

## **Strategic Management in Hospital Development: A Systematic Analysis of the Review Literature Review 2014-2024**

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### **Abstract**

This study aims to provide a systematic analysis of the role of strategic management in hospital development, with a focus on improving operational efficiency, competitiveness, and healthcare service quality. The research employs a qualitative method using a literature review approach, covering articles published between 2014 and 2024. The primary data sources consist of scientific articles from Scopus and Google Scholar databases, using the keywords "strategic management" and "hospital development." The study identifies that adaptive strategic management plays a crucial role in various hospital aspects, including resource optimization, information technology implementation, and patient satisfaction improvement. Additionally, the research highlights the importance of innovation driven by competition among hospitals as a significant factor in healthcare sector development. The findings reveal that hospitals implementing strong business ethics and knowledge management based on information technology are better able to build public trust and achieve long-term sustainability. Moreover, the integration of advanced technologies such as data-driven management systems, digital health applications, and telemedicine has been shown to significantly impact hospitals' competitiveness in an increasingly competitive market. The study concludes that the application of strategic management grounded in innovation, business ethics, and technology is essential in hospital development, especially in light of new challenges emerging in the healthcare sector, such as service digitalization and growing public demand for high-quality healthcare services. Hence, a holistic and integrated strategic approach will be key to future hospital success.

Keywords: Strategic Management, Hospital Development, Literature Review

## INTRODUCTION

The healthcare industry, especially hospitals, faces changing dynamics in the face of global challenges such as increasing demand for healthcare services, advances in medical technology, and increasingly complex regulations (Ramdorai & Herstatt, 2015). Strategic management in the context of hospital management is becoming increasingly crucial to ensure the sustainability and growth of health institutions (Roberts et al., 2016). Hospitals are not only required to provide high-quality services, but must also manage resources efficiently, adapt to external changes, and develop innovations that are able to increase competitiveness (Bogers et al., 2019). Strategic management is a holistic approach that includes planning, executing, and evaluating decisions designed to achieve the organization's long-term goals. In the context of hospitals, strategic management is the basis for effective management, both at the operational level and at the highest managerial level. The strategic management process in hospitals involves a variety of steps, including analyzing the internal and external environment, identifying organizational strengths and weaknesses, and mapping existing opportunities and threats. This process helps hospitals to respond quickly and appropriately to changes in the health market (Joyce, 2015).

One of the important aspects of strategic management in hospitals is effective strategic planning, where hospitals must have a clear vision and long-term plans to achieve their goals. Good hospital management not only focuses on cost efficiency, but also considers improving service quality, developing a competent workforce, and optimizing information technology. In addition, hospitals must also consider various external factors such as the development of government regulations, national health policies, demographic changes, and the dynamics of competition with other healthcare providers (Wager et al., 2021). Human resource management in hospital strategic management is also one of the key factors that affect the success of the organization. Hospitals must be able to manage medical personnel, nurses, and other support staff strategically, so that they can create a productive, quality work environment, and be able to provide adequate services to patients. Talent management, continuous training programs, and employee competency development are important parts of the hospital development strategy (Fatima et al., 2018). In addition to human resources, hospital financial management also plays an important role. Hospitals must be able to manage their budgets well, including allocating resources appropriately, controlling costs, and ensuring that every strategic decision taken has a positive impact on the organization's financial sustainability. Failure to manage the financial aspect can result in inefficiency, even threatening the sustainability of the hospital. Information technology and digitalization of health services have also become vital elements in the strategic management of hospitals. The adoption of technologies such as electronic medical records, telemedicine, and hospital management applications has changed the way hospitals operate, provide services, and interact with patients. The utilization of this technology not only improves operational efficiency, but can also improve patient satisfaction through faster and more accurate services.

