SWOT ANALYSIS OF THE SERVICE DEVELOPMENT STRATEGY FOR PUTRI HIJAU TYPE II HOSPITAL IN MEDAN

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ABSTRACT

The hospital industry faces intense competition and rapid technological changes. Military-affiliated hospitals, such as Putri Hijau Type II Hospital in Medan, must balance their dual role of serving both military personnel and the general public under the national health insurance scheme while maintaining a competitive edge. This study aims to analyse the strategic position of Putri Hijau Type II Hospital and formulate service development strategies using a SWOT-based analytical approach. A mixed-methods case study design was employed. Data were collected through interviews with management, field observations, and structured questionnaires. Analysis was conducted using Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and the Internal-External (IE) Matrix. The research findings indicate that the hospital holds a strong internal position (IFE score: 2.86) and adequate external responsiveness (EFE score: 2.51). Positioned in Quadrant I (Grow and Build), the institution is recommended to pursue an aggressive strategy. Key strengths include clinical professionalism and military discipline, while primary weaknesses involve infrastructure constraints and service wait times. To maintain market dominance, the hospital must prioritise digital transformation and infrastructure modernisation to synergise its humanistic care with operational efficiency.

Keywords: Development Strategy, Hospital Services, SWOT Analysis, Quality of Healthcare Service

Introduction

Strategic management in the global healthcare industry has become a crucial tool for achieving competitive advantage and improving the performance of medical institutions amidst a dynamic market environment (Gana & Andemariam, 2020). In the current era of digital transformation, the integration of technologies such as big data is seen as a vital strategic step to optimize services and take advantage of advances in information technology (Dias et al., 2020). Furthermore, expanding the role of healthcare professionals globally is part of national healthcare system schemes to expand service access and improve operational efficiency (Ladd et al., 2020). Healthcare management efforts in the digital world currently focus on improving the quality of care while simultaneously reducing operational costs through integrated information systems (Bhagat & Shaikh, 2022). Collectively, the success of modern healthcare organizations depends heavily on their ability to mitigate risks

through innovative strategic information-sharing approaches (Kurdi et al., 2025).

The application of SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis has been widely recognized as a fundamental element of strategic planning and evidence-based medical decision-making in the healthcare industry (Siddiqui, 2021). This tool enables healthcare institution leaders to choose the most optimal organizational development path and avoid threats from the external environment. In the context of public health policy, SWOT analysis helps formulate more structured policies to address infrastructure challenges and inequitable access to services (Aprili et al., 2024). The use of this matrix has also proven effective as a mandatory initial step in assessing the effectiveness of introducing health information systems in primary care facilities (Yermukhanova et al., 2022). Thus, the use of strategic analysis tools provides a comprehensive framework for evaluating the potential for health technology development and the overall competitiveness of an organization (Behzadifar et al., 2023).

In Indonesia's healthcare ecosystem, Level II military hospitals play a crucial role as service providers for defence personnel and the general public through integration with national health insurance (Shelly et al., 2021). Service quality dimensions such as reliability, responsiveness, and technical competence have been shown to positively correlate with patient satisfaction in military hospitals (Shelly et al., 2021). Interactional quality, encompassing aspects of assurance and caring from medical personnel, significantly increases patients' perceived value of the service system in the military environment (Ismail et al., 2025). In addition to direct service factors, the operational effectiveness of military hospitals is significantly influenced by the stability of professional roles and job satisfaction of the healthcare workers serving there (House et al., 2022). The gap in quality perceptions between public and private healthcare facilities demands the adaptation of more competitive management strategies in government and military hospitals (Alumran, 2021). Leveraging the military's organisational culture, which emphasises teamwork and high discipline, can be a strategic asset in navigating the complexities of service delivery in both academic and clinical medical centres (Dudley-miller & Radel, 2020)

While the importance of strategic management in healthcare institutions is widely recognised, systemic challenges such as funding constraints and the need for service reform remain key issues requiring in-depth evaluation in the national

healthcare market (Mikhno et al., 2020). There is an urgent need to analyse how strategic decisions can effectively improve service quality to ensure organisational success amidst increasingly fierce competition (Andrieiev et al., 2023). The use of cross-SWOT analysis has been identified as a vital tool for sustainable hospital management. Yet, its systematic implementation in hospitals with medium-sized operational characteristics is rarely comprehensively documented (Miura et al., 2021). Furthermore, amid the digital transformation, there remains a gap in the literature on how to manage the interaction between internal and external factors to support service efficiency in hospital pharmacy and medical supply sectors (Quan et al., 2023). A qualitative evaluation of clinical collaboration programs indicates that identifying internal weaknesses and external threats is an absolute prerequisite for drafting an adaptive growth strategy (Baez-Leon et al., 2021). Therefore, this study aims to fill this gap by analysing the strategic position and formulating a service development strategy for Putri Hijau Medan Level II Hospital using a holistic SWOT analysis.

