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Legal Analysis of the Authority of Regional Governments in the Management of Regional Public Hospitals with the Status of Regional Public Service Agencies (Blud) from the Perspective of State Administrative Law

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Abstract. *The development of the management of the Regional General Hospital is an effort by the government to overcome various problems that always arise in the management of government hospitals, namely the difficulty of predicting the service needs of the community and the need for resources to support them. The purpose of this study is to analyze and describe the authority of the regional government in the management of regional general hospitals with the status of Regional Public Service Agency (BLUD) from the perspective of state administrative law. To analyze and describe the weaknesses of the regional government in the management of regional general hospitals with the status of Regional Public Service Agency (BLUD) from the perspective of state administrative law. To analyze and describe efforts to overcome the weaknesses of the regional government in the management of regional general hospitals with the status of Regional Public Service Agency (BLUD) from the perspective of state administrative law. The method used by the researcher is a normative juridical research method, with the approaches used being a legislative approach and a conceptual approach. This research is prescriptive research. The data sources and types used in this study are secondary data obtained from literature studies. The data were analyzed qualitatively using welfare state theory, legal effectiveness theory, and authority theory. Based on the results of the study, the authority of regional governments in managing Regional General Hospitals (RSUD) with the status of Regional Public Service Agencies (BLUD) is rooted in the principle of regional autonomy, where regional governments have the right to organize government affairs, including health affairs. From the perspective of state administrative law, this authority includes planning, implementation, guidance, and supervision that are more flexible than ordinary SKPD, with the aim of improving the professionalism and quality of public services. This flexibility is especially in financial management, where BLUD RSUD is given leeway to implement healthy business practices for the sake of efficiency and effectiveness of services. The weaknesses of regional governments in managing RSUD with BLUD status, from the perspective of state administrative law, include the weakness of incompetent human resources, the lack of understanding of the regional bureaucracy regarding the essence of BLUD, the dynamics of official turnover that hinders sustainability, and limited internal control that can lead to the risk of*

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opportunistic behavior. In addition, there are also obstacles beyond the direct control of regional governments such as the mistaken view that BLUD aims to seek commercial profits. Efforts to address regional government weaknesses in managing regional public hospitals (RSUD) and hospitals (BLUD) from a state administrative law perspective include increasing human resource capacity and understanding of BLUD regulations, improving financial governance and optimal use of information systems, and strengthening communication synergies between regional governments and hospitals. Furthermore, it is necessary to prepare supporting instruments such as operational guidelines, promote transparency and accountability, and implement principles of efficiency and entrepreneurship.

Keywords: *Authority; Regional Government; Regional Public Hospital; Regional Public Service Agency (BLUD); State Administrative Law.*

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1. Introduction

Health is a human right and one of the elements of welfare that must be realized in accordance with the ideals of the Indonesian nation as referred to in Pancasila and Article 2H paragraph (1) and Article 34 paragraph (3) of the 1945 Constitution of the Republic of Indonesia. Everyone has the right to live in physical and spiritual prosperity, to have a place to live, and to have a good and healthy living environment and has the right to receive health services. The state is responsible for providing adequate health service facilities and public service facilities.[1]To establish a quality health care system, health resources are needed. Health resources are everything that supports the running of the health care system, as stated in Law Number 17 of 2023 concerning Health in Article (1). In addition to humans, according to Law Number 17 of 2023, health resources are funds, health supplies, pharmaceutical preparations and medical devices as well as health care facilities and technology that are used to organize health efforts carried out by the government, regional governments, and/or the community.[2]

To ensure the efficient use of all health resources, particularly those administered by the government, various laws and regulations have been established. These include the regulation of the health system in Law Number 36 of 2009 concerning Health, which was updated with the latest Law Number 17 of 2023 concerning Health. Currently, all health systems are regulated by a single omnibus law. However, some older laws and regulations remain in effect until the new derivative laws are finalized.

One of the health resources regulated by the government is funding and financing. There is a financial management pattern in government-owned institutions/agencies, including government-owned health services, with the Public Service Agency (BLU) system, and in regions, Government Agencies are referred to as Regional Public Service Agencies (BLUD). According to Law Number 1 of 2004 concerning State Treasury, specifically Articles 68 and 69, government agencies whose primary duty and function is to provide services to the public can implement a flexible financial management pattern that emphasizes productivity, efficiency, and effectiveness. Such agencies are referred to as Public Service Agencies (BLU). In 2005, Government Regulation Number 23 of 2005 was issued, which regulates financial management in Public Service Agencies. This reason became the basis for government agencies to be more autonomous in the financial sector. In 2012, Government Regulation Number 74 of 2012 was issued concerning amendments to Government Regulation Number 23 of 2005.