In the digital era, partnership and collaboration strategies are also the key to success in hospital development. Cooperation with educational institutions, technology service providers, and the private sector can help hospitals to strengthen their position in the healthcare market. Hospitals that have an extensive network and are able to build strategic collaborations with various stakeholders will be better prepared to face challenges and take advantage of existing opportunities (Wang et al., 2018). Thus, effective strategic management in hospitals must consider various dimensions, ranging from human resources, finance, technology, to external collaboration. An integrated, data-driven approach is essential to creating an adaptive, innovative, and competitive hospital in the midst of an ever-changing environment. However, with the development of research on strategic management in hospitals, there is a need to systematically review the existing literature to understand the trends, challenges, and key

findings of various studies conducted during the period 2014 to 2024. Therefore, this literature review aims to analyze the development of the implementation of strategic management in hospital development, identify key factors that affect the effectiveness of the implemented strategies, and provide practical recommendations for hospital managers in responding to future challenges. Through a systematic analysis approach, this article will present a synthesis of current studies, focusing on the contribution of strategic management to the development of hospitals in various geographical and situational contexts. This research also seeks to fill the knowledge gap related to the most effective strategies in dealing with economic pressures, increasingly diverse patient needs, and increasingly intense competition in the health sector.

## **METHOD**

This study uses a systematic literature analysis approach with a qualitative method. This approach was chosen to map Strategic Management in Hospital Development in the period 2014-2024. The research process begins with the identification and selection of relevant literature sources. The literature search was conducted through the Scopus and Google Scholar databases, using a combination of related keywords, such as "Strategic Management and Hospital Development", and the time range 2014-2024. In addition, searches are also carried out through cross-referencing of the articles found to identify relevant additional publications. The literature selection process is carried out by applying strict inclusion and exclusion criteria. Articles that meet the criteria, namely: (1) focused on Strategic Management (2) examining all aspects related to hospital development using strategic management (3) published in the period 2014-2024, and (4) available in full text form, will be included in the analysis.

Meanwhile, articles that do not meet the criteria or only mention the topic tangentially will be excluded from the review process. After the selection process, a qualitative content analysis was carried out on the selected literature. The thematic analysis method is used to identify patterns, themes, and sub-themes that emerge from the literature related to Strategic Management in Hospital Development. This process involves repeated readings, coding, and categorizing the data to find key themes.

Furthermore, synthesis and interpretation are carried out to draw conclusions and answer research questions. The findings from the thematic analysis were integrated and compared across studies to obtain a comprehensive picture of Strategic Management in Hospital Development. Theoretical and practical implications are also formulated based on the results of the analysis.

To improve the reliability and validity of the research, the analysis process was carried out collaboratively by a research team consisting of HR management and health management experts. Discussions and consultations are conducted regularly to ensure consistency of interpretation and reliability of findings. In addition, the literature search and content analysis process is also documented in detail to allow for future replication of the study. By using a comprehensive systematic literature analysis approach, this research is expected to produce in-depth insights into Strategic Management in Hospital Development.

