

Formulation, Integration, and Impact of Vision and Mission in Hospital Strategic Management: A Systematic Review

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ABSTRACT

Keywords:

Vision; Mission;
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Background: In the face of increasingly complex healthcare systems, vision and mission statements play a crucial role in hospital strategic management. However, their formulation and integration often remain underutilized, leading to gaps between organizational goals and actual performance.

Method: A systematic review was conducted following the PRISMA 2020 guidelines. A total of 17 peer-reviewed articles published between 2010 and 2024 were analyzed to explore patterns, strategies, and outcomes related to vision–mission formulation and integration in hospital management.

Results: Findings show that participatory formulation of vision and mission fosters organizational ownership and commitment. Strong integration into managerial systems enhances strategic effectiveness, inter-unit coordination, and overall hospital governance. A well-internalized vision–mission is associated with enhanced operational efficiency, employee engagement, and patient satisfaction. Conversely, insufficient stakeholder involvement and weak internalization may cause organizational disorientation and performance decline.

Conclusion: The study underscores the importance of strengthening the continuous cycle of formulation, integration, and evaluation of vision and mission statements. This process serves as a strategic foundation for building adaptive, quality-oriented, and sustainable hospital transformation.

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INTRODUCTION

In recent years, the development of sharia-oriented healthcare institutions has increased significantly, particularly in Muslim-majority countries such as Indonesia and Malaysia. Sharia hospitals are not only expected to achieve organizational sustainability and service competitiveness, but also to implement Islamic ethical values in healthcare governance and management. Principles such as amanah (trustworthiness), ihsan (excellence), justice, and maslahah (public benefit) are increasingly recognized as important foundations in shaping hospital governance, organizational culture, and service quality within Islamic healthcare institutions (Hayati et al., 2025; Astiwara, 2024).

In this context, the formulation of hospital vision and mission becomes strategically important because these statements represent not only organizational direction but also ethical commitments and institutional values. Within sharia-oriented hospitals, vision and mission statements are expected to align managerial objectives with maqasid al-shariah principles, particularly the protection of life, welfare, and human dignity through equitable and quality healthcare services (Azis et al., 2025; Saputro & Firdaus, 2025). Therefore, strategic management in hospitals should not merely emphasize operational performance and competitiveness, but also value-based governance and social responsibility.

In an increasingly complex healthcare landscape, hospitals are required to respond to both external and internal changes in a more adaptive and strategic manner. Pressures arising from regulatory changes, technological advancements, shifting patient expectations, and increasing competition among healthcare institutions have made strategic management indispensable. In this context, strategic management enables hospitals to define long-term directions, align resources with organizational objectives, and respond to external environmental influences through systematic and sustainable approaches (Tarukallo et al., 2025).

One of the most fundamental aspects of strategic management is the establishment of an organization's vision and mission (Margareth, 2018). As a directional strategy, a vision describes the ideal long-term aspirations an organization seeks to achieve, whereas a mission explains its reason for existence, defines its role in society, and outlines the specific tasks it carries out (Kurniasari, 2019). In the context of hospitals, the vision and mission function as public communication tools that provide a clear picture of what the institution aims to accomplish and how it intends to do so. At the same time, they serve as a strategic reference framework that guides organizational planning, implementation, and policy evaluation.

To survive and remain sustainable, hospitals must develop sound strategic thinking, concepts, and management practices. They need a clear and well-defined vision and mission that can guide and evaluate internal organizational activities, enable responsiveness to external challenges, and support both the planning and implementation of strategic initiatives aimed at achieving their institutional goals (Pearce II & Robinson, 2016). Hospitals with strategically formulated and well-communicated vision and mission statements tend to have a positive influence on employee dedication, operational efficiency, and overall organizational performance (Pamungkas, Muhammad Syafril Firdaus, et al., 2024). Moreover, integrating the vision and mission into operational strategies has been shown to enhance employee engagement and strengthen cross-unit or staff coordination (Slåtten et al., 2021).

However, in practice, many hospitals have not fully optimized the function of their vision and mission as part of strategic management. Vision and mission statements are often formulated merely as administrative requirements or formalities. Moreover, their development frequently lacks adequate involvement from key stakeholders including top management, middle management, and first line management resulting in vision and mission statements that do not function as a shared organizational direction. As a result, vision and mission statements often fail to serve as the foundation for strategic decision-making within hospitals (Yuliyanti et al., 2015). This condition indicates a gap between the intended function of vision and mission within strategic management and their actual implementation in practice.

Effective strategic management in hospitals must begin with the formulation of a clear strategic direction, grounded in a vision and mission that are both relevant and realistic. As stated by Santika et al. (2023a) strategies that are aligned with the vision and mission enable hospitals to identify and develop competitive advantages based on services, technology, or specific community focuses. This also includes alignment in financial planning, competitor analysis, and continuous evaluation. Thus, the vision and mission are not merely idealistic statements but serve as the primary drivers of hospital transformation toward more adaptive, quality-oriented, and sustainable management.

