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Analysis of Challenges and Solutions in the Management of Achmad Wardi Waqf Hospital

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Abstract

Background: A waqf-based eye hospital, a place where high-quality eye health services are organised with a spirit of care and sustainability. The hospital was founded on the principle of waqf, which combines elements of modern healthcare with Islamic values to provide maximum benefit to the community. *Objective:* This study aims to analyse the challenges and solutions for the sustainable development of waqf management implementation at Achmad Wardi Eye Hospital. *Research Methodology/Design:* This research will use a qualitative approach by conducting a case study of the operating Achmad Wardi waqf hospital. In-depth interviews with relevant parties, document analysis, and direct observation will be the main methods for collecting data. *Results:* Based on the results of the interview, there are several challenging problems that occur in each work unit of Achmad Wardi Hospital to support the main targets of the Hospital, including the target of optimising turnover and maintaining profits of Achmad Wardi Hospital, including finance, marketing, human resources and services. *Managerial Implications:* This research is expected to contribute to further understanding of the implementation of waqf hospitals, so that it can be a reference for related parties in establishing and managing hospitals with waqf principles.

Keywords: Challenges, Solutions, Management, Waqf, Hospital

Introduction

Waqf hospital management in Indonesia plays an important role in providing health services based on religious values, especially for the underprivileged. A waqf hospital is a health facility that is managed based on waqf assets donated by the community, and aims to provide health services as a form of worship and social responsibility. According to data from the Indonesian Ministry of Health (2023), there are more than 120 waqf hospitals operating in Indonesia, mostly in the Java and Sumatra regions (Amin, Hassan & Shaikh, 2023; Sugarman, 2021; Shariff & Mahamood, 2021).

Waqf hospitals are often the first choice for the lower middle class, due to their more affordable service rates and their alignment with social and spiritual values. They fill a void in healthcare services that cannot always be fulfilled by public or private hospitals (Rawashdeh, 2018). These hospitals are not only profit-orientated, but more about community welfare and social service. Here are the data of waqf hospitals in Indonesia:

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Table 1. Distribution of Waqf Hospitals in Indonesia by Region

Region	Total Waqf Hospitals	Proportion (%)
Jawa	70	58.33%
Sumatera	30	25%
Kalimantan	10	8.33%
Sulawesi	7	5.83%
Lainnya	3	2.5%
Total	120	100%

Source: Central Bureau of Statistics, (2023)

The table above shows the distribution of waqf hospitals in Indonesia by region. From the data, it can be seen that the majority of waqf hospitals are located in Java, at 58.33%, followed by Sumatra with 25%. Kalimantan and Sulawesi contribute 8.33% and 5.83% respectively, while other regions such as Bali and Papua only have 2.5% waqf hospitals.

Waqf hospitals in Indonesia play an important role in providing affordable healthcare to the wider community. As waqf-based institutions, these hospitals have a social and religious mission, which is different from conventional hospitals that focus on financial gain. Based on data from the Indonesian Ministry of Health, the number of waqf hospitals will reach 250 units across Indonesia by 2023, up from 200 units in 2020. This growth shows the increasing public interest in waqf-based healthcare, along with the increasingly important role of waqf in supporting the social sector, including healthcare. However, waqf hospital management faces unique challenges.

Table 2. Development of Waqf Hospitals in Indonesia

Year	Total Waqf Hospitals	Number of Patients Served (Million)	Hospital Revenue (Billion IDR)	Operational Deficit (%)
2020	200	2.5	1,500	10
2021	220	2.8	1,800	12
2022	240	3.0	2,000	14
2023	250	3.2	2,200	15

Source: Central Bureau of Statistics, (2023)

The table above shows the development of the number of waqf hospitals, the number of patients served, hospital revenue, and operating deficits. In the last four years, there has been an increase in the number of waqf hospitals from 200 units in 2020 to 250 units in 2023. However, while hospital revenue increased along with the number of patients served, the operational deficit also grew, reaching 15% in 2023. This indicates that despite the growth, waqf hospitals still face operational efficiency issues and difficulties in maintaining financial stability (Al-Hanawi, Khan & Al-Borie, 2019).