**RESULTS AND DISCUSSION**

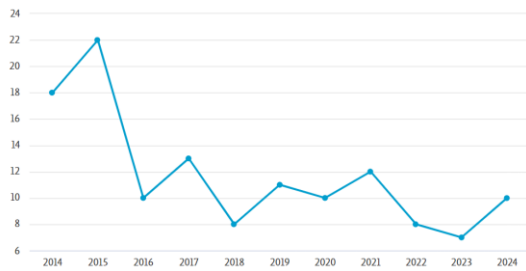
**Table 1. Synthesis**

No	Writer (Year)	Research Title	Research Focus	Research Methods	Key Results	Practical Implications
1	(Ginter et al., 2018)	The strategic management of health care organizations	Examine how healthcare organizations design and implement strategies to survive in a competitive environment.	Literature studies	Good strategic management improves operational efficiency, competitiveness, and quality of hospital services.	The implementation of this strategy helps hospitals be more adaptive, manage resources optimally, and increase patient satisfaction.
2	(Yang et al., 2015)	Strategic management in the establishment of a magnet hospital: A nursing staff perspective	This research highlights the application of strategic management in the development of "Magnet Hospital" from the perspective of nursing staff, which focuses on efforts to create a superior working environment for nurses.	Not mentioned (need to be completed)	Nursing staff see strategic management as key to creating a supportive work culture, improving nurse retention, and ensuring better quality of care.	The implementation of this strategy in hospitals can increase nurse satisfaction and retention, which contributes to improving the overall quality of healthcare services.
3	(Yang et al., 2015)	Sense of place, organizational context and the strategic management of publicly funded hospitals	This study explores the relationship between "sense of place", organizational context, and strategic management in publicly funded hospitals.	Quantitative (survey)	Strategic management in public hospitals is influenced by location and organizational context factors, which can shape the identity and culture of the hospital and influence strategic decisions.	An understanding of location attachment and organizational context helps public hospitals design strategies that are more locally relevant, improving efficiency and community engagement in healthcare development.
4	(Indimuli, 2014)	Strategic Management Practices In Mbagathi District Hospital , Nairobi , Kenya By : A Research Project Submitted In Partial Fulfilment Of The Requirements For The Award Of	This research focuses on the implementation of strategic management practices at Mbagathi District Hospital, including the challenges faced in the formulation, implementation, and evaluation of strategies. The main focus is on how hospitals handle funding constraints, government	Qualitative Descriptive with a case study approach	The study found that strategic management practices at Mbagathi District Hospital were influenced by funding constraints, slow procurement procedures, and the need to comply with government policies. Nonetheless, hospitals have taken steps such as outsourcing, collaboration with donors, and the use of technology to improve service efficiency	The implementation of strategic management in this hospital shows that the participation of all staff in the strategy formulation process makes implementation easier. Measures such as cost cutting through outsourcing and computerizing patient records help improve hospital services amid resource constraints.

		Degree Of Master Of Business	policies, and other internal challenges.			
5	(Hidayati et al., 2024)	Analisis Komprehensif Pengembangan SDM terhadap Kinerja Karyawan di Rumah Sakit: Literature Review	This research focuses on the implementation of strategic management practices at Karen Hospital, Nairobi, including the challenges faced by hospitals in the process of formulating, implementing, and evaluating strategies. The study also looked at how Karen Hospital manages a competitive environment in the health sector.	Qualitative Descriptive with a case study approach	Karen Hospital implements comprehensive strategic management practices, including having a clear vision and mission. The main strategy includes investments in modern medical technology, particularly in cardiology departments. However, hospitals face significant challenges in terms of funding, resistance to change from employees, as well as the dynamics of the health industry's strengths.	The implementation of strategic management at Karen Hospital helps to improve the hospital's competitiveness, especially in cardiology care. Staff participation in strategy formulation as well as the use of cutting-edge technology is critical to the successful implementation of the strategy. Hospitals need to continuously improve their support systems, communication, and change management to address future challenges.
6	(Karina & Paiva, 2014)	Knowledge Strategic Management in the Hospital Industry Organizational learning	This research focuses on the strategic role of knowledge management in the hospital industry. The study examined how eight hospitals worked together on a performance measurement program, SIPAGEH, and analyzed the relationship between strategy and knowledge management.	Qualitative Descriptive with a case study approach	The analyzed hospitals are at three stages in knowledge management. Most hospitals are still in the early stages, with sporadic and unfocused knowledge initiatives. However, one hospital is in an advanced stage with an IT-based system that supports continuous learning and the use of knowledge as a strategic resource.	The implementation of more systematic knowledge management can improve hospital performance, particularly through better performance measurement and the creation of internal capabilities. Hospitals that are in the advanced stage show that the use of knowledge as a strategic resource can provide a competitive advantage and improve the quality of health services.
7	(Bloom et al., 2016)	The Impact Of Competition On Management Quality: Evidence From Public Hospitals We Would Like To Thank	This study aims to analyze the impact of competition between public hospitals on the quality of management, especially in hospitals in the United Kingdom. This study focuses on how the number of hospitals in an	Kuantitatif	The study found that an increase in the number of hospitals in an area (higher competition) significantly improved the quality of management. These results correlate with improvements in hospital performance, including a decrease in heart attack mortality (AMI) and an	The study shows that higher competition in the public health sector can force hospitals to improve the quality of their management. This results in improved service quality, reduced mortality rates, and increased cost efficiency. Policies that encourage competition between hospitals can be an effective strategy to improve the overall