Although previous studies have extensively discussed hospital strategic management from conventional managerial perspectives, limited studies have examined how Islamic organizational values and maqasid al-shariah principles may influence the formulation and integration of vision and mission in hospital governance. This gap indicates the need for a broader understanding of hospital strategic management that integrates managerial effectiveness with ethical and value-based healthcare governance, particularly within sharia-oriented healthcare institutions.

Therefore, this article aims to examine the critical role of vision and mission within the scope of hospital strategic management through a systematic literature review. This review discusses how vision and mission statements are formulated, integrated into organizational strategies, and how they influence hospital performance and management. Through a systematic literature review approach, this article is expected to provide a more comprehensive understanding of the essential role of vision and mission in the strategic management of hospital institutions.

METHOD

In this systematic review, the PRISMA 2020 guidelines were used as the reference for data collection, processing, and reporting (Page et al., 2021). This study examined scientific articles published within the last 15 years, or after 2010, that met the predetermined eligibility criteria. Articles such as editorials, outdated book reviews, and highly similar journal papers were excluded from the review. The literature search was conducted on July 18, 2025, using Google Scholar, EBSCO, and PubMed with the following keywords: “visi,” “misi,” and “rumah sakit,” or in English, “vision,” “mission,” and “hospital.” Both the titles and abstracts of articles were considered equally important in determining their eligibility for inclusion in the analysis.

This study selected only articles that met the established criteria to ensure the relevance of the findings. In this literature review, the researchers considered the year of publication, the activities undertaken in each study, and the underlying rationale for the research. The search results were stored using the Mendeley reference management application, which was also used to detect and remove duplicate articles. Before determining which articles to include, the authors carefully reviewed the titles and abstracts. The screening and selection process was conducted independently by two reviewers. Titles and abstracts were initially screened to assess relevance to the study objectives. Articles meeting the inclusion criteria were subsequently reviewed in full text. Any disagreements between reviewers regarding article eligibility or data extraction were discussed and resolved through consensus. This process was conducted to minimize selection bias and improve the transparency and reliability of the review. Articles that met the eligibility criteria were then examined in depth. After the analysis process was completed, the researchers also rechecked the dataset to ensure that no important articles had been overlooked. Studies that were deemed irrelevant were excluded to ensure that only appropriate data were analyzed. The selected scientific articles were then categorized according to their thematic focus, which included the formulation, integration, and performance aspects of vision and mission within the hospital context. Data extraction included information regarding study objectives, methodological approach, findings, and thematic relevance to the formulation, integration, and impact of hospital vision and mission statements.

RESULTS AND DISCUSSION

Based on the search and selection process conducted using the PRISMA 2020 guidelines, a total of 769 articles were initially identified from various databases (Google Scholar, PubMed, and EBSCO). After removing duplicates using Mendeley and conducting title and abstract screening, 30 articles remained relevant for further review. Of these, only 17 articles met all inclusion criteria and were evaluated in depth in this study. The article selection flow is presented in the PRISMA diagram in Figure 1.

