

## Strategic planning in healthcare sector for sustainable and medical quality performance

 Albadri Albaloula Ali<sup>1\*</sup>

<sup>1</sup>Department of Management, College of Business Administration in Hawtat Bani Tamim Prince Sattam Bin Abdulaziz University, Saudi Arabia; a.alaqib@psau.edu.sa -dralbadriali@gmail.com (A.A.A.).

**Abstract:** The purpose of this study is to identify the strategic planning (SP) issues that the healthcare sector faces, identify the most effective strategic management (SM) methods to address these issues, and propose a framework that can adjust to the industry's complexity and constant change. The methodology employed involves using the study's title or related subject matter; the author has chosen a total of 22 pertinent research articles from reputable electronic databases and academic peer-reviewed open access journals. The study found that dynamic change, complexity, interconnection, and unpredictable factors in the healthcare context have been identified. SM and SP have been proven to be the most appropriate management methods for addressing healthcare challenges. Various SM and SP methods and frameworks have been found and used in healthcare sectors. Transformational and strategic leaders in healthcare play significant roles in effectively leading the healthcare sector, especially during crises and pandemic situations. The reviewed studies and literature are from and about the healthcare industry, and their goals and focus are on SP domains, which sets this study apart. The study concludes by emphasizing the importance of SP/SM in the healthcare sector, as well as its practical implications for setting high sustainable healthcare quality.

**Keywords:** Complexity, Dynamic change, Healthcare, Strategic management, Strategic planning, Transformation leadership.

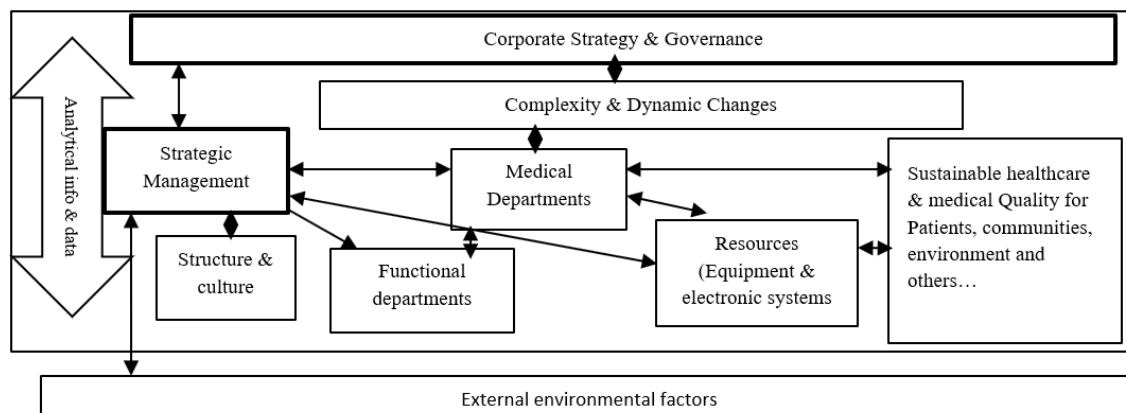
### 1. Introduction

The health-care sector has begun adopting strategic planning (SP) as an effective management tool, enhanced by a variety of strategic management (SM) dimensions and elements, to address future healthcare and medical crises and disasters. Following the worldwide outbreak of the coronavirus pandemic, stakeholders, including governments, legislators, owners, leaders and management, staff, customers, and suppliers, have focused heavily on the importance and quality of healthcare and medical services. Healthcare leadership and management should implement new techniques to adapt their enterprises to dynamic changes within both internal and external environments while also meeting the complexities of the healthcare industry. Also, based on these and other factors, the demand and need for SP & SM must be founded on innovative and flexible approaches that are strengthened by anticipating and forecasting conceptualized thinking in order to achieve sustainable healthcare and medical quality performance for humanity and the environment. SM is more than just a set of management methods; it is a mindset for a dynamic, complex, and uncertain postmodern environment with increasing speed, dependencies, and unpredictability. Considering all of this, this article is intended to call for new proposed methods and instruments and frameworks of SM & SP to be set up, developed, and implemented in full collaboration with all healthcare and medical stakeholders, governed by a shared decision-making process. As a result, the following question is raised: Are existing SM and SP processes and methods suitable for meeting the growing needs and changing contexts of the healthcare sector?