			area affects the quality of hospital management and performance, including mortality rates and quality of service.		increase in operational efficiency. An additional competitor hospital can improve the quality of management by one-third of the standard deviation.	performance of the health sector.
8	(Arini, 2024)	Business Ethics for Business Sustainability in Muhammadiyah Hospital: Evidence From Ponorogo, Indonesia	This research focuses on how business ethics support the sustainability of Muhammadiyah hospital in Ponorogo. This study explores the relationship between hospital professional ethics, medical professional ethics, accounting professional ethics, and Islamic business ethics in supporting hospital performance.	Qualitative with a phenomenological approach and case studies	The results of the study show that the application of good business ethics is able to improve the vision and mission of the hospital, which ultimately has an impact on the performance of the hospital. The business ethics applied include the principles of honesty, hard work, fairness, and maintaining trust.	The application of business ethics in Muhammadiyah Ponorogo Hospital plays an important role in designing a more ethical internal system. This can improve the hospital's image, strengthen public trust, and improve the overall performance of the hospital.

## Research Trends related to Strategic Management in Hospital Development



Picture. 1 Trends in the Development of Strategic Management Research in Hospital Development 2014-2024  
Source: Scopus

Figure 1. shows fluctuations in the number of publications related to the strategic management of hospitals from 2014 to 2024. The year 2015 marked the peak of publication, reflecting the increased interest in management strategies in hospitals. However, there was a significant decline in 2016-2017, possibly due to the previous phase of strategy implementation. The fluctuations continue into 2024, reflecting the hospital's adaptation to environmental changes such as technological developments and global crises, including the COVID-19 pandemic. The rebound in 2023-2024 signals a focus on post-pandemic recovery and restructuring.

It illustrates the importance of strategic management in facing the external dynamics and challenges of the health sector.

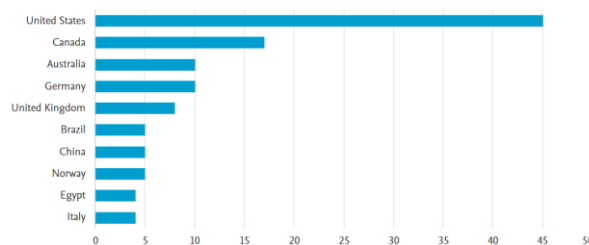


Figure 2. Distribution of Research Documents by Country  
Source: Scopus

Figure 2. shows the number of documents by country in the strategic management research of hospitals. The United States dominated with about 45 documents, indicating a great focus in the study. Canada is in second place with about 20 documents, followed by Australia and Germany, each with about 15 documents. The United Kingdom contributed about 10 documents, while countries such as Brazil, China, Norway, Egypt, and Italy had smaller contributions, about 5 documents or less. This points to the United States as a major center of research, with a variety of contributions from other countries tailoring their needs and focus in the health sector.

Analysis related to strategic management in various hospitals shows how the implementation of the right strategy can improve operational efficiency, service quality, and hospital competitiveness. This discussion will be divided into several sub-chapters based on key aspects found in previous research.

### **Improving Operational Efficiency and Hospital Competitiveness**

Good strategic management has proven to be effective in improving operational efficiency, competitiveness, and service quality in hospitals. (Ginter et al., 2018) concluded that the implementation of adaptive strategies allows hospitals to manage resources more optimally and increase patient satisfaction. (Yang et al., 2015) added that the implementation of strategic management not only improves efficiency, but also helps create a supportive work culture, especially among nursing staff.

This is also in line with research at Karen Hospital which shows that investment strategies in the field of medical technology, especially in the cardiology department, have succeeded in increasing the competitiveness of hospitals. However, challenges related to funding and resistance to change remain obstacles that must be overcome. In publicly funded hospitals, location factors and organizational context play an important role in strategic decision-making. The identity and culture of hospitals can be influenced by attachment to local communities, which in turn affects operational efficiency and community involvement in the development of healthcare services. The implementation of locally relevant strategies has also proven effective in improving service quality.

### **Overcoming Resource Limitations**

Funding constraints hamper hospitals' ability to provide adequate health facilities, including modern medical equipment and stocks of medicines needed to meet patient needs. In addition, slow procurement procedures prolong the time to fulfill needs, which ultimately has an impact on the quality of services provided. This often leads to dissatisfaction among patients and medical personnel, who expect fast and effective services.