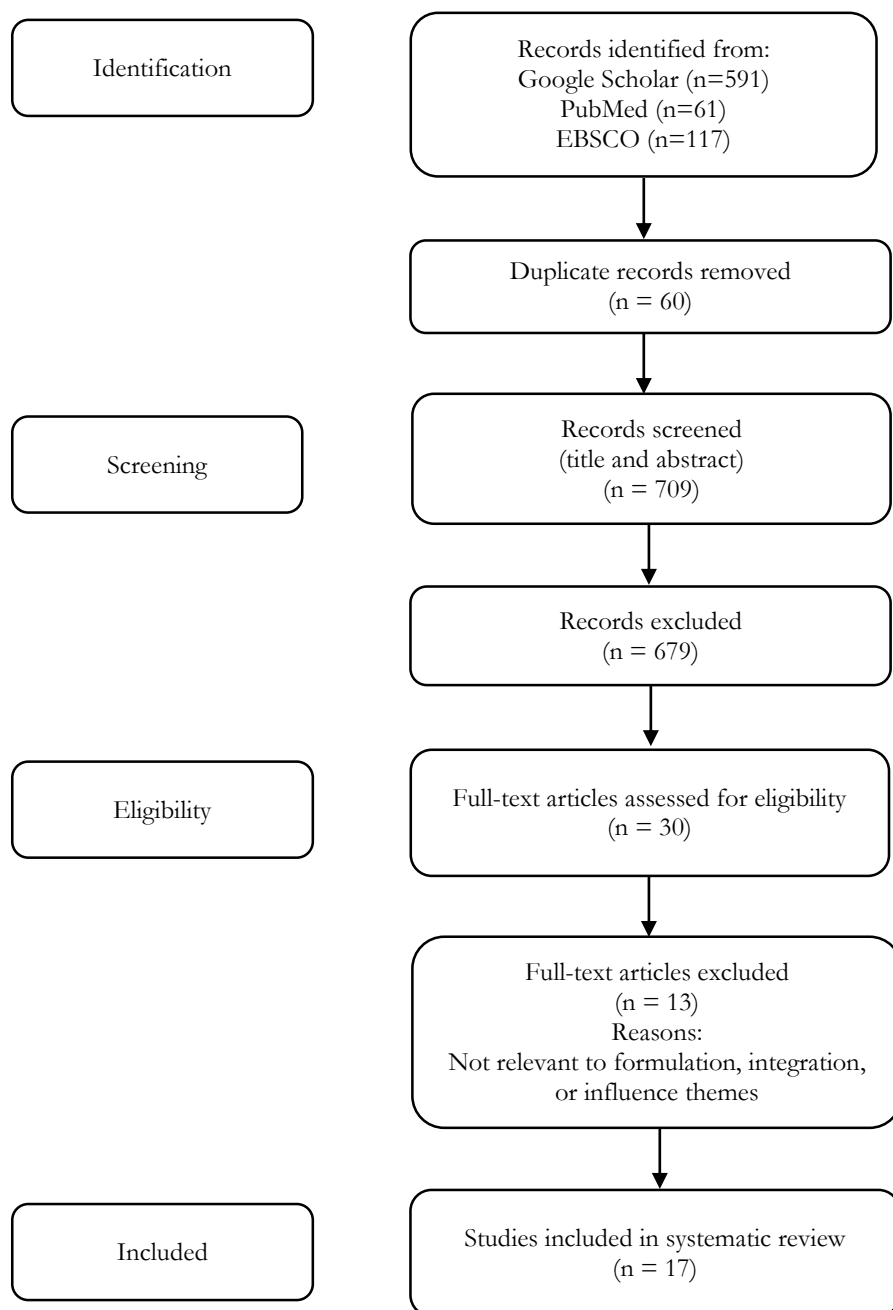


Figure 1. PRISMA Flow Diagram of the Literature Review

The review was conducted on 17 articles that met the inclusion criteria by performing a thematic analysis based on the study's focal areas: (1) the formulation of hospital vision and mission statements, (2) the integration of vision and mission into organizational strategies, and (3) the influence of vision and mission on hospital performance and management. The categorization of articles according to these focus areas is presented in Table 1, while detailed information on each article is provided in Appendix 1.

Formulation of Hospital Vision and Mission

All articles, except those by Yuliyanti, Sugiarto and Arso (2015) dan Huebner and Flessa (2022) emphasize that the formulation of vision and mission statements should be participatory and take into account the local context of the hospital. Alam and Alabdulaali (2015) show that the formulation of vision and mission statements involves comprehensive strategic planning and requires the participation of leaders at the top-management level. These statements are then translated into technical plans by middle management and further operationalized by first-line management within each unit or medical department.

Francisco de Paula Rodríguez Perera and Manel peir (2012) emphasize that, technically, mission statements should be concise, clear, and succinct, and must be known and understood across all parts of the organization. They argue that mission statements should avoid ambiguous or clichéd wording, as such expressions may create confusion or obscure the true identity of the organization. A mission statement should avoid ambiguous or clichéd wording so that it does not create confusion or blur the organization's identity. Furthermore, Rodríguez Perera and Peiró (2012) emphasize that the mission must be disseminated throughout the organization to ensure that all employees understand it, remember it, and use it as a guiding reference in their work. When properly formulated and well-communicated, a mission can serve as a unifying element and a shared source of motivation within the organization. In addition, the mission can be communicated to patients as an official statement of the organization's commitment to its responsibilities and service recipients. Similar to the mission, the vision should also be concise and clear so that it is easy for everyone in the organization to understand and visualize. When well-crafted and widely understood, the vision can become a driving force that aligns all members of the organization toward a common direction. From the perspective of sharia-based healthcare management, the formulation of hospital vision and mission also reflects ethical responsibility and organizational accountability. Islamic healthcare institutions increasingly position vision and mission statements as instruments for integrating professional healthcare services with Islamic organizational values and patient-centered care (Hayati et al., 2025).

Meanwhile, Qin et al. (2023), in their comparative study of five top-ranked hospitals—Mayo Clinic Rochester, Cleveland Clinic, Massachusetts General Hospital, Toronto General Hospital–University Health Network, and Johns Hopkins Hospital—emphasized the importance of service quality, clinical excellence, technical and organizational management, and the promotion of human dignity. These hospitals also uphold strong ethical values, including responsibility, compassion, and respect for individuals. At a more operational level, Vellyana (2019) demonstrated that vision and mission formulation is not limited to hospitals as whole institutions but can also be developed at the departmental or unit level. For example, the formulation of unit-level vision and mission statements in perinatal care wards reflects the importance of aligning strategic direction with the specific roles and functions of smaller organizational units.