This study is a trial to find answer(s) to its question by reviewing the literature and examining studies in the healthcare sector. Moreover, a framework with a model is proposed as a contribution concept to the discipline of strategic dimensions for the healthcare industry in particular and other sectors in general.

### 1.1. Healthcare Proposed Theoretical Framework

The author of this research developed a proposal framework based on his comprehension of the reviewed literature and studies (Figure 1). The central and vocal in this model is the SP & SM process governed by corporate strategy and governance management to respond to the dynamic change and complexity of the healthcare [1]. The healthcare sector's common issues originate from its complexities and the increasing frequency of shifts within the internal and external environments, necessitating continuing analytical information and data management. Based on this, a separate complexity and dynamic changes entity is assumed as the most common problematic elements identified in the examined literature and studies. The complexity and dynamic changes are thought to be linked to the corporate, medical, social, and indirectly other entities. The fundamental foundation of a successful healthcare sector begins with highly competent medical facilities and entities supported by the department of SM that are set out and distributed into sections and units throughout all other healthcare institution campuses. The SM should collaborate extensively and on a regular basis with other specialized departments and divisions both within and outside of the healthcare firm. The key elements of SP and SM are vigilant analysis, formulation, and implementation units. Each medical, functional, and managerial department and unit should have a strategic plan derived and drawn from and aligned with the corporate strategic plan and governance, which is led and controlled by a council comprised of executives, managers, and strategic consultants. The vision, mission, and main goals should be determined based on the analyzed and prioritized stakeholders' needs and demands, which begin with patients, owners, staff, governments, and society, and aligned with resources. Strategic thinking, corporate governance, change and prediction, and TQM are examples of SM aspects that should be enhanced and enforced as part of a new unit for each, or integrated into two or more (with similar activities) separate sections. Extensive training and development, as a functional department, should play a vital role in continuous training and development for all medical and non-medical staff about the SP process and management, as much research indicated that medical professionals lacked knowledge and training [2, 3].



**Figure 1.**  
Proposed strategic planning process model.

## 2. Literature Review

### 2.1. Strategic Planning in Healthcare Sector

Strategic planning (SP) in the healthcare sector started to be known in the late of 1970s. Within the last 25 years, SP in healthcare sectors has grown tremendously, particularly in the USA, then spread all of the world for all types and sizes of healthcare firms [4]. The healthcare sector has begun adopting the SP process as an effective management tool, enhanced by a variety of SM dimensions and elements, to address current and future healthcare and medical crises and disasters. Following the worldwide outbreak of the coronavirus pandemic, stakeholders, including governments, legislators, owners, leaders, management, customers, and suppliers, have focused heavily on the importance and quality of healthcare and medical services. SM has been recognized as the most appropriate for effective strategic alternatives to promote the growth and improvement of the healthcare industry within the vast changing environment and complexity of leading and managing this sector. Many countries throughout the world have suffered negative consequences and faced difficulties in serving their people as a result of a lack of preparation, medicine shortages, logistical inefficiencies, and more other challenges. As a result, making alternatives to these challenges and enhancing the effectiveness of healthcare services is prioritized in the formulation of a strategic public administration program. Moreover, the magnetism of investments and effective participation of corporate groupings have an opportunity to significantly intensify the natural rivalry among these institutions [5].