Pressure from government policies is also the main factor affecting hospital operations. Public hospitals often have to be subject to strict regulations, especially when it comes to budget allocation and financial reporting. This adds to the administrative burden which is not only time-consuming, but also hinders the flexibility of hospitals in responding to urgent needs. These bureaucratic constraints can slow down the decision-making process, thus worsening the situation.

However, the implementation of innovative management strategies is able to overcome these limitations. One important step is the use of outsourcing for several supporting services such as cleaning, medical waste management, and security. This step helps reduce operational costs and allows management to focus on the core service, which is patient care. In addition, cooperation with international donors and non-governmental organizations has increased financial resources and introduced new technologies that support the improvement of health services.

Another innovation adopted is the computerization of patient records, which plays a crucial role in improving the operational efficiency of hospitals. This system allows medical staff to access patients' health history more quickly and accurately, thereby speeding up the diagnosis and treatment process. The use of this technology also helps reduce administrative errors and increase accountability in the management of patient data. Overall, the computerization of patient records improves the quality of care and reduces operational costs, especially when it comes to the storage and management of physical documents.

With these strategic steps, hospitals are able to overcome existing challenges and improve the efficiency and quality of services provided to patients, despite being in limited conditions.

### **Application of Knowledge Management**

Knowledge management in hospitals is also a key element in improving the overall performance of the organization. Hospitals that successfully implement information



technology (IT)-based systems can support continuous learning and optimize the use of knowledge as a very important strategic resource. In this context, information technology not only serves as an administrative tool, but also becomes an infrastructure that allows the integration of knowledge across hospital departments.

The use of IT-based systems allows hospitals to manage clinical and administrative information more efficiently, speed up the decision-making process, and ensure that the data generated can be accessed and used by all parts of the organization.

The system creates a mechanism by which knowledge gained from clinical practice and research can be stored, disseminated, and reapplied in a variety of contexts, both for improving the quality of care and for the development of strategic policies. Thus, hospitals that implement technology-based knowledge management can be more responsive to changes in the external environment and patient needs.

In addition, the implementation of information technology in the field of knowledge management allows for the creation of a more effective communication network among medical personnel, managers, and support staff. This helps accelerate knowledge transfer and ensures that best practices and innovations in healthcare can be applied more quickly across the organization. With access to better data, hospitals can monitor and evaluate their performance in real-time, enabling continuous improvement in various areas.

Effectively managed knowledge can also be a tool to improve the competitiveness of hospitals. Hospitals that are able to use knowledge as a strategic resource will be superior in terms of innovation, data-based decision-making, and improving service quality. IT-based systems that support knowledge management also allow hospitals to create a continuous learning process, where every decision and interaction with patients can provide valuable new insights.

With knowledge management integrated with information technology, hospitals can not only improve their internal performance but also ensure that they remain competitive in the increasingly dynamic healthcare sector. Well-managed knowledge helps hospitals to navigate challenges such as resource constraints, regulatory changes, and rising patient expectations, so they can continue to deliver high-quality, innovation-driven services.

### **The Impact of Competition on Management Quality**

Higher competition in the public health sector significantly improves the quality of hospital management. This competition puts pressure on hospitals to continue to improve their performance, both in terms of operational efficiency and quality of service to patients. When hospitals are in a competitive environment, they tend to take innovative steps to ensure that they remain relevant and capable of providing high-quality care. One of the obvious indicators is the reduction in the mortality rate due to heart attack (Acute Myocardial Infarction / AMI), which is one of the important measures in assessing the quality of hospital management.

In this context, competition is not only a driver for innovation, but also creates an environment where hospitals must reconsider how they manage resources, be it human resources, technology, or medical facilities. Hospitals that are in a high-competition situation tend to be more proactive in improving their operational efficiency. This can include using more advanced health technologies, improving clinical workflows, and ensuring that medical and management staff have the skills that are appropriate for the needs of the times.

The addition of one competitor hospital in an area can improve the quality of management in an existing hospital by one-third of the standard deviation, indicating the direct impact of competition on managerial performance. Higher competition is forcing hospitals to focus on improving patient services, reducing medical errors, and optimizing work processes to ensure that they remain competitive in the healthcare market. This could include the use of information technology-based management systems, improved service standards, and a greater

focus on performance measurement and evaluation to ensure that they continue to meet or even exceed patient expectations.