Integration into Organizational Strategy

Findings from this systematic review indicate that the integration of vision and mission into organizational strategy is a key factor in achieving a coherent and sustainable organizational direction. Most of the reviewed articles reveal that when the vision and mission are not merely treated as slogans but are genuinely used as references in strategy formulation, hospitals become more capable of addressing external challenges and strengthening their internal capabilities. A hospital's vision and mission function as foundational guides for both strategy and organizational culture. When well integrated, they can strengthen coordination, accelerate decision making, and support measurable strategic planning. Conversely, the absence of such integration may lead to policy fragmentation, weakened accountability, and reactive decision making.

A number of studies indicate that the integration of a hospital's vision and mission is a key factor influencing the effectiveness of coordination, the quality of strategic planning, and the consistency of the organization's policy direction. Rego et al. (2015) emphasize the importance of communicating the vision and mission comprehensively and in an integrated manner across all organizational levels. Hospitals that actively embed vision–mission values into their work culture tend to demonstrate better inter-unit coordination, particularly in making strategic decisions that are faster and more targeted. Meanwhile, states that the integration of vision and mission can be strengthened through a strategic

planning process that includes the development of key performance indicators (KPIs), budget planning, and quality evaluation based on accreditation standards. This indicates that vision and mission are not merely idealistic narratives, but practical frameworks within overall management, including the hospital setting. Conversely, hospitals that formulate strategies without aligning them with the institution's vision and mission often face policy fragmentation, weak accountability, and inconsistent developmental direction (Yuliyanti, Sugiarto and Arso, 2015). The study reveals that the absence of integration can lead to reactive rather than strategic decision making, and can ultimately limit the potential for long term innovation. This finding is also relevant to recent studies on sharia hospital governance, which emphasize that organizational culture and strategic integration are essential for strengthening ethical healthcare practices, institutional trust, and sustainable service quality in Islamic healthcare organizations (Astiwara, 2024; Ardelia & Mas'ud, 2024).

Other findings further reinforce the importance of comprehensive integration between the vision-mission and organizational strategy. A vision that expresses a commitment to improving service quality becomes meaningless without implementable strategies that are embedded into human resource development, incentive systems, regulations, and standardized performance measurement (Malmivaara, 2020). This is supported by studies showing that strong strategies must be fully aligned with and supportive of the established vision. The coherence between vision, mission, and strategic actions is also a key determinant of healthcare system transformation that is patient- and population-oriented (Huebner and Flessa, 2022).

Influence on Hospital Performance and Management

The analysis of the reviewed scientific articles indicates that integrating the vision-mission into the organizational framework of hospitals has a significant influence on various aspects of institutional performance and management. Hospitals that are able to formulate and internalize their vision and mission systematically tend to demonstrate more stable organizational structures, higher quality services, and a work culture that is more value-driven and grounded in collective responsibility.

Pamungkas et al. (2024) reported that hospitals with clearly defined and effectively communicated vision and mission statements experience improvements in operational efficiency, employee engagement, and patient satisfaction. Employees who understand the institution's direction and goals generally demonstrate higher work motivation, stronger organizational loyalty, and greater readiness to actively participate in quality improvement programs. This aligns with the findings of Tomasik (2020), who highlighted that vision and mission statements are not merely symbolic but have the potential to influence both individual and team performance within organizations.

In the context of Islamic healthcare management, employee engagement is also associated with the internalization of Islamic organizational values such as responsibility, compassion, sincerity, and ethical accountability in serving patients. This alignment between organizational values and healthcare practices may contribute to stronger institutional commitment, improved service quality, and greater patient trust (Azis et al., 2025).

Furthermore, Slåtten, Mutonyi and Lien (2021) explain that when an organization's vision and mission are aligned with the personal and professional values of its employees, this alignment fosters positive identification with the institution, ultimately enhancing job satisfaction, healthcare worker retention, and cross-unit coordination. These psychological effects contribute to the development of a healthy organizational climate, which serves as a critical foundation for sustainable hospital management. This finding is reinforced by Carreno (2024a), who notes that vision and mission statements grounded in the core values of employees help shape an organizational culture that is consistent with the established vision and mission. Therefore, these insights provide important guidance for understanding how a hospital's vision and mission should be formulated and how, in turn, they shape the organization as a whole.

From a managerial perspective, (Santika et al., 2023), emphasize that hospitals which position their vision and mission as the foundation for formulating organizational strategy are better prepared to navigate external challenges such as regulatory changes, financial pressures, and advancements in medical technology. Policy direction, program prioritization, and resource allocation become more focused and consistent when guided by a shared vision-mission framework. Moreover, performance measurement

systems and internal audits gain deeper meaning and relevance when they are directly linked to success indicators derived from the organization's vision and mission.