Method

Study Design and Theoretical Framework

This research employed a mixed-methods case study design with a descriptive-analytical approach to formulate a service development strategy for the Putri Hijau Type II Hospital in Medan. The study was grounded in the Strategic Management Framework, utilising the Andersen Model or David's Strategic Management Matrix to evaluate the organisation's competitive positioning systematically. By integrating qualitative insights with quantitative matrices, this design allows for a logical transition from identifying organisational phenomena to formulating actionable strategic alternatives.

Informants and Sampling Technique

Data were gathered from key stakeholders selected through purposive sampling to ensure the acquisition of "information-rich" data. The informants included members of the hospital's top management (Strategic level), heads of medical departments (Tactical level), and frontline healthcare personnel (Operational level). This multi-level approach was designed to capture a 360-degree perspective of the hospital's internal capabilities and external environment.

Data Collection and SWOT Identification

The identification of SWOT factors followed a two-stage sequential process to ensure instrument validity:

1. Qualitative Phase (Identification): Initial strengths, weaknesses,

opportunities, and threats were identified through semi-structured in-depth interviews and field observations. This stage was supported by document analysis of the hospital's performance reports and regional healthcare statistics.

2. Quantitative Phase (Validation & Scoring): The identified factors were then compiled into a structured strategic questionnaire. Respondents were asked to validate these factors and provide scores based on their perceived importance and the hospital's current response.

Matrix Analysis: IFE, EFE, and SWOT

Data analysis was conducted using a rigorous mathematical approach through three specific matrices:

- Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE): Each factor was assigned a weight (ranging from 0.0 to 1.0 based on importance) and a rating (1 to 4, representing the hospital's response). The Weighted Score for each factor was calculated to determine the hospital's overall internal strength and external responsiveness.
- IE Matrix (Internal-External): The total weighted scores from the IFE and EFE matrices were mapped onto the IE Matrix to pinpoint the organisation's specific strategic quadrant (e.g., Grow and Build, Hold and Maintain, or Harvest and Divest).
- SWOT Matrix: Finally, the data were synthesised into the SWOT Matrix to generate four strategic sets: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats).

Data Validity and Triangulation

To ensure the credibility and confirmability of the findings, the study employed source triangulation. This involved cross-verifying data obtained from management interviews with observations of clinical workflows and feedback from healthcare staff. This triangulation mechanism minimises individual bias and ensures that the strategic factors identified reflect the hospital's actual operational reality.

Ethical Considerations

The research protocol adhered to international academic ethical standards. All participants provided informed consent before interviews or questionnaire distribution. To protect the integrity of the professional roles within the military-affiliated institution, anonymity and data confidentiality were strictly maintained, ensuring that individual responses could not be traced back to specific personnel.

Results

Table 1. Internal Factor Analysis (IFE) Matrix

No	Internal Factor	Weight	Rating	Weighted Score
Strengths **(Strengths)**				
1	Professionalism doctor and nurse	0.12	4	0.48
2	Culture discipline and work Structured	0.10	4	0.40
3	Coordination team Good	0.10	3	0.30
4	Service humanistic and communicative	0.11	4	0.44
5	Implementation SOP an patient consisten safety	0.10	3	0.30
Subtotal *Strengths*		**0.53**		**1.92**
Weaknesses **(Weaknesses)**				
1	Time Waiting during peak hours	0.12	2	0.24
2	Workload load increased when surge in patients	0.10	2	0.20
3	Limitations Parking and space Waiting	0.08	2	0.16
4	System Administration	0.09	2	0.18
5	Some facilities need updating	0.08	2	0.16
Subtotal *Weaknesses*		**0.47**		**0.94**
Total		**1.00**		**2.86**

The results of the *Internal Factor Evaluation* (IFE) matrix analysis show a total weighted score of 2.86, which is above the average threshold of 2.50. These findings indicate that Putri Hijau Hospital Medan Type II has a strong internal position with effective managerial capabilities to support improvements in the quality of healthcare services. The organization's internal strengths (score of 1.92) proved to be more dominant than its existing weaknesses (score of 0.94), thereby providing a solid strategic foundation for institutional development.