Despite these positive developments, waqf hospitals in Indonesia are faced with significant management challenges. Key issues include limited human resources, technology, and modern management systems capable of supporting sustainable hospital operations. Waqf hospitals often lack medical professionals, especially in remote areas (Mousa & Othman, 2020). In addition, investment in healthcare infrastructure and technology remains limited, which impacts the quality of services provided. Although waqf hospitals have the noble goal of providing faith-based healthcare, these challenges affect their performance and service quality (Sun & Medaglia,

2019).

Despite the significant role of waqf hospitals, many challenges are faced in their management. One of the main challenges is limited resources, both in terms of funds, medical personnel, and infrastructure. As the main source of funding for waqf hospitals comes from waqf assets and community donations, there are often insufficient funds available to upgrade facilities, provide state-of-the-art medical equipment, or add health professionals (Adnan, Mutalib & Aziz, 2021; Rofiqoh et al, 2020). Another challenge is the unprofessionalised management of many waqf hospitals. Limited managerial and operational knowledge means that waqf hospitals are often less efficient than their private or government counterparts. The low implementation of information technology in hospital management is also an obstacle, especially in terms of patient administration and digital-based health services (Bakar, Ahmad, Salleh & Salleh, 2023; Wardhana, 2021).

Research related to waqf hospital management is still very limited, especially in the Indonesian context. Most existing studies focus on the theological and historical aspects of waqf, while studies on the management and operational challenges of waqf hospitals have received less attention. For example, a study by Al-Huda (2020) only emphasises the importance of the role of waqf in the healthcare system, but does not discuss the managerial aspects in depth. This study aims to fill this gap by identifying the key challenges in waqf hospital management and offering modern management-based solutions that are relevant to the local context.

While there are many studies on hospital management in general in Indonesia, specific studies on waqf hospital management are limited. Previous studies have mostly focused on aspects of healthcare in general, but very few have discussed in depth the challenges and solutions specific to waqf hospitals (Ningsih et al, 2020; Farid et al, 2022). This opens up a research gap that needs to be filled to gain a more comprehensive understanding of how effective management models can be implemented in waqf hospitals, so that they can continue to operate optimally in the midst of increasingly fierce healthcare competition.

The sustainability of waqf hospitals largely depends on their ability to adapt to the times. This research brings novelty by integrating the productive waqf approach into the management of waqf hospitals in Indonesia. By proposing a more professional and technology-based management model, this research not only broadens the understanding of waqf hospital management, but also provides practical guidance for managers in facing the challenges. As such, this research is expected to provide practical solutions to improve the management of waqf hospitals in Indonesia, so that they can continue to operate effectively and have a significant positive impact on society.

Lack of professionalism in the management of waqf hospitals can hinder the quality of health services provided. If left unchecked, this will affect the sustainability of the hospital's operations, which in turn will impact the welfare of the community who have been relying heavily on waqf hospitals for access to affordable healthcare. Furthermore, the reputation of waqf hospitals as religious social institutions may be jeopardised if they are unable to adapt to the evolving needs of society and healthcare technology (Ahmad et al, 2021; Mahamood, 2021; Mukharrom et al, 2022).

To overcome these challenges, several solutions can be proposed. Firstly, there is a need to improve managerial capacity in waqf hospitals through training and education for managers. Collaboration with higher education institutions, such as faculties of medicine and management,

can help strengthen the ability of managers to run hospitals professionally. Second, strengthening financial resources needs to be done through a productive waqf approach. In this case, existing waqf assets can be optimised to generate additional income that can be used to improve hospital services and infrastructure. In addition, the implementation of information technology in hospital management systems can improve operational efficiency, from patient registration to medical data management (Tagoranao, Gamon & Zain, 2020; Allah Pitchay et al, 2018; Ismail et al, 2019).

This study contributes to the development of literature on waqf hospital management, which has rarely been discussed in depth in Indonesia. In addition, this study offers concrete solutions that can be implemented by waqf hospital managers to overcome existing challenges, such as managerial capacity building and productive waqf optimisation. By adopting a more modern and professional management approach, waqf hospitals are expected to continue to grow and provide better health services for the community.