The vision and mission can have negative effects if they are not well understood. Low employee comprehension and ownership of the vision and mission directly undermine their engagement in supporting the organization's strategic direction. This can lead to decreased work motivation, poor inter unit alignment, and a weakened organizational culture. Ultimately, such conditions may hinder the achievement of optimal service performance and reduce the overall effectiveness of hospital management (Kofi Darbi, 2012).

The findings of this systematic review consistently underscore the importance of vision and mission as fundamental elements in hospital strategic management. Across the three focal areas formulation, integration, and impact it is evident that vision and mission are not merely formal symbols but serve as strategic starting points that can shape the long-term success of the organization. Nevertheless, challenges in the practical implementation across various hospital institutions indicate that the role of vision and mission has not yet been fully and effectively integrated into strategic management.

First, regarding formulation, nearly all literature emphasizes the importance of a participatory approach that involves all levels of management, from top management to first-line management. This approach is crucial not only to ensure that the vision and mission align with the institutional context but also to foster a sense of ownership among all internal stakeholders. Findings from Alam and Alabdulaali (2015) as well as Vellyana (2019) indicate that formulation conducted without cross-level involvement risks producing vision and mission statements that are misaligned and not practically applicable in operational settings. This represents one of the root causes of why vision and mission are often not used as strategic references in decision making.

In his book, David (2014) emphasizes that vision and mission constitute a crucial initial stage in the Strategic Management Process model. This model illustrates that before an organization formulates its strategy, it must first establish a clear direction through a vision statement (depicting the ideal future) and a mission statement (explaining the organization's reason for existence and scope of activities). The vision and mission serve as foundational guides for setting long-term goals, formulating strategies, and directing all organizational activities to ensure consistency with the established values and strategic direction.

Second, regarding the integration of vision and mission into organizational strategy, the review findings reveal a gap between the idealized vision and mission and their practical implementation. Many hospitals fail to embed vision and mission values into work systems, organizational culture, and managerial processes, including budgeting, quality planning, and performance evaluation. As noted by Rego, Araújo and Serrão (2015) dan Monique R. (2024), the success of a strategy largely depends on the extent to which the vision and mission serve as primary references in policy formulation and the establishment of success indicators. When the vision and mission are not positioned as strategic foundations, fragmentation among work units, weak accountability, and reactive rather than proactive decision-making often occur. Findings from Malmivaara (2020) and Huebner and Flessa (2022) further reinforce that strong integration leads to a more focused management system that is oriented toward service quality. Therefore, embedding vision and mission values should not be limited to declarative statements or initial training but must remain an integral part of human resource management systems, incentive structures, and standardized performance measurement.

This aligns with the perspective of Kaplan and Norton (2020), who explain that vision and mission are not merely directional statements but must be concretely integrated into the organization's managerial systems. The vision and mission should be translated into measurable strategic objectives, performance indicators, and initiatives that align with organizational priorities. This demonstrates that vision and mission are embedded in budgeting, quality planning, and performance evaluation processes, ensuring that all organizational activities are interconnected and aligned with the established strategic direction. Thus, the vision and mission do not remain mere slogans but serve as driving mechanisms that guide organizational culture, management systems, and decision making toward the achievement of long term organizational goals.

Third, regarding the impact on hospital performance and management, this review found a strong correlation between the presence of a clear vision and mission and improvements in operational

efficiency, employee engagement, and patient satisfaction. This is consistent with the findings of (Pamungkas, Firdaus, et al., 2024) and (Tomasik, 2020), who report that hospitals with widely understood vision and mission statements tend to have a more positive, synergistic, and adaptive work culture. Vision and mission alignment with employees' personal and professional values also plays a significant role in fostering loyalty and commitment to the institution (Carreno, 2024; Slåtten et al., 2021). Meanwhile, (Kofi Darbi, 2012) provides a critical note that low understanding and sense of ownership of the vision and mission can lead to decreased work motivation, poor inter-unit collaboration, and limited accountability in supporting the organization's strategic direction. These findings indicate that the effectiveness of a vision and mission is determined not only by the quality of their wording but also by internal communication strategies, the internalization of values, and the alignment of the vision and mission with everyday managerial practices.

Meanwhile, Wheelen & Hunger (2012) explain that vision and mission statements not only serve as the organization's identity but also provide a foundation for guiding all managerial processes. Clearly formulated vision and mission statements help organizations develop more effective policies and work programs, thereby supporting operational efficiency. Furthermore, a shared understanding of the vision and mission fosters emotional attachment and commitment among employees, enhancing their engagement in achieving organizational goals. At the same time, a mission orientation focused on meeting stakeholder needs contributes to improved service quality, which in the hospital context is reflected in increased patient satisfaction.