Based on these and other factors, the demand and need for SP & SM must be based on innovative and flexible approaches that are strengthened by anticipating and forecasting conceptualized thinking in order to achieve sustainable healthcare and medical quality performance for humanity and the environment. Integrating strategic thinking, strategic planning, TQM, sustainability, and governance management are suggested methods to be one of these missed solutions to face the complexity and dynamic healthcare context. These thoughts are consistent with many scholars' beliefs. Examples: Swaidi and Jumaan [6] who quoted that all kinds of businesses, including those in the healthcare industry, may be guided by SP, which is a legitimate and practical technique. Perera and Peiró [7] added that SP is a totally appropriate and beneficial instrument for steering all types of corporations, including healthcare entities. Speziale [8] claimed that hospitals and healthcare firms are now functioning in a highly competitive environment with rising pressure to enhance quality and cut costs. Also, the author of this paper adds other pressuring factors, such as raised patient awareness, an increase in global population, a shortage of resources, and healthcare providers becoming highly qualified with intertwined subspecialties, in addition to wars and catastrophic events such as flooding and earthquakes [9]. To adapt to this dynamic context, organizational change necessitates strong transformational leadership's determination to structure healthcare delivery around the sustainable needs of patients in particular and all stakeholders in general. According to Esfahani, et al. [10] "Healthcare decision makers must use creative methods to adjust their institutions to changing internal and external settings and meet the complexity of the healthcare sector". SM is an effective response to these challenges, allowing managers to capitalize on any environmental change and produce optimal results." Sollenberger [11] indicated that SP in a hospital in the United States improved the satisfaction of patients, reduced personnel turnover, and raised profits. To address all of these issues, developing creative and adaptive SM methods that incorporate all of the current SP process components and aspects is essential.

### 2.2. Healthcare Strategic Management

SM in the field of healthcare sector plays an important part in supporting an excellent level of living within a country's population while also generating the necessary conditions for its survival. The debate on SM has been defined by its intricacy, with thoughts centering on improving healthcare service quality through efficient decision-making [5]. The relationship between SM and healthcare is unquestionably inevitable and has positive effects on all aspects, elements, and dimensions of both SM and the healthcare industry [1]. The best way to describe this relationship within a dynamic and

complex healthcare environment is that SM relies on strategic thinking, which means that every healthcare plan must begin with a shift in mindset or even the underlying paradigm. SM is more than just the application of management methods; it is a mindset for a dynamic, complex, and uncertain postmodern world with rising speed, dependencies, and unpredictability. These meta-parameters must be considered by healthcare decision-makers in order to properly manage change. Managing healthcare by individual department or incorporated with other units. Walston [12] further proved the importance of integrating the strategic planning, execution, and evaluation processes into operational management. This confirms that the strategic plan is more than just a static document; it also serves as the foundation for basic activities and continuous evaluation.

### *2.3. Governing Healthcare Services*

Governance is the approach, structures, and processes by which businesses are directed, controlled, and managed to achieve their goals and perform their duties. It pertains to the principles, processes, and structures that govern decision-making, accountability, transparency, and stakeholder involvement within an organization Marginson [13] and Morgan [14] as cited in Ray, et al. [15]. Corporate governance for the present corporate form is made up of three separate entities: shareholders, employees, and management. Maintaining rights for shareholders, balancing stakeholder and manager interests, and creating a transparent atmosphere in which all parties may fulfill their responsibilities and participate to the corporation's growth and value creation [16]. The term "corporate governance," as a concept and word, refers to a set of principles and processes that ensure the institution is handled responsibly and transparently. It consists of establishing clear lines of authority, responsibility, accountability, and transparency in decision-making processes. The value of corporate governance in the field of healthcare cannot be underscored, given the vital roles this sector plays in any nation in providing and ensuring the sustainability of healthcare and medical services. Effective and sustainable healthcare systems require strong leadership and corporate governance. The global healthcare community has offered a range of approaches, concepts, and criteria to assist leaders in developing strategies for improved health governance, security, and resilience. As the world recovers from the worst of the pandemic, it is vital to consider the long-term feasibility of such methods. According to WHO standards, strong governance is a cornerstone to sustainability [17].

### *2.4. Strategic Decision Making*

Strategic decisions are taken after a thorough examination of existing analysis and statistical evidence on the quality of healthcare, resulting in the formulation and development of a strategy path for the healthcare industry [5]. According to the suggested model, strategic decision-making in the healthcare sector is not only a basic aspect of the SP process within SM, but it is also a channel for the proper strategic choice. Strategic decisions thoughtfully required systematic and structured methodology based on reliable sources of data and information, which could be called a data-driven approach. Hospitals can make informed decisions, develop effective strategies, and adapt to the ever-changing healthcare landscape [18]. Other authors Perera and Peiró [7] went beyond this, assuming that SP is a set of decision-making criteria and decisions made and implemented by a corporation to conclusively and permanently steer its activities and structure.