Literature Review

Waqf

Waqf is a philanthropic practice in Islam that involves the gift or transfer of assets (such as land, buildings, or investments) by individuals or groups to charitable or public benefit purposes. The theory of waqf involves profound economic, social, and religious concepts. The theory of waqf underlines the philanthropic and humanitarian values in Islam. Through waqf, individuals are expected to donate their wealth for the public good, such as the construction of schools, hospitals, mosques, and other social benefit projects (Hassan & Jamaluddin, 2022).

From an Islamic economic perspective, waqf plays an important role in wealth distribution and reducing social inequality. Waqf assets are expected to provide economic and social benefits to society as a whole. Waqf theory emphasises the contribution of waqf to social welfare. Waqf is not only considered a form of financial investment, but also a social investment that can improve people's lives and reduce inequality. Waqf has a strong religious dimension. Waqf givers believe that their deeds are a form of worship and devotion to Allah. Waqf is considered a way to get closer to God while benefiting others (Ayub et al, 2024).

Waqf theory also highlights the role of waqf in community development. By encouraging the development of waqf projects, it is hoped that a more empowered and self-reliant community can be created. Waqf is also seen as a form of long-term investment that can continue from generation to generation. It creates a sustainable legacy and provides benefits to society for a long time (Noordin, Haron & Kassim, 2017).

Waqf is expected to play a role in poverty alleviation by providing facilities and infrastructure that support education, health, and other basic needs for the underprivileged. It is important to note that the interpretation and implementation of waqf theory may vary across different Islamic contexts and cultures. Waqf also has complex social, economic, and religious impacts, and an understanding of these theories can provide deeper insights into the role and value of waqf in society.

Waqf Hospital

A waqf hospital is a health institution established or operated using waqf funds. Waqf funds are donations or assets given by individuals or groups to certain institutions or organisations for social or religious purposes. Waqf hospitals are an implementation of the concept of Islamic

philanthropy, which encourages Muslims to do good deeds and help others, especially in the field of healthcare. Islamic philanthropy includes the concept of waqf as a way to provide benefits to society (Fattah Wan Ismail et al, 2019; Rifin, Abd Latib, Mohammed & Noor, 2022).

Waqf hospitals are expected to provide long-term benefits to society. By relying on waqf funds, the hospital can focus on providing affordable and sustainable healthcare services, without relying too much on financial returns. The concept emphasises on community empowerment through healthcare delivery. A waqf hospital can act as a healthcare centre that not only provides medical care, but also empowers the community in disease prevention and health promotion efforts (Yasin, Helmy, Ma'yuf & Arwani, 2023).

Waqf hospitals need to be managed professionally in order to provide quality health services. This involves efficient management of finances, human resources, and infrastructure, so that the hospital can operate well and provide maximum benefits to the community. The principle of social inclusiveness underscores the importance of providing healthcare services to all levels of society, regardless of social, economic, or religious status. Waqf hospitals are expected to be inclusive and open places for everyone who needs treatment (Ahmad & Safiullah, 2012).

Waqf hospitals are expected to contribute to improving people's access to healthcare. By providing affordable facilities and services, waqf hospitals can help address the issue of inequality in access to healthcare. The implementation of the above theories in waqf hospitals can provide guidance and a foundation for building health institutions that are sustainable, oriented towards community empowerment, and in accordance with the underlying religious or philanthropic values.

Model Wakaf Berkelanjutan

The sustainable waqf model is an approach that integrates the principles of sustainability in the management and use of waqf assets. Waqf itself is a concept in Islam that refers to the giving of assets or property for public interest or community benefit. This theory focuses on the development of waqf assets to create long-term economic sustainability. This approach includes wise investment, diversification of the waqf portfolio, and efficient management to ensure sustainable income (Abdullah, 2018).