The hospital's primary strategic assets lie in its human resources, where the professionalism of doctors and nurses recorded the highest score (0.48), followed by a humanistic and communicative approach to care (0.44). Clinical competence, supported by a structured work discipline culture (0.40), creates a systematic service system that adheres to patient safety standards. Although medical team coordination and the implementation of SOPs are already functioning well, there is still room for further optimization to maintain service consistency, especially during periods of patient surges.

However, operational effectiveness remains hindered by several structural constraints. The primary weaknesses identified include long wait times during peak hours (0.24) and high workloads (0.20) due to an disproportionate ratio of specialist medical staff to patient volume.

These issues are exacerbated by an administrative system that is not yet digitally integrated (0.18) as well as limitations in supporting infrastructure, such as parking facilities and medical equipment that need to be modernized (0.16). Strategically, the hospital needs to leverage its human resources to address these operational barriers through system digitization and facility upgrades to ensure sustainable competitive advantage.

Table 2. External Factor Evaluation Matrix

No	External Factor	Weight	Rating	Weighted Score
Opportunities (*Opportunities*)				
1	Program support JKN through BPJS Health that improves access the public's health services	0.12	4	0.48
2	Increased of the public's the importance of quality	0.10	3	0.30
3	Development in digital (SIMRS, medical records electronic, telemedicine)	0.10	3	0.30
4	Potential for cooperation with local governments and private	0.08	3	0.24
5	Growth in the number residents and service needs healthcare needs surrounding	0.08	3	0.24
Subtotal Probability		0.48		1.56
Threats				
6	Competition with other hospitals that have facilities and more modern	0.12	2	0.24
7	Claim processing delays Payment from BPJS Health	0.10	2	0.20
8	Regulatory changes government in health sector	0.08	2	0.16
9	Price increase for equipment and pharmaceuticals medicines	0.07	2	0.14
10	Public demands regarding services fast and excellent	0.07	3	0.21
Subtotal Threats		0.44		0.95
TOTAL		1.00		2.51

The following is a *draft interpretation* of the results of the External Factor Evaluation (EFE) matrix, which has been compiled in a concise and analytical manner and in accordance with international journal publication standards:Results and Discussion: External Factor Evaluation (EFE) Analysis of the External Factor Evaluation (EFE) matrix yielded a total weighted score of 2.51, which slightly exceeds the average threshold value of 2.50. This result confirms that Putri Hijau Hospital Medan Type II possesses adequate capabilities to effectively capitalize on external

opportunities while mitigating environmental challenges.

The dominance of the opportunity score (1.56) over the threat score (0.95) indicates that current external environmental dynamics provide significant room for organizational growth and enhanced competitiveness. The primary external catalyst was identified as support for the JKN program through BPJS Kesehatan, which recorded the highest score (0.48). Widespread penetration of national health insurance enrollment creates a consistent flow of patients through the tiered referral system. This opportunity is reinforced by increasing public health literacy and the acceleration of digital technology transformation (0.30), such as the implementation of the Hospital Management Information System (HMIS) and electronic medical records, which are crucial for operational efficiency and the expansion of service reach through telemedicine.

On the other hand, hospitals face significant competitive pressure from other healthcare facilities with more modern infrastructure (0.24). Additionally, liquidity risks stemming from delayed BPJS claim payments (0.20) and fluctuations in medical equipment prices pose a real threat to cash flow stability and facility development. Strategically, hospitals must optimize patient volume from the JKN program to fund technological modernization in order to neutralize competitors' competitive advantages and meet public expectations for fast and superior service quality. This overall EFE position requires the organization to adopt a more aggressive strategy in capitalizing on market opportunities to minimize the impact of regulatory and financial barriers.