The goal of managing Regional General Hospitals (RSUD), which was initially established in 1953 to provide social services to the poor, has evolved. Today, RSUDs are required to provide services in both social and business forms, creating a cross-subsidy relationship between the non-poor and the poor. This represents a paradigm shift, where regional hospitals are no longer merely public service providers with a bureaucratic nature, but also serve as market providers and must be managed entrepreneurially.

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2. Research Methods

This type of research is normative juridical research. Normative juridical research provides a systematic explanation of the rules governing a particular legal category, analyzes the relationships between regulations, explains areas of difficulty, and possibly predicts future developments.[3]Normative legal research, also known as doctrinal legal research, is also known as library research or document study because this research is conducted or aimed only at written regulations or other legal materials.[4]In essence, research is carried out by examining library materials or secondary data consisting of primary legal materials, secondary legal materials and non-legal legal materials.

3. Results and Discussion

3.1. The Authority of Regional Governments in Managing Regional Public Hospitals with the Status of Regional Public Service Agencies (BLUD) from the Perspective of Current State Administrative Law

The purpose of establishing a Public Service Agency (BLU) is to improve public services in order to advance the general welfare and improve the nation's life. The assets of a Public Service Agency are state/regional assets that are not separated and are managed and utilized entirely to carry out the activities of the Public Service Agency concerned.[5]

The legal basis for the formation of BLUD is regulated in Government Regulation Number 12 of 2019 in Article 205 paragraph (1) which states that the Regional Government can form BLUD in order to improve services to the community in accordance with the provisions of laws and regulations. Furthermore, regional heads are also given the authority to determine BLUD flexibility policies, with the following provisions:[6]

1. In order to improve services to the public, the Regional Head has established a BLUD flexibility policy in a Regional Regulation which is implemented by BLUD management officials.

2. The BLUD management officer is responsible for implementing the BLUD flexibility policy in providing public service activities, especially in terms of the benefits and services produced.

[3]Johny Ibrahim, 2006, Theory and Methodology of Normative Legal Research, Bayu Publishing, Malang, p.26
[4]Soerjono Soekanto, and Sri Mamudji, 2004, Normative Legal Research, Raja Grafindo Persada, Jakarta, p. 14
[5]Article 68 of Law Number 1 of 2004
[6]Article 205 of the Republic of Indonesia Regulation Number 12 of 2019 concerning Regional Financial Management

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Then, the form of service to the community that can be established by the regional government BLUD is also determined, including:[7]

1. provision of goods and/or public services;
2. management of special funds to improve the economy and/or services to the community; However, not all and/or;
3. management of certain areas/regions for the purpose of improving the community's economy or public services.

In line with the provisions of Law Number 1 of 2004 in Article 64 paragraph (2) which states that BLU assets are state/regional assets which are not separated and are managed and utilized fully to carry out the activities of the BLU concerned, the following regulations are also regulated regarding the management of BLUD finances:[8]

1. BLUD is part of Regional Financial Management.
2. BLUD is an inseparable regional asset that is managed to carry out the relevant BLUD activities in accordance with the provisions of laws and regulations.
3. BLUD prepares business plans and budgets.
4. BLUD financial reports are prepared based on SAP.
5. BLUD financial guidance is carried out by PPKD and BLUD technical guidance is carried out by the head of SKPD who is responsible for the relevant Government Affairs.

The BLUD budget structure is generally the same as the Regional Revenue and Expenditure Budget (APBD), which consists of BLUD revenue, BLUD expenditure, and BLUD financing. This legal paper will further discuss BLUD financial management based on this budget structure.

In Law Number 32 of 2004 concerning Regional Government, Article 22 states that in implementing autonomy, regions have an obligation to provide health service facilities.[9]The services that regional governments must provide in the health sector are implemented through efforts to improve the quality of services at regional hospitals. Autonomy is granted

[7]Article 206 of Government Regulation of the Republic of Indonesia Number 12 of 2019 concerning Regional Financial Management
[8]Article 207 paragraph (1), (2), (3), (4) and Article 208 of the Government of the Republic of Indonesia Number 12 of 2019 concerning Regional Financial Management
[9]Law, Republic of Indonesia (2005). Number 32 of 2004 concerning Regional Government. Directorate General of Regional Autonomy, Jakarta.