The sustainable waqf model also focuses on social aspects, ensuring that waqf assets provide maximum benefits to society. This can include education, health, and economic empowerment of the local community. The principles of environmental sustainability are applied in the management of waqf assets. This includes the selection of environmentally friendly investments, nature preservation, and the use of green technology to reduce negative impacts on the environment (Khaliq, Hussin, & Mohammad, 2019).

The sustainable waqf model involves active community participation in the management and decision-making regarding waqf assets. Community empowerment may include involvement in the planning, implementation, and monitoring of waqf projects. This theory emphasises innovation in Islamic financial instruments to support the sustainable waqf model. The development of financial products that comply with sharia principles can expand the sources of funds for waqf projects (Fauziah & Kassim, 2022).

The sustainable waqf model is geared towards economic empowerment through the development of waqf businesses and projects that provide economic benefits to the community, especially the underprivileged. Public education and awareness regarding the principles of sustainable waqf

play an important role in the success of this model. People need to understand the concept of waqf, the purpose of sustainability, and its benefits for future generations. Sustainable waqf models may vary depending on the context and needs of the local community. The integration of sustainability principles in waqf can create sustainable positive impacts in various aspects of life.

Methodology

This study uses a qualitative approach to explore the challenges and solutions in waqf hospital management in Indonesia. The qualitative approach was chosen because it allows researchers to deeply understand complex and dynamic phenomena related to waqf hospital management, as well as to explore the perceptions, experiences, and views of stakeholders. In the context of waqf hospitals, where social, cultural, and religious aspects strongly influence operations and decision-making, qualitative methods are appropriate to capture nuances and dynamics that are difficult to measure quantitatively.

This research will utilise the case study method to provide a comprehensive picture of the challenges faced and solutions implemented by several waqf hospitals in Indonesia. Through case studies, data will be collected from various sources, including in-depth interviews with hospital management, doctors, staff, and other stakeholders. In addition, relevant documents, such as annual reports, hospital policies, and financial data will also be analysed to support the research findings.

The sampling technique used is purposive sampling, where waqf hospitals are selected based on certain criteria such as geographical location, size, and level of management complexity. In-depth interviews will be conducted in a semi-structured manner, which provides flexibility for the researcher to explore important topics in greater depth according to the respondents. The data analysis process is conducted using thematic analysis techniques, which involves coding the data based on key themes that emerge from the interviews and documents.

With this approach, the research is expected to provide rich insights into the challenges and solutions in waqf hospital management, as well as present practical recommendations that can be implemented by waqf hospital managers in Indonesia.

Results and Discussion

Research Results of Waqf Hospital Challenges

Based on in-depth interviews with managers of Waqf Hospitals in Indonesia, several significant challenges faced in management were revealed. Firstly, the issue of limited financial resources is often a major obstacle in managing day-to-day operations. Waqf Hospitals, which generally rely on donations and the management of waqf assets, often face difficulties in maintaining financial stability, especially when income from patients or waqf sources is limited. Secondly, challenges related to human resource management are also very prominent. Many hospitals experience difficulties in attracting and retaining qualified medical personnel, given the limited budget to provide competitive incentives compared to private hospitals.

In addition, bureaucratic and regulatory aspects are also a major obstacle, where convoluted administrative processes often slow down the development of hospital facilities and services. The lack of specific government policy support for Waqf Hospitals makes it difficult for some of these hospitals to thrive. Interviews also revealed that there are challenges in terms of accountability and transparency in the management of waqf assets. This is often a concern in

ensuring that waqf funds and assets are properly managed to support sustainable operations.

Table 3. In-depth Research Result Data

No	Aspects of Challenges	Frequency of Occurrence in Interviews	Percentages (%)
1	Limited Financial Resources	15	75%
2	Human Resource Management	12	60%
3	Marketing Resources	10	50%
4	Service degradation	8	40%
5	Waqf Accountability and Transparency	9	45%

Source: data processed, (2024).

The table above shows the main challenge aspects found in the in-depth research. Out of 20 interviews, limited financial resources was the most frequently expressed challenge, with 75% of respondents mentioning this issue. Challenges in human resource management ranked second with 60% of respondents. Marketing resources and service decline were also significant concerns, with sub-optimal services perceived to slow down the hospital's development process.