In addition, with increasing competition, hospitals are also being encouraged to be more responsive to patient feedback and improve the quality of services in a more transparent way. Hospitals that fail to adapt to this situation risk losing the trust of patients and medical personnel, as well as facing difficulties in maintaining their reputation in an increasingly competitive healthcare market.

From a policy perspective, policies that encourage competition between hospitals can be an effective strategy to improve the overall quality of health services. Such policies could include deregulating specific sectors, encouraging the entry of new players in the market, or expanding public access to a wide range of healthcare options. By creating a competitive environment, hospitals will not only be motivated to improve operational efficiency and service quality, but will also focus on innovations that can provide greater benefits to society. Ultimately, healthy competition in the public health sector can create a healthcare system that is more patient-oriented, more innovative, and more efficient in the use of resources.

### **The Importance of Business Ethics in Strategic Management**

The application of business ethics is the main foundation in supporting the sustainability of hospital operations. Business ethics serves as a moral guideline in carrying out daily activities and is a pillar in strengthening internal structures and achieving long-term success. In the context of hospitals, the application of good business ethics has a direct impact on improving management performance, services to patients, and maintaining public trust in health institutions.

Business ethics can improve the vision and mission of the hospital. Strong ethics allow hospitals to align strategic goals with the moral values of the organization. This includes not only internal management, but also paying attention to the social impact of any management decisions. A vision built on business ethics focuses more on the long-term interests and well-being of the community. Thus, hospitals not only function as healthcare providers but also as institutions that play a role in strengthening the social order through ethical commitment. Public trust in hospitals increases significantly when hospitals run their operations with strong ethical principles. In the healthcare industry, trust is a valuable asset because it directly affects the relationship between patients and service providers. Hospitals that are known for practicing good business ethics, such as honesty, transparency, and accountability, are more trusted by the public. This trust not only increases the number of patients, but also strengthens relationships with external partners such as governments, donors, and other agencies. High public trust is an important factor in the long-term sustainability of hospitals.

Ethical principles such as honesty, hard work, fairness, and trustworthiness play a central role in building a more ethical and sustainable internal system. Honesty in day-to-day operations ensures compliance with professional standards and health regulations. Hard work encourages medical and managerial staff to provide the best service despite sometimes facing resource constraints. Fairness, embodied in the fair treatment of patients, staff, and external partners, creates a positive and supportive work atmosphere, so that hospitals can operate efficiently and harmoniously. The trust or trust from the community must be well maintained so that the hospital maintains its reputation and position.

The implementation of good business ethics also contributes to the creation of a more transparent and accountable internal system. This helps hospitals make informed decisions, based on the ethical values adopted. Strategic management decisions will be more directed and responsible, so that the hospital can maintain operational sustainability in the long term. Hospitals that consistently implement business ethics are able to maintain strong performance

despite facing various external challenges, such as industry competition, regulatory pressures, and changing patient needs.

## CONCLUSION

Effective strategic management in hospitals has a significant impact on improving operational efficiency, competitiveness, and quality of healthcare services. With the implementation of adaptive strategies, hospitals can manage resources optimally and improve patient satisfaction, although they are still faced with challenges such as limited funding, bureaucracy, and resistance to change. The use of technology, both in terms of medical equipment and computerized systems, has been proven to increase efficiency and accountability, which has a positive impact on the quality of services.

In addition, the application of information technology-based knowledge management assists hospitals in accelerating the decision-making process and supporting continuous learning, thereby increasing responsiveness to changing patient needs and the external environment. Competition between hospitals also plays a role in driving innovation and improving managerial performance, which encourages hospitals to continue to improve service quality and operational efficiency.

In terms of business ethics, the application of strong ethical principles is an important foundation in supporting the sustainability of hospitals. Good business ethics strengthen public trust, increase accountability, and ensure that hospitals operate transparently, fairly, and responsibly. Overall, the implementation of ethical-based strategic management, technological innovation, and effective knowledge management can help hospitals overcome challenges and remain competitive in an increasingly dynamic health sector.

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