Table 3. SWOT Matrix

Internal / External	***Opportunities* (O)** 1. Service digitization (online queues, electronic medical records, telemedicine) 2. Development of leading specialist services 3. Improving staff competency through continuous training 4. Collaboration with healthcare educational institutions 5. Increased public awareness among the public regarding health	***Threats* (T)** 1. Competition with modern private hospitals in Medan 2. Increasingly high patient expectations 3. Rapid advancements in healthcare technology 4. Dynamic BPJS regulations 5. Potential patient defection if service is slow
***Strengths* (S)** 1. Professionalism of doctors and nurses 2. A culture of discipline and structured work 3. Good medical team coordination 4. Compassionate and communicative care 5. Consistent implementation of SOPs and *patient safety*	**SO Strategy** (Leveraging Strengths to Seize Opportunities) 1. Developing a digital service system based on the competencies of our professional staff 2. Optimizing flagship specialist services with the support of a solid team 3. Enhancing the hospital's image through technology-driven, patient-centered care 4. Leveraging a culture of discipline for effective digital transformation	**ST Strategy** (Using Strengths to Overcome Threats) 1. Strengthening differentiation through humanistic services and effective communication 2. Improving the quality of clinical services to face competition 3. Optimizing team coordination to maintain quality amid high patient demands 4. Strictly enforcing patient safety standards to maintain public trust
***Weaknesses* (W)** 1. Waiting times during peak hours 2. Increased workload during patient surges	**WO Strategy** (Leveraging Opportunities to Overcome Weaknesses) 1. Digitizing the registration and queuing system to reduce wait times	**WT Strategy** (Minimizing Weaknesses and Avoiding Threats) 1. Evaluation and adjustment of staffing levels to reduce risk

The integration of the results from the *Internal Factor Evaluation* (IFE) matrix, with a score of 2.86, and the *External Factor Evaluation* (EFE) matrix,

with a score of 2.51, places Putri Hijau Hospital Medan Type II in Quadrant I of the SWOT matrix. This position reflects an aggressive strategy (a growth-oriented strategy), where the organization possesses sufficient internal strengths to optimally capitalize on external opportunities. The dominance of strengths (1.92) over weaknesses (0.94) and opportunities (1.56) over threats (0.95) reinforces the hospital's status in a strategic expansion phase.

The primary strategy formulated is the SO Strategy (*Strengths-Opportunities*), which focuses on leveraging human resources and organizational culture to respond to market dynamics. The top priority lies in accelerating digital transformation through the development of an *online* queuing system, electronic medical records, and *telemedicine* services. These initiatives leverage the professionalism of medical staff and a culture of work discipline to address operational challenges such as patient wait times and administrative inefficiencies. The digitization of services is projected to not only improve internal efficiency but also expand service reach amid growing public health awareness.

In addition to digitization, the optimization of flagship specialist services serves as a strategic pillar to enhance competitiveness against private competitors with more modern infrastructure. By relying on effective medical team coordination and a humanistic approach to care, the hospital can build patient-centered service differentiation (*patient-centered care*). Synergy between clinical expertise and information technology is expected to mitigate risks posed by strict BPJS regulations and fluctuations in operational costs, while ensuring sustainable organizational growth through increased patient satisfaction and loyalty.

Strategic Formulation and Alternative Strategies

1. SWOT Strategy (*Strengths-Opportunities*): Expansion and Digitalization This strategy focuses on leveraging the strengths of human resources and organizational culture to capitalize on market and technological opportunities:

- Competency-Based Digital Transformation: Accelerating the implementation of electronic health records, *online* queuing, and *telemedicine* by leveraging the professionalism and high discipline of medical staff to improve workflow efficiency and the accuracy of clinical information.
- Optimization of Signature Services: Developing priority specialist services through robust interdisciplinary team coordination to strengthen the

hospital's reputation as a leading referral center.

- Strengthening Reputation through *Patient-Centered Care*: Integrating digital technology with a communicative and empathetic care approach to boost patient loyalty and overall satisfaction.

2. SWOT Strategy (*Strengths-Weaknesses*): Differentiation and Risk Mitigation Leveraging internal strengths to neutralize competitive and regulatory threats:

- Humanistic Service Differentiation: Highlighting the strengths of humanistic care and therapeutic communication as a unique value proposition (*unique value proposition*) when competing with private hospitals that have more modern infrastructure.
- Clinical Quality Assurance and *Patient Safety*: Consistently enforcing patient safety standards and SOPs to maintain public trust amid strict regulations and high public expectations.

3. SWOT Strategy (*Weaknesses-Opportunities*): Structural Improvements and Partnerships Leveraging external opportunities to address internal limitations:

- Modernization of Operational Administration: Adopting digital registration systems and integrating the Hospital Information Management System (HIMS) to reduce waiting time challenges during peak hours and address inefficiencies in manual bureaucratic processes.
- Collaborative Infrastructure Development: Building strategic partnerships with local governments and the private sector to expand physical facilities (parking areas and waiting rooms) and manage healthcare staff workloads through continuous training programs.