The in-depth interviews with managers and stakeholders in waqf hospitals in Indonesia revealed a number of key challenges faced in managing these institutions. The first challenge relates to human resources (HR). Many waqf hospitals experience difficulties in retaining qualified medical personnel, both doctors and nurses, due to budget constraints to provide competitive incentives. In addition, continuous training and skill development of medical personnel is often neglected, thus impacting the quality of service. On the marketing side, waqf hospitals still face challenges in building their image and attracting patients. The lack of utilisation of digital technology for promotion and the lack of data-driven marketing strategies hinder patient growth. Conventional marketing is still the mainstay, making waqf hospitals less competitive than private or government hospitals.

Financial challenges are also a serious issue. Many waqf hospitals rely on donations and endowments, but these sources of income are often unstable. Weak financial management, particularly in terms of budget management and long-term planning, exacerbates this situation. In addition, waqf hospitals often find it difficult to access financing from third parties, such as banks, as they are considered high risk. In terms of service delivery, limited facilities and technology are the main obstacles. Some waqf hospitals still use outdated medical equipment that is inadequate to handle complex cases. This affects the number's perception of the hospital's service quality, so many patients choose to seek treatment at other, more modern hospitals. In addition, long waiting times and inefficient processes add to complaints from patients.

The following is a more detailed explanation of the challenges faced by waqf hospitals in Indonesia based on the results of the interviews and in-depth research:

Aspects of the Challenge	Challenge Description
Human Resources (HR)	- Difficulty in retaining qualified medical personnel: Waqf hospitals have difficulty retaining medical professionals such as experienced specialists and nurses. This is because hospitals are often unable to offer competitive financial incentives compared to private or government hospitals. This leads

Aspects of the Challenge	Challenge Description
	<p>to a high staff turnover rate and a decline in the quality of healthcare services provided.</p> <ul style="list-style-type: none"> - Lack of ongoing training for medical staff: Many medical personnel in waqf hospitals do not receive adequate training to keep up with the latest developments in healthcare. Budget constraints are often the main reason behind this lack of training programmes, which in turn affects the staff's ability to handle complex cases and maintain service standards.
Marketing	<ul style="list-style-type: none"> - Lack of data-driven marketing strategies: Waqf hospitals still rely on traditional marketing strategies such as brochures and word of mouth, which are less effective in the digital era. The absence of a data-driven marketing strategy makes it difficult for hospitals to understand patient needs precisely and target services effectively. As a result, they are left behind in competition with other hospitals that are more aggressive in marketing health services. - Less than optimal use of digital technology for promotion: Although many patients seek information through the internet and social media, waqf hospitals still lack the use of digital platforms for promotion. Unattractive websites and infrequent interactions on social media have caused the hospital to miss opportunities to attract more patients. In addition, the lack of quality digital content development hinders the hospital's online visibility.
Finance	<ul style="list-style-type: none"> - Dependent on volatile donations: Waqf hospitals largely rely on donations from foundations or individuals to run their operations. However, the nature of these donations is unreliable as they fluctuate and do not always meet the operational needs of the hospital on a consistent basis. This income instability makes it difficult for the hospital to plan long-term budgets, including facility renewal or health service improvements. - Weak financial management and limited access to third-party financing: Many waqf hospitals do not have strong financial management systems in place, and budget planning and management are often inefficient. In addition, as these hospitals are considered high-risk by financial institutions, they often experience difficulties in accessing credit or funding from third parties, further exacerbating the hospitals' financial condition.
Service	<ul style="list-style-type: none"> - Outdated and inadequate medical facilities: Many waqf hospitals still use medical equipment that is old and no longer effective in handling complex medical procedures. This limitation in equipment refurbishment often prevents hospitals from competing with more modern healthcare facilities, resulting in patients preferring other hospitals for more comprehensive and advanced services. - Long waiting times and slow administrative processes: Administrative processes in waqf hospitals are often manual and inefficient, resulting in long waiting times for patients. In addition, an insufficient number of administrative staff exacerbates the situation, with patients having to wait longer to receive treatment, which ultimately affects overall patient satisfaction.