### *2.5. Healthcare Stakeholders*

Healthcare stakeholders are numerous and their interests are intertwined both within themselves and across various components of SP & SM within a single healthcare institution. The stakeholder theory highlights the significance of taking into account all stakeholders' interests when making business decisions. This comprises not only shareholders, but also employees, customers, suppliers, and the broader community in which the company operates [19]. The key challenge in the proposed framework is how to integrate the interests of all of these stakeholders with the healthcare institution's strategic strategy and intended proposition values in such complex and dynamic environments.

## 2.6. Previous Studies

1: Andrieiev, et al. [5] investigated the complexities of SM in the healthcare sector, with the overall goal to enhance decision-making procedures to improve medical services, as well as factors impacting healthcare strategic development. The study emphasized the need for effective strategic decisions to maintain the healthcare business operating, as well as the value of implementing SM, planning, and governance. 2: Paul [20] evaluated the roles of strategic leaders in healthcare institutions amid unanticipated crises such as the COVID-19 pandemic, as well as how they ensure business survival throughout these disasters. According to the findings, transformational leadership is appropriate for leaders in crises who seek to motivate their teams and make immediate changes to achieve long-term success. Employee engagement, motivation, invention, uniqueness, and other factors are critical to an organization's survival in a crisis. Transformational leaders are active and apply a number of tactics to make and implement decisions, motivate employees, promote innovation, illustrate the value of supporting the enterprise, and enhance employee engagement. 3: Verulava [2] examined the obstacles facing the success of strategic implementation plans in healthcare institutions in Tbilisi, Georgia. The study found that the majority of hospitals had SP documents but lacked external strategic planning consultants, and a few hospital staff attended training in SP. One-third hospitals distribute their budget pursuant to the strategic plan. Resources and allocation funds, getting additional resources, are not aligned with strategic priorities and goals. Few hospitals acknowledge the benefit of measures, and the majority of them barely benchmark with their peers. 4: Ekiz Kavukoğlu and İşci [21] assessed the impact of organizational innovation on business excellence and to identify the function of SP understanding of this relationship in healthcare. The study concluded that SP awareness has a statistically significant and favorable impact on the organization's excellence. The research model validates that SP knowledge plays a mediating role in the relationship between organizational innovation and business excellence. 5: Božić [18] examined the process of objectifying SWOT and PESTLE assessments in hospital settings as SP methods. The study indicated that by using an objective approach to SWOT and PESTLE assessments, hospitals can make well-informed decisions, maximize their performance, and contribute to improved healthcare delivery. 6: Al Hijaa [22] studied the relationship between SM methods and hospital performance in Jordan. The study concluded that SM methods optimize resource allocation, streamline workflows, and improve communication. Also, SM improves financial stability, patient outcomes, staff satisfaction, regulated clinical patient treatment protocols, interdisciplinary teamwork, and continual quality improvement. 7: Koning [23] clarified the data from the literature, offered a philosophical viewpoint, and applied successful SM principles to healthcare companies' strategies. The literature findings showed that healthcare organizations are complex networks of interlinked and unpredictable networks. Strong leadership is required to translate strategic plans into action. Productivity must be measured earlier and more regularly. In addition, the strategic plan must be in line with the requirements and demands of the services. Three fundamental tenets for successful SM and implementation in healthcare have been identified: strategic thinking, strategic branding, and strategy redesign. 8: Huebner and Flessa [1] aimed to provide a framework that began by defining the term SM itself, followed by reflecting changing of the external environment and using dynamicity methods (compound of dynamic and complexity divided into 4 zones Ref to study). The study concluded that, within the current situation of dynamic change and complexity, the SM is the most appropriate tool for managing and leading this sector. Human resources at healthcare facilities must be competent to deal with complexity, operate under uncertainty, interact in networks, and follow the values of health care with an internal drive. 9: Olaitan [24] aimed to investigate the impact of various aspects of SP in healthcare. The study's findings indicate that SP is a useful strategy for improving healthcare delivery in private hospitals. 10: Ahmed [25] investigated the impact of healthcare SP on healthcare staff performance. The study discovered that the most effective SP was based on an effective learning and growth perspective, followed by a patient perspective, a financial perspective, and finally an internal business (healthcare) processes perspective. 11: Jafari, et al. [26]