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to regional hospital management to streamline and improve health services to the community.[10]

Regional Hospitals (RSD) play a crucial role in providing access to basic healthcare services for communities in specific areas. As the closest healthcare center, RSDs provide outpatient, inpatient, and emergency services, and serve as referral centers for further care. They also actively participate in disease prevention, health promotion, and disaster response. With these functions, RSDs not only safeguard individual health but also support the well-being of the community as a whole, ensuring that everyone has equal access to necessary healthcare services. The classification of RSDs, based on Government Regulation Number 72 of 2019 concerning Regional Apparatus, in Article 44E, reads:

1. Types of district/city hospitals consist of general hospitals and specialist hospitals.
2. District/city regional hospitals are classified based on the facilities and service capabilities of the district/city regional hospitals.
3. The classification of general hospitals at district/city level consists of:

a. Class A district/city general hospital;

b. Class B district/city general hospital;

c. Class C district/city general hospitals; and

d. Class D district/city general hospital.

1. The classification of special hospitals in district I city consists of:

a. Class A district/city special hospitals; and

b. Class B district/city special hospital.

1. The type and classification of district/city regional hospitals as referred to in paragraph (1) and paragraph (2) determine the size of the district/city regional hospital organization.

2. Provisions regarding facilities and service capabilities for classification of district/city hospitals as referred to in paragraph (3) and paragraph (4) are regulated in the Regulation of the Minister who administers Government Affairs in the health sector.

RSD is the backbone of the National Health Insurance (JKN), and its success depends on how RSD manages its services. RSD not only directly benefits the community in the health sector, but also plays a role in the education sector. RSD is the primary educational vehicle for training

[10]Sahuri, Chalid, & Fitriana, Adilla. 2014. Analysis of Medical Services at the Regional General Hospital (Rsud) of Meranti Islands Regency. Riau University.

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prospective healthcare workers (medical and non-medical). In addition to its educational function, RSD also contributes to a number of publications. Its significant role makes RSD a vital part of the Academic Health System program, which aims to improve health outcomes in a region through a cross-sectoral collaboration approach (Education, Health, and Local Government). Time has proven that RSD is able to catch up with the granting of authority and independence in the form of Financial Management as a Regional Public Service Agency (BLUD), which began to be implemented in 2009. The autonomy and flexibility obtained from the Regional Technical Institute (LTD) and BLUD have helped RSD overcome resource limitations through the Public Private Partnership (PPP) mechanism.[11]

Regional hospitals as hospitals owned by the regional government, then the first legislation that needs to be studied in more depth is related to the Regional Government Law. To respond to the desire for regional government autonomy, Law Number 22 of 1999 concerning Regional Government has mandated decentralization for central government affairs to the regions which was then implemented in 2001. This regional autonomy aims to improve services to the community. Considering this, in 2001, Presidential Decree Number 40 of 2001 was issued concerning Guidelines for Institutions and Management of Regional Hospitals which stipulates that RSD institutions can be in the form of Regional Technical Institutions (LTD) or Regionally Owned Enterprises (BUMD), this regulation was then followed by Government Regulation Number 8 of 2003 concerning Guidelines for Regional Device Organizations which states that RSD institutions are LTD.

3.2. Weaknesses of Regional Governments in Managing Regional Public Hospitals with Regional Public Service Agency (BLUD) Status from the Perspective of State Administrative Law

Regional public hospitals are government-owned units, specifically local governments, that provide healthcare services to the public. Hospitals require speed and accuracy in providing quality services, prioritizing public health and safety. To support this quality, an independent and flexible management system is required.[12]

Based on Law Number 44 of 2009 concerning Hospitals, hospitals established by the government and regional governments must be in the form of Technical Implementation Units of agencies tasked with the health sector, specific agencies, or regional technical institutions with management by public service agencies or regional public service agencies in accordance with statutory provisions. In other words, regional general hospitals must be in the form of regional public service agencies (BLUD).

Regional Public Service Agency (BLUD)is a Regional Work Unit (SKPD) or Work Unit within the SKPD within the local government that is established to provide services to the public in the form of providing goods and/or services that are sold without prioritizing profit, and in

[11]Basabih, Masyitoh. 2017. Regional Hospital White Paper. Regional Hospital Association, Jakarta
[12]Basabih, Masyitoh. 2017. Regional Hospital White Paper. Regional Hospital Association, Jakarta

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carrying out its activities based on the principles of efficiency and productivity. The journey to implement BLUD is not easy.