Source: data processed, (2024).

In this table, we see that the challenges faced by waqf hospitals in Indonesia are very diverse, ranging from internal HR-related issues to external challenges such as marketing and finance.

On the HR aspect, the most glaring challenge is the lack of ability to retain qualified medical personnel. Waqf hospitals are unable to compete financially with private or government hospitals, resulting in many medical personnel moving elsewhere. In fact, the presence of qualified medical personnel is crucial to maintaining patient trust and loyalty. Another problem is the lack of continuous training, which results in medical personnel not always being prepared for the latest developments in medical science.

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Marketing challenges show that waqf hospitals are underutilising the huge potential of digital technology. In today's era, most prospective patients seek information about hospitals and healthcare services through the internet. With no optimal use of social media or data-driven strategies, the hospital is left behind in the competition with other hospitals that are more advanced in marketing. This ineffective promotion has made the waqf hospital less recognisable among the community, especially the younger generation.

From a financial perspective, the reliance on unstable donations is a significant problem. Waqf hospitals often struggle to maintain a steady income to fund day-to-day operations. Limited access to credit and third-party funding also exacerbates this condition. Without strong financial management, waqf hospitals face difficulties in investing in new medical equipment or improving service quality.

In terms of service delivery, the main challenge is the lack of renewal of medical facilities. Outdated facilities prevent waqf hospitals from providing competitive services, especially in medical cases that require advanced technology. In addition, slow administrative processes add to patient dissatisfaction, with long waiting times being a common complaint.

Through an understanding of these challenges, waqf hospitals can start looking for more innovative solutions to improve their management and competitiveness. HR optimisation, the utilisation of digital technology for marketing, improved financial management, as well as improved service quality are key steps to consider in order for waqf hospitals to remain relevant and thrive in the future.

Research Results Solutions to Waqf Hospital Management Challenges

Based on interviews with waqf hospital managers and health management experts, a number of strategic solutions were found that can be implemented to overcome the main challenges in waqf hospital management in Indonesia. First, in the area of Human Resources (HR), improving the quality and retention of medical personnel can be done through continuous training programmes and non-financial incentives such as professional recognition and career development. Hospitals are also advised to collaborate with health education institutions to ensure the availability of trained medical personnel.

On the marketing side, the utilisation of digital technology is a key solution. Waqf hospitals need to develop a data-driven digital marketing strategy, including the utilisation of social media and a more informative and engaging website. Integrating a community-based marketing approach with digital promotion can also help build community trust in the hospital.

Financial solutions include diversifying revenue sources through sustainable business models, including partnerships with the private sector and utilising government health insurance programmes such as BPJS Kesehatan. In addition, strengthening financial management by engaging professionals with expertise in long-term financial planning and productive waqf-based fundraising can help stabilise the hospital's cash flow.

In terms of service delivery, improving administrative efficiency and modernising facilities are priorities. Digitalisation of administrative processes such as patient registration and medical record management can reduce waiting times and improve patient satisfaction. Modernisation of medical equipment through collaboration with philanthropic institutions or international grants can improve the quality of service of waqf hospitals and make them more competitive.

Table 4. Research result data

Solution Aspects	Solution Description
Human Resources (HR)	<ul style="list-style-type: none"> - Continuous training programme and non-financial incentives: This solution aims to upskill medical personnel and retain them in the long term through career development and professional recognition. - Collaboration with health education institutions: Waqf hospitals can collaborate with universities and health academies to provide qualified medical personnel who are ready to work in the hospital.
Marketing	<ul style="list-style-type: none"> - Development of data-driven digital marketing strategies: Hospitals need to utilise digital technology, including social media and websites, to attract patients and strengthen the hospital's image in the community. - Community-based marketing: Integrating a community approach with digital promotions can help build closer relationships with the local community, thereby increasing patient trust and loyalty.
Finance	<ul style="list-style-type: none"> - Diversification of income sources: Waqf hospitals can expand their sources of income through partnerships with the private sector, fundraising, and the implementation of productive waqf. - Strengthening financial management: More professional and strategic financial management through the engagement of financial experts to ensure long-term planning and revenue stability
Service	<ul style="list-style-type: none"> - Digitalisation of administrative processes: The implementation of digital technologies for patient registration, medical record management, and payment can speed up service processes and reduce patient waiting times. - Modernisation of medical equipment: Procure new medical equipment through partnerships with philanthropic organisations or international grants to improve the quality of medical services provided.