investigated stakeholders' participation in the SP process. Findings showed that strategic planners in hospitals give little consideration to stakeholders while drafting their strategic plans. Hospitals have a strategy plan only for meeting national accreditation standards; SM is poorly comprehended, and the implementation of strategies and control measurements is not carefully considered. 12: Hidayah, et al. [27] examined the strategic plan and its implementation in a hospital, emphasizing the use of innovation to facilitate strategic implementation of a hospital to execute the management information system. 13-The study of Mikhno, et al. [28] analyzed the situation of SM in the healthcare sector. It concluded that the SM of healthcare development should constantly monitor the effectiveness of implementation of changes and develop flexible systems, which required strategic dimensions such as the formation of an innovative strategy and adaptability in the SM of healthcare institutions. 14: Kriegel, et al. [29] investigated the existing and future internal and external challenges and factors influencing SM in Austrian hospitals. According to the study, the current and future strategic topics' priorities include staff members, legislation, and service spectrum configuration.

15-The study by Demir and Ugurluoglu [3] sought to evaluate if public and private hospital management are aware of SM tools, what kind of SM tools they use, how satisfied they are with these tools, and what tools they want to employ in the future. The study indicated that private healthcare management used more SM tools than public hospital executives. Most SM techniques are used more by SM-trained managers and those who see themselves as rivals. The hospital managers who participated in the study lacked appropriate expertise of the SM tools and required training. Balanced scorecards, benchmarking, business process reengineering, core competencies, TQM, customer relationship management, downsizing, mission and vision statements, outsourcing, strategic alliances, social media programs and the internet, value chain analysis, business portfolio analysis, supply chain management, and SWOT analysis are among the most commonly used SM tools. 16: Alomran[30] investigated the status of the rate of applying SM practices by healthcare institutions in Saudi Arabia and examined the challenges to their implementation based on the opinion of top management. The study found that there is a positive relationship between SI management practices and the organization's performance. There are 6 healthcare organizations out of 8 engaged in SM. Public healthcare organizations have been slower to respond to the implementation of SM practices than private healthcare organizations. Implementing SM practices correctly reduces the cost, effort, and time consumed. There is a significant relationship between fear of change and clinging to traditional methods of management. 17: The study of Esfahani, et al. [10] aimed to measure the success of SP in healthcare organizations. The study found that SP is instructed by government authority for the healthcare sector. SP positively relates to and enhances organizational performance. It is also reported that more obstacles are embedded in the strategic implementation stage than the formulating stage.

18-Study conducted by Perera and Peiró [7] found that SP is validly useful for the healthcare sector, and unit's leaders are responsible for SP, supported by a steering group. In general, planning is considered a systematic, rational, and integrative process directing the firms on necessary, relevant, and sustainable future transformation. The dimensions identified for the SP process are five stages: defining mission, vision, and value; strategy formulation; operational planning; assessing results; and reformulating the strategy. 19: Mihic, et al. [31] aimed to assess the status of SM in healthcare organizations in Serbia and suggested an appropriate model to facilitate and improve it. SWOT, PEST, objective tree, gap analyses, and stakeholder analysis are the most frequently used SP techniques. Also, scenario and simulation methods are frequently used for forecasting. Initiatives for strategic goals systematically have been chosen. A strategic management model in the health protection industry was presented. 20: Kaissi and Begun [32] provided evidence on the extent of SP practices and the association between hospital SP processes and financial performance. The study found that most hospitals conduct SP (87%), strategic dimensions are positively associated with financial performance, and assigning the CEO the responsibility for SP is positively associated with financial performance (high net income). 21: A study by Zuckerman [4] found an answer to the issue: What could healthcare sectors do to strengthen the quality and intricacy of their SP practices? It was found that healthcare