Table 1. Selected Articles

Author (Year)	Title	Group		
		Formulation	Integration	Influence
Noverio Michael Samban Tarukallo et al. (2025)	Implementasi dan Evaluasi Strategi dalam Manajemen Rumah Sakit	X	X	X
Diny Vellyana (N/A, based on 2017 activity)	In House Training Perumusan Visi Misi Ruang Perawatan Perinatal RSUD Pringsewu	X		
Francisco de Paula Rodríguez Perera and Manel Peiró (2012)	Strategic Planning in Healthcare Organizations	X		
Amélia Rego, Beatriz Araújo, Daniel Serrão (2015)	The mission, vision and values in hospital management	X		X
Nsengiyumva Monique R. (2024)	Crafting and Communicating a Strategic Vision: Key Characteristics, Development Processes, and Implementation Strategies for Organisational Success	X	X	X
Antti Malmivaara (2020)	Vision And Strategy for Healthcare: Competence is A Necessity	X	X	X
Claudia Huebner and Steffen Flessa (2022)	Strategic Management in Healthcare: A Call for Long-Term and Systems-Thinking in an Uncertain System	X		X
Jennifer L. Tomasik (2020)	The Importance of Aligning Vision, Mission, And Strategy in Fast-Changing Healthcare Environments	X	X	
Adolfo M. Carreno (2024)			X	X

	Purpose-Driven Transformation: Aligning Organizational Culture with Values and Mission			
Author (Year)	Title	Group		
		Formulation	Integration	Influence
William Phanuel Kofi Darbi (2012)	Of Mission and Vision Statements and Their Potential Impact on Employee Behaviour and Attitudes: The Case of a Public but Profit-Oriented Tertiary Institution		X	X
Indah Margareth Rangga Almahendra (2018)	Formulasi Misi, Visi, dan Sasaran Strategis RSIA Usodo Tahun 2018-2028	X		
Chanif Kurniasari (2019)	Perencanaan Strategi Berdasarkan Analisis Misi, Visi Dan SWOT RS DI Bantul Yogyakarta	X		
Tegar Pamungkas et al. (2024)	The Effect of Vision and Mission Statement on Performance of Hospital in Asia: A systematic Review		X	X
Terje Slåtten, Barbara Rebecca Mutonyi, and Gudbrand Lien (2021)	Does organizational vision really matter? An empirical examination of factors related to organizational vision integration among hospital employees		X	X
Suryani Yuliyanti, J. Sugiarto, Septo Pawelas Arso (2015)	Analisis Manajemen Strategis Rumah Sakit Islam Sultan Agung Semarang dengan Pendekatan Balance Scorecard	X	X	
Made Santika, Vip Paramarta, Ittang Somba (2023)	Pentingnya Penerapan Strategik Manajemen Di Rumah Sakit: Kajian Teoritis	X		X
Qin, X., Wang, B-L., Zhao, J., Wu, P., & Liu, T. (2023)	Learn from the best hospitals: a comparison of the mission, vision and values	X	X	X

Data processed by the author (2025), Minitab output (Kurnia, 2025)

CONCLUSION

The review findings indicate that vision and mission play a crucial role in hospital strategic management. Beyond serving as formal symbols, they act as directional guides for the organization’s strategy. Vision and mission statements formulated through a participatory process involving all levels of management and staff tend to be more relevant, deeply embedded, and foster a sense of ownership among organizational members.

Moreover, when the vision and mission are integrated into organizational strategy, decision-making processes become more effective, inter-unit coordination is better aligned, and the focus on service quality is strengthened. Consistent application of vision and mission has been shown to enhance operational efficiency, increase employee engagement, and improve patient satisfaction.

Conversely, low understanding and ownership of the vision and mission often hinder organizational culture and service quality. Therefore, hospitals need to establish a sustainable strategic management cycle, beginning with inclusive formulation, integration into managerial processes, and

ongoing evaluation, to ensure that the vision and mission remain relevant and actionable. For sharia-oriented hospitals, the formulation and integration of vision and mission should also reflect Islamic organizational values and maqasid al-shariah principles to support ethical, patient-centered, and sustainable healthcare governance.

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Appendix 1. Selected Articles

