plays a role in making Purbowangi Hospital a retina referral hospital.

The strategy for developing superior eye services at Purbowangi Hospital is focused on improving human resource competence, applying advanced technology, and optimizing patient waiting times to increase satisfaction. This is in line with Informant D's statement, which stated that there was an addition of human resources in the retinal subspecialty to make Purbowangi Hospital a retinal referral hospital. The application of new technology in eye services has been carried out through collaboration with the Kebumen Eye Centre (KEC) clinic for laser vision correction and the plan to add refractive surgery human resources.

The development strategy also includes training the competency of medical personnel, especially in subspecialty areas. Informant K highlighted the importance of eye emergency room training for emergency room doctors to improve the quality of eye services at Purbowangi Hospital. Internal and external training is considered important to improve the competence of medical personnel, especially in the aspect of emergencies and specialist services. In addition, improving the patient experience is also a major concern in the development of eye services. Informant A emphasized the need for

professionalism and speed in service, as well as the uniqueness of superior services that can distinguish Purbowangi Hospital from other hospitals. This shows that service quality, reduced wait times, and procedure effectiveness are major factors in improving patient satisfaction.

Communication strategies are also an aspect that is considered in improving the patient experience. Informant R emphasized that polite communication and education to patients about schedule delays are needed to make the patient experience better. The limited waiting room and the queue system that is still a patient complaint are the consideration of hospital management in improving the layout and efficiency of the queue.

Purbowangi Hospital applies a comprehensive approach in evaluating and optimizing eye superior services to remain competitive. Various key indicators, such as the number of patient visits, patient satisfaction levels, and the use of the latest medical technology, are a reference in service development. Informant P highlighted the importance of developing the competence of medical personnel, both doctors and nurses, as the main factor in improving the quality of eye services. Training for doctors, nurses, and optician refractive specialists is considered necessary to support ophthalmic subspecialty services at Purbowangi Hospital.

The use of new technologies is also integrated in the development strategy to make it easier for patients, especially in terms of time and cost efficiency. Informant G stated that the management continues to monitor trends and developments in eye services through the analysis of patient statistical data. The success of the development strategy was evaluated based on patient visit graphs and case analysis of eye service complications. A data-driven approach is used to assess the effectiveness of the services provided.

Efforts to improve services are also carried out through various new initiatives, such as online consultation services and early treatment screening. The RW informant said that the hospital has provided online consultation services for patients and conducted screening and early treatment to prevent blindness. This innovation reflects the commitment of Purbowangi Hospital in maintaining patient satisfaction and expanding access to eye services.

Benchmarking with large hospitals that have superior eye services is also carried out to increase competitiveness. Informant S revealed that Purbowangi Hospital conducted a comparative study to Sardjito Hospital, Yap Hospital, and Cicendo Hospital to observe the use of medical devices, human resource competence, and financing systems applied in superior eye services. This step shows that management continues to learn best practices to ensure that service quality is maintained. Improving the quality of human resources and medical facilities is also a priority so that the services provided remain in accordance with the latest medical technology developments.

Overall, Purbowangi Hospital has implemented a comprehensive eye superior service development strategy, focusing on improving human resource competencies, applying advanced technology, and optimizing patient experience. These measures include training of medical personnel, the use of the latest technology, as well as initiatives such as online consultation services and early treatment screening. Evaluation of success is carried out through monitoring statistical data of patient visits and feedback from patients, while benchmarking with other hospitals is also part of the strategy to maintain competitiveness. Thus, Purbowangi Hospital strives to remain relevant and competitive in the midst of the ever-changing development of medical services.

Discussion

Purbowangi Hospital has taken various strategic steps to increase the effectiveness of superior eye services, especially by developing vitreoretine sub-specialty specialties. This step is very important because the southern Central Java region did not have similar facilities before, so Purbowangi Hospital is able to become the main referral hospital in this field. This effort to develop retinal services provides a competitive advantage, as well as added value for patients who previously had to seek treatment outside the region. Strengthening services is also carried out through improving human resource competencies, such as training medical personnel and building networks with educational institutions.

The hospital also seeks to expand the scope of services through social and educational activities in the community, so that superior eye services can be better known and trusted.

In its implementation, RSU Purbowangi has provided unique eye specialist services, such as Vitrectomy and Laser Therapy, which sets it apart from other hospitals in the region. This success is supported by trained and competent medical staff, who regularly participate in training and scientific activities to maintain the quality of services. Hospital management also strongly supports the development of this service, both through the procurement of advanced eye examination equipment and human resource development. Cooperation with universities and other health facilities continues to be sought to expand the service network. In addition, active branding and promotion through social media and collaboration with BPJS Kesehatan are important strategies to introduce superior services to the wider community.

Research by Sari & Retnaningsih (2020) highlights the importance of large resource mobilization and stakeholder involvement in the development of superior hospital services, which is reflected in the strategy of RSU Purbowangi. The strategic steps of RSU Purbowangi are also in line with the principle of new product development according to Husniar et al. (2023), namely increasing competitiveness through unique and more complete services. The SWOT analysis by Yusuf & Sukma (2021) is also relevant, where Purbowangi Hospital leverages internal strengths such as competent medical personnel and unique eye services to take advantage of local market opportunities. Meanwhile, Chalil & Yusuf (2019) emphasized the importance of marketing in increasing competitive advantage, which RSU Purbowangi adopted through branding and active promotion.

However, Purbowangi Hospital faces a number of obstacles in improving accessibility and service quality, such as limited drug ceilings for BPJS patients, long patient waiting times, and limited medical facilities and nursing personnel. Efforts to overcome these obstacles are carried out through optimizing hospital information systems, patient education, providing social ambulances, and investing in medical device updates. The hospital also strengthens team coordination and provides additional training to improve the competence of medical personnel. In addition, cooperation with health centers in remote areas continues to be pursued so that eye services can reach more patients.

The efforts and obstacles faced by Purbowangi Hospital in improving superior eye services are in line with the concept of superior services according to Andayani (2013), namely the use of advanced medical technology and competent medical personnel. The hospital has shown commitment to the maintenance and development of medical devices, as well as improving the competence of human resources through training. However, challenges in the registration and queuing system are still homework, although there have been efforts to improve through strengthening the information system. Overall, the strategy and efforts of RSU Purbowangi in developing superior eye services have been in accordance with previous theories and research, showing a strong commitment to providing high-quality services to the community.

4. CONCLUSION

In conclusion, Purbowangi Hospital implements strategic steps to increase the effectiveness of superior eye services through strengthening human resources with specialist training, the use of the latest medical technology, and improving the service management system to speed up the process and minimize medical errors. The main obstacles faced are limited facilities and high patient demand, which are overcome through the improvement of the queue system, the addition of medical specialists, and the optimization of technology to improve service efficiency and comfort. A sustainable strategy is also implemented through service innovations such as online consultations, increased cooperation with ophthalmology clinics, and comparative studies to adopt best practices to maintain the competitiveness of hospitals.

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