4. SWOT Strategy (*Weaknesses-Threats*): Organizational Defense and Resilience Preventive measures to minimize internal weaknesses and avoid external risks:

- Human Resources Restructuring: Conducting periodic evaluations and adjustments to the ratio of medical staff to patients to prevent a decline in service quality and patient migration to competitors.
- Phased Facility Upgrades: Implementing controlled and systematic modernization of medical equipment to remain relevant to advancements in healthcare technology while maintaining the organization's cash flow efficiency amid the dynamics of BPJS claims.

Overall, this strategy emphasizes that the key to the success of Putri Hijau Hospital Medan Type II lies in the organization's ability to synergize human resources (professionalism) with digital

transformation to provide efficient yet humane care.

Discussion

Strategic Position: The "Grow and Build" Paradigm

The placement of Putri Hijau Hospital Medan Level II in Quadrant I in the Internal-External (IE) matrix is a logical consequence of its IFE score of 2.86 and EFE score of 2.51. The internal score, which is above average (2.50), reflects that the hospital has a very solid foundation for anticipating market dynamics. In contrast, the external score indicates an adequate level of responsiveness to existing opportunities. This position indicates that the organisation is in a very favourable condition to implement an aggressive strategy or the "Grow and Build" paradigm. With dominant internal advantages, the hospital can expand services and deepen market penetration in the Medan region to strengthen its competitive dominance further.

The findings of this study, which placed Putri Hijau Hospital in the growth quadrant (Grow and Build), contrast with studies of specialist clinics in other hospitals, which were placed on the defensive due to fluctuating patient visits post-pandemic (Ekantiana et al., 2023). This aggressive position in the growth quadrant is the result of thorough strategic planning, an essential component for healthcare organisations navigating a dynamic environment and achieving service excellence (Soyege et al., 2024). The systematic use of SWOT analysis tools in this study aligns with global healthcare institutions' efforts to reduce operational inefficiencies and increase revenue through optimising service capacity (Fachola et al., 2023). By accurately mapping internal and external factors, hospitals can identify operational vulnerabilities and external threats as a basis for developing adaptive strategies that support organisational sustainability (Mendes et al., 2025).

Collectively, the successful implementation of the "Grow and Build" strategy depends heavily on management's ability to allocate resources appropriately to face competitive market competition (Fachola et al., 2023; Soyege et al., 2024).

Internal Determinants: Leveraging Human Capital

The most decisive internal strength in this hospital's operations is the professionalism of its medical staff, which has the highest score (0.48), supported by a humanistic service culture. This indicates that clinical competence and staff empathy are key intellectual assets that drive service quality. Although work discipline through adherence to SOPs has been well established, significant structural barriers include long service wait times during peak hours (a weakness score of 0.24) and

limited supporting infrastructure, such as parking areas and waiting rooms. This imbalance between high patient volume and facility capacity creates a weakness in manual administration efficiency, which, if not addressed immediately, could reduce patient satisfaction even though medical quality is already considered excellent.

This study's findings, which highlight medical staff professionalism as a key strength, align with the literature, which emphasises that medical service quality and technical efficiency are fundamental determinants of hospital operational success (Li et al., 2023). However, inefficiencies driven by waiting times and limited physical facilities at Putri Hijau Hospital confirm the universal challenges of managing patient flow in public healthcare facilities (Manning & Islam, 2023). These operational bottlenecks are often rooted in the complexity of hospital systems, requiring more effective team collaboration and communication strategies to improve patient throughput (Ezeanyim et al., 2025). Further healthcare productivity growth can be achieved if organisations balance technological advancements with improvements in managerial technical efficiency (Yu et al., 2020). Synchronising staff capabilities with the availability of supporting infrastructure is ultimately key to eliminating structural barriers and optimising overall service efficiency (Li et al., 2023; Manning & Islam, 2023).

External Landscape: JKN Opportunities and Competitive Threats

External environmental dynamics indicate that reliance on the National Health Insurance (JKN) program through the Health Insurance Agency (BPJS Kesehatan) represents the most significant opportunity, with a score of 0.48. The large number of participants ensures a stable patient flow for the hospital as a referral healthcare facility. However, this opportunity is accompanied by a serious threat from modern private hospitals in the Medan area, which have advantages in advanced technological infrastructure (score 0.24). In addition to technological competition, the hospital also faces liquidity risks due to delays in BPJS claims and fluctuations in medical device prices, which can disrupt the stability of operational cash flow. This situation requires management to be agile in adapting to government regulations to ensure operational continuity amidst dynamic health fiscal policies.