Author (Year)	Title	Purpose	Result	Key Finding	Group
Noverio Michael Samban Tarukallo et al. (2025)	Implementasi dan Evaluasi Strategi dalam Manajemen Rumah Sakit	To evaluate the success of hospital management through effective strategy implementation and continuous evaluation, and to identify success/failure factors for strategic performance improvement.	Success depends on regular evaluations, goal setting, staff involvement, and resource management. Effective management requires a holistic approach: well-thought-out strategies, continuous evaluation, and multi-stakeholder collaboration.	Effective hospital management necessitates a holistic approach that includes well-planned strategies, continuous evaluation, and multi-stakeholder collaboration for timely improvements.	Formulation, Integration, Influence
Diny Vellyana (N/A, based on 2017 activity)	In House Training Perumusan Visi Misi Ruang Perawatan Perinatal RSUD Pringsewu	To increase stakeholders' understanding in formulating the Vision and Mission for the Perinatal ward at Pringsewu General Hospital.	The activity successfully enabled the formulation of a clear vision ("Becoming a trusted perinatology treatment ward through prime quality service") and mission (e.g., providing quality neonate services) for the ward.	Strategic direction for hospital wards begins with the determination and recognition of identity through the formulation of vision and mission statements.	Formulation
Francisco de Paula Rodríguez Perera and Manel Peiró (2012)	Strategic Planning in Healthcare Organizations	To present strategic planning as a valid and useful tool for guiding all types of healthcare organizations.	Strategic planning (SP) is a systematic, rational, and holistic process involving decision-making criteria, implementation, and integration of long, medium, and short-term plans for relevant transformations. Key stages include defining mission, vision, values, external/internal analysis, SWOT, and results assessment.	Strategic planning has a clear transformational purpose, requiring a steering group with executive power and familiarity with SP methodology. Mission, vision, and values are fundamental for organizational identity and direction.	Formulation
Amélia Rego, Beatriz Araújo, Daniel Serrão (2015)	The mission, vision and values in hospital management	To identify the contents of vision, mission, and values in hospitals in northern	Hospitals' values focus on assistance, organization/management, quality, ethics, and social responsibility. All	Hospital managers recognize that ethics and human values are the foundation for	Formulation and Influence

Author (Year)	Title	Purpose	Result	Key Finding	Group
		Portugal and analyze content differentiation based on the implemented management model.	hospitals (public, private, social) explicitly present their values, mission, and vision, emphasizing human dignity, quality, and holistic care.	hospital functioning, and that mission, values, and vision statements serve as accreditation criteria with a global reach.	
Nsengiyumva Monique R. (2024)	Crafting and Communicating a Strategic Vision: Key Characteristics, Development Processes, and Implementation Strategies for Organisational Success	To examine the fundamental components of an effective strategic vision, its development processes, and implementation techniques for organizational success.	An effective strategic vision needs clarity, simplicity, and an inspiring forward-looking perspective. Its development involves environmental scanning, stakeholder participation, and iterative refinement.	A strategic vision acts as a beacon for stakeholders, fostering purpose and guiding toward shared objectives. Successful implementation requires effective communication, leadership by example, and integration into organizational procedures.	Formulation, Integration, and Influence
Antti Malmivaara (2020)	Vision And Strategy For Healthcare: Competence is A Necessity	To propose prerequisites, vision, and means for successful healthcare, and to review and compare these with existing comprehensive healthcare strategies.	Prerequisites for successful healthcare include staff competence at all levels and a well-functioning system. The vision is continuous improvement in accessibility, quality, equity, effectiveness, safety, and efficiency.	Competence of staff and leaders at all organizational and health policy levels is a necessity for a successful healthcare strategy. The strategy must be shared throughout the healthcare system for integrated actions.	Formulation, Integration, and Influence
Claudia Huebner and Steffen Flessa (2022)	Strategic Management in Healthcare: A Call for Long-Term and Systems-Thinking in an Uncertain System	To clarify the meaning and relevance of "strategy" and "strategic management" in healthcare, advocating for more long-term,	Healthcare, like post-industrial society, operates in "Dynaxity zone III," characterized by high dynamics, complexity, and uncertainty. Strategic management uses tools like portfolio analyses, causal-loop diagrams, and	Long-term, systems thinking on the strategic apex is crucial for healthcare systems to navigate increasing dynamics, complexity, and uncertainty, rather	Formulation and Influence

Author (Year)	Title	Purpose	Result	Key Finding	Group
		systems-thinking approaches to address dynamics, complexity, and uncertainty.	simulations/scenarios to manage these challenges.	than micromanaging.	
Jennifer L. Tomasik (2020)	The Importance of Aligning Vision, Mission, and Strategy in Fast-Changing Healthcare Environments	To emphasize the importance of aligning vision, mission, and strategy within healthcare organizations.	A motivating vision acts as a powerful shaper of organizational behavior, providing alignment and, in a sense, substituting for managerial control. Vision represents a mental image of a desirable future state.	Vision, mission, and strategy are integrally linked and, when aligned, serve as a powerful force for cohesion and guidance in fast-changing healthcare environments.	Formulation and Integration
Adolfo M. Carreno (2024)	Purpose-Driven Transformation: Aligning Organizational Culture with Values and Mission	To explore the transformative impact of embedding purpose into organizational culture to drive both cultural and financial success.	Alignment between an organization's mission, values, and daily operations enhances employee engagement, productivity, and stakeholder trust. Organizational culture forms the foundation for behaviors aligned with strategic goals.	Purpose-driven transformation is a strategic approach that extends beyond profit to societal impact and stakeholder value. Aligning culture with values and mission fosters engaged employees, a positive brand image, and a competitive position.	Integration and Influence
William Phanuel Kofi Darbi (2012)	Of Mission and Vision Statements and Their Potential Impact on Employee Behaviour and Attitudes: The Case of A Public But Profit-Oriented Tertiary Institution	To explore employees' awareness and ownership of mission and vision statements, and their impact on employee behavior and attitudes in a public, profit-oriented tertiary institution.	Mission and vision statements are relevant strategic management tools that can impact employee behavior and attitudes. While knowledge of purpose is high (88%), awareness of specific content/components is relatively low (55% above average).	Effective communication and internalization of mission and vision statements are crucial for them to induce desirable employee behaviors and attitudes. A significant portion of employees may not fully understand or perceive the mission as focusing on them.	Integration and Influence