According to the Minister of Home Affairs Regulation Number 79 of 2018 concerning Regional Public Service Agencies, a regional public service agency (BLUD) is a system implemented by technical implementing units of regional agencies/agencies in providing services to the public that has flexibility in financial management patterns as an exception to general regional management provisions. Based on this definition, it can be concluded that BLUD has flexibility in the field of financial management with the aim of improving service delivery to the public.

Through the Minister of Home Affairs Regulation Number 79 of 2018 concerning Regional Public Service Agencies, the government created regulations regarding guidelines for regional governments in the financial management of regional public service agencies (PPK-BLUD). In accordance with these regulations, regional public hospitals implement the financial management pattern of regional public service agencies (PPK-BLUD). With these regulations, regional hospitals are encouraged to become regional public service agencies, one of which is RSUD dr. R. Soedjati Soemodiardjo Purwodadi. RSUD dr. R. Soedjati Soemodiardjo Purwodadi was designated as a regional public service agency in 2008 with the Regulation of the Regent (Perbup) of Grobogan Regency Number 30 of 2023 concerning the Second Amendment to the Regulation of the Regent of Grobogan Number 9 of 2021 concerning Procedures for Budgeting, Implementation and Administration, Reporting and Accountability as well as Monitoring and Evaluation of Grants and Social Assistance Sourced from the Regional Revenue and Expenditure Budget of Grobogan Regency. The 2023 Regent's Regulation regulates several changes, such as changes to paragraph (5) and the addition of paragraph (6) in Article 4, changes to Articles 15 and 16, as well as several changes to Article 21 and Article 52.

Before being designated as a regional public service agency, a work unit must undergo a series of processes and meet the requirements for BLUD status. In establishing a public service agency, Martapura Regional Public Hospital had to meet various requirements. These requirements include substantive, technical, and administrative requirements.

To fulfill administrative requirements, Dr. R. Soedjati Soemodiardjo Purwodadi Regional General Hospital must compile various documents, such as a statement of commitment to improve performance, a Governance Pattern, a Strategic Plan (Renstra), Minimum Service Standards, financial reports or financial prognosis/projections, and the latest audit report or a statement of willingness to be audited by an external government auditor. These documents must be prepared in accordance with applicable regulations and formats.

After meeting all requirements, the regional general hospital (RSUD) will transition to a regional public service agency (BLU). After being designated as a BLUD, the hospital must still adjust its financial management to comply with applicable regulations. Following BLUD status, the hospital must prepare a Business Plan and Budget (RBA) and Budget Implementation Document (DPA), establish service rates, manage procurement of goods and services, implement BLUD accounting, and develop the BLUD's organizational and human resources.

The local government's weaknesses in managing the Dr. R. Soedjati Soemodiardjo Regional General Hospital (RSUD) in Purwodadi, which has BLUD status, include a lack of competent human resources and a lack of budgetary support. These constraints can impact the quality and quantity of hospital services.[13]

Some of the obstacles faced in implementing BLUD are:[14]

1. There are certain requirements that must be met before becoming a BLUD

With its flexibility, the implementation of BLUDs has become an alternative financial management option for some regions. However, implementing BLUDs is not easy. Several requirements must be met by the regional government agencies (SKPD) or work units, including substantive, technical, and administrative requirements.[15]

First, the substantive requirements are met if the SKPD or work unit in the SKPD in question provides public services related to:

a. Provision of goods and/or public services to improve the quality and quantity of public services;

b. Management of certain areas/regions for the purpose of improving the community economy or public services; and/or

c. Management of special funds in order to improve the economy and/or services to the community.

Second, the technical requirements are met if:

a. Service performance in the field of duties and functions is worthy of being managed and its achievements improved through BLUD, as recommended by the regional secretary/head of the relevant SKPD;

b. The financial performance of the SKPD or work unit in the SKPD concerned is healthy, as shown in the BLUD designation proposal document.