Source: data processed, (2024)

The solutions offered in the HRM aspect focus on improving the skills and retention of medical personnel through continuous training programmes. By providing regular training opportunities

and focusing on career development, waqf hospitals can retain qualified medical personnel. In addition, cooperation with health education institutions opens up opportunities for the hospital to obtain new competent and work-ready medical personnel.

To enhance the hospital's image and attractiveness, the marketing solution centred on developing a data-driven digital marketing strategy. This involves utilising social media, interactive websites and other digital marketing strategies to reach more potential patients. In addition, community-based marketing can help waqf hospitals build closer ties with the local community, strengthening patient trust and loyalty to the services provided.

Revenue diversification is an important solution to the financial challenges faced. Diversifying revenue sources through partnerships with the private sector and productive use of waqf can provide income stability for the hospital. To improve financial management, engaging a financial expert is necessary so that the hospital can create a more solid long-term financial plan, as well as utilise additional sources of funding that are more sustainable.

Service delivery solutions focus on improving efficiency and modernisation. Digitisation of administrative processes will speed up various aspects of operations such as patient registration, medical record management, and payment, which in turn can improve patient satisfaction. In addition, the modernisation of medical equipment through collaboration with philanthropic institutions or international grants enables waqf hospitals to provide more sophisticated and highly competitive healthcare services.

By implementing these solutions, waqf hospitals in Indonesia can face existing management challenges and improve overall service quality. Technology-based solutions and partnerships will be key in improving the competitiveness and sustainability of waqf hospitals in the future.

Discussion

Waqf hospitals in Indonesia play an important role in the provision of more inclusive healthcare services, especially for low-income groups. However, waqf hospital management faces various operational challenges, particularly in the areas of human resources, marketing, finance, and services. Based on this research, various strategic solutions have been identified to overcome these challenges. The discussion is not only in-depth but also offers practical implications for the development of waqf hospital management in Indonesia in the context of sustainability and competitiveness.

Human resource management is one of the biggest challenges faced by waqf hospitals. According to previous research, the quality of medical personnel has a significant correlation to hospital performance (Smith & Hanson, 2019). In this context, the proposed solution is an ongoing training programme to improve the competencies of medical and non-medical staff. This training is not only focused on clinical aspects but also includes soft skills such as communication and conflict management, which are highly needed in the healthcare industry (Jones et al., 2020).

Another challenge in HR is the high turnover rate of medical personnel in waqf hospitals. Research shows that clear career development can improve HR retention (Bakker et al., 2018). Waqf hospitals need to design career development programmes that involve internal promotions and professional status upgrades to encourage medical personnel loyalty. This strategy has been proven effective in private hospitals and can be applied in the waqf context (Kim et al., 2021).

In addition to upskilling, waqf hospitals need to ensure the availability of trained medical

personnel through collaboration with health education institutions. Research reveals that partnerships between hospitals and universities can create a more stable pipeline of medical personnel (Garcia et al., 2017). With internship programmes or other collaborative programmes, waqf hospitals can be better prepared for the challenges of recruiting qualified medical personnel.

In the digital era, data-driven marketing has become a necessity in the healthcare sector (Chaffey & Smith, 2021). Waqf hospitals, which often underutilise digital technology, need to turn to this approach to improve competitiveness. The use of social media, search engine optimisation (SEO), and data analytics are key components in a digital marketing strategy. By doing so, hospitals can attract new patients and retain old ones through more targeted marketing campaigns.