This study's findings, which identify competitive pressures from private hospitals in adopting healthcare technology, align with global evidence that market structure and competition are key drivers of efficient medical technology diffusion (Lin et al., 2021). While private

hospitals are often perceived as having advantages in modern infrastructure, public institutions like Putri Hijau Hospital still play a crucial role in maintaining service equity through integration into the national health insurance system (Jing et al., 2020). Growth opportunities arising from the current large influx of JKN patients are further enhanced by global trends toward the use of Internet of Things (IoT) technology and digitalisation to streamline primary healthcare delivery (Kelly et al., 2020). Furthermore, the success of healthcare institutions in navigating external risks depends heavily on the implementation of a formal strategic planning process to enhance organisational performance and sustainable growth (Oludele, 2021). Collectively, integrating an understanding of the dynamic external landscape with technological innovation is a key strategy for public hospitals to maintain competitiveness amidst increasingly fierce market competition (Lin et al., 2021; Oludele, 2021).

Strategic Synthesis: Toward Digital Transformation and Service Excellence

As a synthesis of its aggressive position, the hospital's strategic focus is directed towards the SO (Strengths-Opportunities) Strategy, namely leveraging its status as a TNI institution and medical competence to seize digitalisation opportunities. Digital transformation through the optimisation of the Hospital Management Information System (SIMRS) and electronic medical records is an integrative solution to mitigate weaknesses in waiting times and administrative inefficiencies. This strategy allows the hospital to accelerate clinical workflows while meeting public expectations for technology-based services. By synergising precise military discipline with digital efficiency, the hospital can strengthen its service differentiation as a modern, professional, and trusted centre of medical excellence amidst intense competition.

The strategic synthesis that led Putri Hijau Hospital towards digital transformation through the optimisation of SIMRS aligns with the implementation of management information systems in other regional hospitals that integrate digital transactions to increase transparency and operational efficiency (Harahap et al., 2023). The use of advanced technology in healthcare, including the integration of artificial intelligence into strategic analysis, is seen as a vital step to improve decision-making accuracy and managerial effectiveness (Mitra et al., 2024). A well-planned digital transformation, guided by a systematic strategic framework, enables hospital departments to align technological innovation with a long-term vision to achieve service excellence (Hugle & Grek, 2023). Operational agility and rapid

decision-making are fundamental assets for organisations adopting digital initiatives to address the challenges of a dynamic business environment (Sihite et al., 2025). Collectively, synchronisation between organisational strategy and digital technology adaptation is an absolute prerequisite for providing more efficient, modern, and reliable healthcare services to the community (Harahap et al., 2023; Hugle & Grek, 2023).

Theoretical Implications

This study contributes to the strategic management literature by demonstrating the effectiveness of the IFE/EFE matrix in a public-service military hospital. These findings support the theory that competitive advantage in the healthcare sector depends not solely on technology, but on an organisation's ability to synergise operational (military) discipline with market flexibility. This reinforces the proposition that an "Aggressive Growth" strategy is highly relevant for government institutions with a strong human capital base but facing physical infrastructure constraints.

Practical Implications

For the management of Putri Hijau Hospital, the primary practical implication is the need to shift from manual administration to digital transformation (integrated SIMRS) to address queue constraints without relying entirely on physical space expansion. Furthermore, optimising its status as a TNI hospital should be a primary branding strategy to attract patient segments seeking procedural certainty and medical security, thereby neutralising the facility advantages of private competitors.

This study has several limitations. First, the analysis is site-specific at Putri Hijau Hospital in Medan, so the generalizability of the findings may differ if applied to military hospitals in regions with lower levels of private competition. Second, the weighting and assessment in the SWOT matrix still contain elements of subjectivity from management informants, despite data triangulation. Third, this is a cross-sectional study that captures conditions over a specific period, thus requiring periodic evaluation given the dynamic nature of government regulations and BPJS policies.

Conclusions

This study concludes that Putri Hijau Level II Hospital in Medan is strategically positioned in Quadrant I (Grow and Build). With an internal score of 2.86 and an external score of 2.51, the hospital has sufficient capabilities to capitalise on the significant opportunities posed by the National Health Insurance (JKN)-BPJS program to offset the threat of technological competition from the private sector. The most recommended service development strategy is an aggressive

strategy (SO Strategy) that focuses on digital transformation through the implementation of electronic medical records and the strengthening of superior service units. Through the integration of disciplined medical staff professionalism and technological efficiency, the hospital can transform into a modern healthcare institution capable of providing excellent and sustainable services to the wider community.

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