organizations use SP regularly and effectively. Planners and executives believe that healthcare SP methodologies are effective and provide adequate focus and guidance for their companies, although significant gaps exist in the level of consistency and complexity of SP procedures when compared to advanced SP outside the healthcare sector. Also, SP components and dimensions are found used, such as vision, focused and clear strategy, and thinking strategically. The study also found an array of ten suggested best practices in healthcare SP and recommended more five, such as: establishing a unique, far-reaching vision; attaching critical issues; developing focused and explicit strategies; distinguishing from competition; generating advantages; arranging preplanning; structuring successful engagement; thinking strategically; managing implementation; and managing strategically. [22]. The study of Cueille [33] which aimed to characterize French public hospitals according to their strategic behavior. Based on Miles and Snow's typology, hospitals have been classified into one of the following four strategic perspectives: defenders, reactors, prospectors, and analyzers. SP positively influences this sector's performance. Also, the SP dimension focuses on the content of the strategic orientations that fit with its environment (internal and external), firm structure, facets of strategy, and hospital size. The author observes that, even though the findings are generally showing the importance of SP/SM and extent of hospitals' engagement in SP and strategic implementation process, they indicate the SP level intensity in private compared to slowness in public hospitals.

### 2.7. Research Questions

Practitioners, academics, scholars, and healthcare decision makers believe the SM and SP process are the most appropriate management methods and instruments for the quality and long-term sustainability of the healthcare sector. As a result, a wide range of tools, approaches, and frameworks of SM & SP are employed in the complex and rapidly changing healthcare environment. Nevertheless, there is still a gap between meeting the expectations of stakeholders and tackling the healthcare sector's main challenges. The following question is raised: Are existing strategic management and strategic planning processes and methods suitable for meeting the growing needs of the healthcare sector? This study is a trial to find the answer(s) to its question by reviewing the literature and examining studies in the healthcare sector. Moreover, a framework with a model is proposed as a contribution concept to the discipline of strategic dimensions for the healthcare industry in particular and other sectors in general.

## 3. Research Methodology

### 3.1. Sample

A total of 22 relevant papers were chosen from reputable electronic databases and academic peer-reviewed open access journals from recent years and backwards. The method employed is by using the study's title or related subject matter (strategic planning/management in healthcare/hospitals). The selected study samples were conducted in various countries. External tables are divided into columns to summarize important information for each study, such as the study title, the study's objective, and the findings.

## 4. Results and Discussion

The dynamic change, complexity, interlinked, and unpredictable aspects within the healthcare context environment have been determined in the reviewed literature and analyzed by a number of studies in the healthcare sector. (e.g., [1, 5, 23]). Also, it has been proven that SM/SP are the most appropriate management methods and tools for addressing the healthcare unpredictable challenges, and they have been used and played pivotal roles in this sector [5]. Enhancing decision-making processes through transforming and powerful leadership has been demonstrated and recommended as well [5, 20].

Transformational and strategic leaders in healthcare have been found with significant roles in effectively leading the healthcare sectors, especially during crisis and pandemic situations [17, 20]. Also, it is found that transformational leadership and innovation are most required and needed for the

complexity and dynamic healthcare environment [21, 27, 28]. Varied SP/SM tools, methods, and frameworks have been found and used in healthcare sectors, such as balanced scorecards, benchmarking, business process reengineering, core competencies, TQM, customer relationship management, downsizing, mission and vision statements, outsourcing, strategic planning, strategic alliances, social media programs and the internet, value chain analysis, business portfolio analysis, supply chain management, SWOT, and PESTLE analysis [1, 3, 31]. The components and elements of SM have been found, conceptually defined, and termed differently, such as strategic planning versus strategic decision-making [18]. Other authors [7].

It is also found that the majority of hospitals have strategic plan documents, even though some of these hospitals' medical management is lacking knowledge and is in need of training in SP or SM [2, 3]. The challenging factors impacting healthcare success have been revealed within the examined studies [5, 29].