Third, administrative requirements are met if the SKPD or Work Unit in the relevant SKPD can present all the following documents:

[13]Compilation of RSB Dr. R. Soedjati Soemodiardjo Regional General Hospital, Grobogan Regency for the period 2021 – 2026, Book II
[14] https://www.syncore.co.id/id/Problems-Related-to-BLUD-Management, December 6, 2023
[15]Article 29 of the Regulation of the Minister of Home Affairs Number 79 of 2018: concerning Regional Public Service Agencies

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a. Statement of commitment to improve service performance, finances and benefits for the community;
b. Governance patterns;
c. Strategic plan;
d. Basic financial reports or financial report forecasts/projections;
e. Minimum service standards;
f. The last audit report or statement of willingness to be audited independently

2. Constraints in the Internal and External Environment of BLUD

Obstacles in the internal environment of BLUD include the limited quality and quantity of human resources who understand BLUD operations. Meanwhile, obstacles in the external environment of BLUD, among others, come from the Regional Head, Chairperson/Member of the Regional People's Representative Council, officials in the Regional Secretariat such as the Legal Bureau/Section, Organizational Bureau/Section, Development Economic Bureau/Section, officials in the Regional Development Planning Agency (BAPPEDA), Regional Financial Management Officers (PPKD), officials in the Regional Inspectorate, and other SKPDs related to the implementation of BLUD, some of whom do not yet understand the essence, meaning and operations in the implementation of BLUD.[16]

This is also due to the highly dynamic turnover of officials in the regions, resulting in frequent replacements in local government. Those already familiar with BLUD implementation are replaced even though the BLUD itself has only just been established. This results in new officials needing to understand and learn more about BLUD.

3.3. Efforts to Overcome Weaknesses of Regional Governments in Managing Regional Public Hospitals with Regional Public Service Agency (BLUD) Status from the Perspective of State Administrative Law

Building an efficient public administration that serves the legitimate interests of citizens and state institutions is a national constitutional imperative and desirability. In fact, developing a functional, effective, and participatory state apparatus is an absolute prerequisite for achieving harmonious, sustainable, and social development in this country.[17]

[16]"Problems in the Implementation of the BLUD Financial Management Pattern," http://www.syncore.co.id/id/Permasalahan-dalam-Penerapan-PPK-BLUD
[17]Carolina Da Cruz, Sri Kusriyah, Widayati and Umar Ma'ruf, 2022, The Implementation of Good Governance Principles in Admission of Prospective Civil Servants, Journal of Sovereign Law Volume 5 Issue 1, Unissula, p. 45, https://jurnal.unissula.ac.id/index.php/RH/article/view/20476/6797

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Regional public hospitals (RSUD) with Regional Public Service Agency (BLUD) status have special financial management privileges. The BLUD model provides flexibility for hospitals to manage revenue directly from services without having to go through the lengthy regional budget (APBD) mechanism. However, in 2025, challenges will increase. On the one hand, demands for public accountability will intensify. On the other hand, the need for hospitals to move quickly in providing medical services cannot be delayed. This makes the financial accountability of BLUD hospitals a strategic issue that requires immediate resolution.[18]

Hospital financial management based on Regional Public Service Agencies (BLUD) has become a major concern for local governments in Indonesia. Since the implementation of the Minister of Home Affairs Regulation concerning BLUD financial management, an increasing number of hospitals have transformed into BLUDs to improve service flexibility and performance. However, in practice, many hospitals still face challenges in developing business budget plans (RBA), managing revenue, and accounting for financial reports in accordance with accountability standards. Therefore, the 2025 Hospital BLUD Financial Pattern Management Training is presented as a strategic solution to increase human resource capacity, strengthen governance systems, and address the latest regulatory challenges.

The Importance of BLUD Financial Accountability

The financial accountability of a hospital BLUD means the institution's ability to:

1. Manage income and expenses transparently.
2. Prepare reports in accordance with Government Accounting Standards (SAP).
3. Ensuring that every rupiah of public funds is used to improve services.
4. Providing accountability to local government and the community.

This accountability is very important to maintain public trust, while also ensuring the sustainability of RSUD's income.

Regulations Governing BLUD Accountability

Some of the latest regulations that strengthen the obligation of BLUD financial accountability in 2025 include:

1. Minister of Home Affairs Regulation Number 79 of 2018 concerning Regional Public Service Agencies.
2. Government Regulation Number 12 of 2019 concerning Regional Financial Management.

[18]https://www.pusatdiklatpemerintahan.com/tantangan-solusi-akuntabilitas-keuangan-blud-rumah-sakit-tahun-2025/

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3. Minister of Health Regulation Number 30 of 2019 concerning Hospital Classification and Licensing.
4. Government Accounting Standards (SAP).

More complete regulations can be accessed via the official website. Ministry of Finance of the Republic of Indonesia as an authoritative reference.