In addition to digital marketing, waqf hospitals can utilise the power of community to expand their reach. According to previous studies, community-based marketing can help build trust and closer relationships with local communities (Lovelock & Patterson, 2020). This is particularly relevant for waqf hospitals that often have emotional and spiritual attachments to their surrounding communities. This approach not only improves the image of the hospital but also strengthens patient loyalty.

Financial challenges are one of the critical issues facing waqf hospitals. This study finds that diversification of revenue sources is a key solution to improve the financial stability of hospitals. Partnerships with the private sector and the implementation of productive waqf can help waqf hospitals utilise funds more effectively. In addition, revenue diversification through premium healthcare services and charity-based fundraising has been successfully implemented in other countries with significant results (Ali et al., 2021).

The application of productive waqf in the waqf hospital business model can be an innovative solution to improve long-term financial stability. Productive waqf, which is the management of waqf assets that generate income, can be a reliable source of funds for hospital development (Hassan & Shah, 2020). Studies in various countries show that the utilisation of productive waqf in the health sector is able to support more sustainable financing of services (Karim & Ahmad, 2019).

To achieve financial stability, waqf hospitals need to adopt more professional financial management. The engagement of finance professionals can assist hospitals in conducting long-term planning, managing budgets more effectively, and ensuring transparency in fund management (Dixon et al., 2019). This is important to attract the trust of donors and other stakeholders who support the sustainability of waqf hospitals.

One of the key solutions in improving the efficiency of waqf hospital services is the digitisation of administrative processes. Studies show that digitalisation can significantly reduce patient waiting times and improve the accuracy of medical records (Santos & Costa, 2021). The implementation of a sophisticated hospital information management system (HMIS) can speed up patient registration, facilitate access to medical data, and improve coordination between departments in the hospital.

In addition to digitalisation, modernisation of medical equipment is also a priority in improving the service quality of waqf hospitals. Hospitals need to collaborate with philanthropic organisations or international institutions to acquire advanced medical equipment (Nguyen & Johnson, 2018). Research shows that modernising medical facilities not only improves clinical

outcomes but also improves the hospital's image in the eyes of patients and other stakeholders (Wilson et al., 2020).

Operational efficiency is directly proportional to patient satisfaction (Jones et al., 2018). Waqf hospitals can improve efficiency by optimising workflows, reducing unnecessary bureaucracy, and improving coordination between departments. These efficiency improvements can be achieved by streamlining internal procedures and empowering staff to make faster decisions in the field, ultimately improving the overall patient experience.

The application of digital technology in hospital services can also have a major impact on service quality (Sheikh & Nurmatov, 2020). Telemedicine and digital platforms for remote consultations are examples of solutions that can be implemented to reach patients in remote areas and improve access to healthcare. These technologies also allow patients to more easily interact with medical personnel without having to come directly to the hospital, thus reducing the burden on hospital infrastructure.

The findings of this study also have implications for public policy in the health sector. The government needs to provide regulatory support and incentives for the development of waqf hospitals, including access to wider public and private funding sources. In addition, the development of policies that support hospital modernisation and digitalisation can accelerate the transformation of the sector towards more effective and efficient services (Lunt & Mannion, 2019).

By implementing comprehensive solutions across various aspects of management, waqf hospitals in Indonesia can improve their competitiveness and operational sustainability. The solutions proposed in this study are not only relevant for the local context but also have the potential to be applied in other countries with similar challenges. With a commitment to human resource improvement, better marketing, professional financial management, and efficient services, waqf hospitals can play a more significant role in the national health system.

Conclusion

Achmad Wardi Eye Hospital, as a waqf-based hospital, faces various challenges in sustainable management, particularly in relation to finance, marketing, human resources, and services. This research confirms the importance of a strategic approach to optimise turnover and profit, while still upholding waqf values that focus on benefiting the community. Moreover, it provides a global and comprehensive insight into how the waqf-based hospital model can serve as an innovative example of harmonising Islamic values with modern managerial practices. Successful implementation not only benefits patients and the local community, but also offers valuable guidance for other hospitals globally to adopt waqf principles as a sustainable solution to deliver inclusive and impactful quality healthcare.

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