## 5. Discussion

The reviewed literature and examined studies have underscored the roles played by SM and SP in the healthcare sector [5]. These roles, as per my understanding, could be classified as per the aspects and dimensions of healthcare context. First, the complexity and dynamic dimensions, which could be compromised by unpredictable situations and an emergent crisis or pandemic that might happen. Such situations require certain SM/SP methods enhanced by transformational leadership [17, 20] innovative Hidayah, et al. [27] and conceptual thinking (e.g., [21, 23]). The healthcare industry's environment is complicated, changing, dynamic, and unpredictable. The majority of variables identified in the reviewed literature and previous studies confirmed the need for innovative strategic management and strategic planning models to deal with current interlinked operations and have to plan for an uncertain future for fulfilling medical sustainability services. The exposed complexity of interconnected and unpredictable networks is evolving into its broader context, highlighting the significance of new novel SM and SP approaches. Furthermore, and within this context, the healthcare sector should be associated with the need to improve decision-making procedures through transformational and strong leadership enhanced by collective efforts in order to translate strategic plans into effective and productive action, which should be supported by measurement and monitoring systems at an earlier stage and more frequently. Also, strategic leaders in the healthcare business are critical amid unexpected crises (e.g., the COVID-19 pandemic), as they ensure corporate viability during severe calamities. Within all these contextual frameworks, new SP & SM models enhanced by transformational leadership with new thinking are appropriate. Healthcare development should constantly monitor the effectiveness of implementation of changes and develop flexible systems of SP with required strategic dimensions supported by the formation of an innovative strategy, adaptability, and sustainability approaches. Analyzing the current situation of SP; the healthcare sector and development should constantly monitor the effectiveness of implementation of changes and develop flexible systems. Furthermore, the SM or SP methodologies and frameworks have been investigated and found to be widely used, demonstrating their critical roles in achieving enormous success. But they are not sufficient and adaptable to the vast digital and digitalization eras, which reflect the vast changes in the healthcare environment. Continuous learning and training in the SP process are essential for all healthcare service providers, particularly decision-makers.

## 6. Conclusion

All of the studies examined agreed on the importance of SM/SP in the healthcare industry, despite the fact that they tackled SM/SP from varied perspectives and aspects. The annoyed question is what and how an appropriate framework and methods for SP & SM should be implemented with the current volatile, complex, and dynamic healthcare sector. Furthermore, the concepts and variables of SPP/SM are consistent with how each healthcare sector within its country and region conceptualizes and comprehends the SPP and SM in order to achieve their basic mission and vision within their internal



and external complex and dynamic contexts. The objective of this study is to investigate and evaluate the challenging components of the SP in healthcare, as well as to find the most effective SM approaches and tools for these issues, and to present a framework that can be adapted to the healthcare sector's continual evolution, change, and complexity. The strategic decision-making process is strongly linked to change and effective leadership. The nature of the healthcare sector has shifted significantly from traditional, conventional to massively changing, dynamic, and complicated conditions, emphasizing the importance of transformational leadership to adapt to any developing urgent change. This is more crucial and required during crisis and pandemic situations. Several SP/SM tools and frameworks have been used in healthcare sectors, including balanced scorecards, benchmarking, business process reengineering, core competencies, and TQM. More adaptable, innovative, and creative SPP and SM approaches and methods, together with strategic thinking, are desperately needed for long-term sustainable healthcare performance, this is in aligned with Huebner and Flessa [1]. Manpower development for healthcare leaders and managers through continual training in SP and SM is the most profitable investment.

Based on the findings, this study advises that healthcare decision makers, strategic management experts, and consultants work together to assess and evaluate the current strategic planning and management approaches. Governments and healthcare institutions should better implement and enforce strategic planning and management practices. A joint conference involving healthcare, medical, and strategic management experts can also help to strengthen the knowledge, understanding, and practice of strategic planning in the healthcare industry. To address complexity and dynamic changes, new SM methodologies including as strategic thinking, strategic planning, TQM, sustainability, and governance management have been established and integrated.

## 7. Limitations

The outcomes of this study are relevant to easily accessible literature and studies in the healthcare sector, and for only those, their titles are similar or semi-similar to the study title. The author makes every feasible attempt to summarize what is available and understandable to him. There are many good and relatives' studies are not accessibly and free opened. These might restrict the depth of the study. A future study could encompass a pilot study and initial data gathering, follow-up investigations, and larger sample sizes to improve the robustness of findings.

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## Transparency:

The author confirms that the manuscript is an honest, accurate and transparent account of the study that no vital features of the study have been omitted and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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