The Main Challenges of BLUD Hospital Financial Accountability

The year 2025 brings a number of significant challenges that hospitals operating under the BLUD model must face. Here are some of the most common challenges:[19]

a. Limited Human Resources for Financial Management

b. Unintegrated Information Systems

c. Delay in RBA Preparation

d. Suboptimal Transparency

e. Technical Regulation Limitations

Table 2
Challenges vs Impacts

No	Challenge	Impact on Regional General Hospital
1	Limited human resources	Financial reporting errors
2	Manual system	Risk of fund leakage
3	RBA is not accurate	Budget deficit
4	Low transparency	Declining public trust

[19] Government Training Center, 2025, Challenges & Solutions for Hospital BLUD Financial Accountability in 2025

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5	Limited regulation	Management inconsistencies

BLUD Financial Accountability Solution

To address these challenges, there are several solutions that can be implemented by RSUD in 2025:

a. Human Resource Capacity Building

a. Participate in practice-based BLUD financial training.

b. Forming a dedicated professional financial team.

c. Competency certification for financial staff.

b. Digitalization of the Financial System

a. Implementation of an integrated Hospital Management Information System (SIMRS).

b. Use of regulation-based financial applications.

c. Digital audit to minimize human error.

c. Improvements to the RBA Preparation Process

a. RBA must be based on the real needs of health services.

b. Establish key performance indicators (KPI).

c. Involve all service units in budget planning.

d. Transparency and Publication of Reports

a. Provides a summary of financial reports to the public.

b. Conduct internal and external audits regularly.

c. Implementing a public information disclosure system.

e. Regulatory Harmonization

Case Study: RSUD Successfully Improves Accountability

Dr. R. Soedjati Soemodiardjo Regional General Hospital, Purwodadi

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1. Integrity Zone Development program to improve the quality of public services,
2. performance accountability,
3. supervision,
4. management arrangement,
5. human resource management, and implementation of Change Management programs.

This is part of the Internal Bureaucratic Reform (RBI) effort which aims to encourage organizations to perform better and achieve their vision and mission better.

a. Improving the Quality of Public Services: RSUD is continuously working to build an Integrity Zone to improve the quality of services to the public.

b. Improving Performance Accountability: Focus on improving performance accountability to better achieve established goals.

c. Strengthening Oversight: Improving the oversight system to ensure better and more transparent management.

d. Change Management: Implementing a structured and sustainable Change Management program.

e. Financial Management: Accountability in financial management is also an important aspect that can improve the quality of financial reports.

For the solution to be truly effective, hospitals need to follow these implementation steps:

1. Initial Internal Audit to identify weaknesses.
2. Develop a BLUD Financial Roadmap based on short, medium, and long-term targets.
3. Continuous HR training to ensure staff are always up to date with regulations.
4. Periodic Monitoring and Evaluation with quarterly reports.
5. Collaboration with external parties (independent auditors and academics).

By implementing the BLUD financial accountability solution, RSUD can obtain the following benefits:

1. Transparency increases, the public has confidence in the management of funds.

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2. Financial efficiency, more optimal income.

3. Health services are better, because funds are used quickly.

4. Measurable accountability, facilitating performance evaluation.

5. Regulatory compliance, reducing the risk of administrative sanctions.

4. Conclusion

The authority of regional governments to manage Regional General Hospitals (RSUD) with the status of Regional Public Service Agency (BLUD) is rooted in the principle of regional autonomy, where regional governments have the right to administer government affairs, including health matters. From the perspective of state administrative law, this authority includes planning, implementation, guidance, and supervision that are more flexible than ordinary SKPD, with the aim of improving the professionalism and quality of public services. This flexibility is particularly in financial management, where BLUD RSUD is given leeway to implement healthy business practices for the sake of efficiency and effectiveness of services. Weaknesses of regional governments in managing RSUD with BLUD status, from the perspective of state administrative law, include the weakness of incompetent human resources, the regional bureaucracy's lack of understanding of the essence of BLUD, the dynamics of official turnover that hinders sustainability, and limited internal control that can lead to the risk of opportunistic behavior. In addition, there are also obstacles beyond the direct control of regional governments, such as the mistaken view that BLUD aims to seek commercial profit. Efforts to address regional government weaknesses in managing BLUD Regional Public Hospitals (RSUD) from a state administrative law perspective include increasing human resource capacity and understanding of BLUD regulations, improving financial governance and optimal use of information systems, and strengthening communication synergies between regional governments and hospitals. Furthermore, supporting instruments such as operational guidelines, promoting transparency and accountability, and implementing principles of efficiency and entrepreneurship are needed.

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