Author (Year)	Title	Purpose	Result	Key Finding	Group
Indah Margareth Ranga Almahendra (2018)	Formulasi Misi, Visi, dan Sasaran Strategis RSIA Usodo Tahun 2018-2028	To formulate the mission, vision, and strategic targets for Usodo Mother and Child Hospital during its transformation from a clinic to a hospital.	The formulated mission includes providing comprehensive health services for mother and child and improving human resource quality. The formulated vision aims for the hospital to be the best in Karanganyar by 2028. Strategic objectives cover facility, human resource, and marketing improvements.	Mission and vision are fundamental aspects that guide business organizations in achieving their goals. The formulation process should involve qualitative analysis and stakeholder input, such as through Focus Group Discussions (FGDs).	Formulation
Chanif Kurniasari (2019)	Perencanaan Strategi Berdasarkan Analisis Misi, Visi Dan SWOT RS DI Bantul Yogyakarta	To develop recommendations for strategy formulation for a hospital in Bantul Yogyakarta, based on mission, vision evaluation, and SWOT analysis.	Identified key mission and vision points through exploration. SWOT analysis revealed 17 strengths, 15 weaknesses, 6 opportunities, and 4 threats. Strategic recommendations included objective strategies (mission/vision re-formulation), low cost, implementation, penetration, market, and product development strategies.	Mission and vision are essential for a hospital's existence and role definition. Existing mission/vision statements were found to be abstract and lacked measurability, necessitating a clearer re-formulation with a defined timeframe.	Formulation
Tegar Pamungkas et al. (2024)	The Effect Of Vision And Mission Statement on Performance Of Hospital In Asia : A systematic Review	To demonstrate the effect of vision and mission statements on the performance of hospitals in Asia.	Research indicates that a hospital's mission, vision, and values impact employee behavior, foster dedication, and enhance staff performance and operational efficiency. A significant correlation exists between the internalization of mission/vision and employee performance.	A strong connection exists between organizational culture and the vision and mission of a health service providing agency, which in turn leads to effective and efficient performance. Internalization of mission/vision is crucial for employees to understand and participate in cultivating core values.	Influence and Integration

Author (Year)	Title	Purpose	Result	Key Finding	Group
Terje Slåtten, Barbara Rebecca Mutonyi, and Gudbrand Lien (2021)	Does organizational vision really matter? An empirical examination of factors related to organizational vision integration among hospital employees	To examine factors associated with organizational vision integration (OVI) among hospital employees from an employee perspective.	OVI is directly and positively related to creative performance (CP). Psychological capital (PsyCap) and organizational attractiveness (OA) are directly and positively related to OVI. OVI mediates the relationship between PsyCap, OA, and CP.	Organizational vision integration among employees significantly impacts their creative performance. Leaders must recognize that merely communicating vision is insufficient; achieving true OVI requires focusing on how well employees understand and internalize the vision.	Integration and Influence
Suryani Yuliyanti, J. Sugiarto, Septo Pawelas Arso (2015)	Analisis Manajemen Strategis Rumah Sakit Islam Sultan Agung Semarang dengan Pendekatan Balance Scorecard	To analyze strategic management at Sultan Agung Islamic Hospital Semarang using a Balanced Scorecard approach.	The hospital's vision and mission were made shorter and easier to understand, but values were still in the implementation phase. Objectives and targets were too long, unfocused, and misaligned with the vision, hindering communication. Strategic mapping was illogical, and cascading had not been implemented.	Difficulties in the internalization and socialization of vision to become a shared vision were identified as a problem in strategic plan implementation. The hospital showed deficiencies in implementing strategic management using the Balanced Scorecard due to misalignment and lack of cascading.	Formulation and Integration
Made Santika, Vip Paramarta, Ittang Somba (2023)	Pentingnya Penerapan Strategik Manajemen Di Rumah Sakit: Kajian Teoritis	To understand the importance of strategic management in hospitals.	Strategic management is crucial for basic financial planning, forecasting, external strategic planning, and marketing in hospitals. It requires strong leadership skills to make decisions, overcome challenges, and maximize opportunities.	Strategic management provides a fundamental guideline for decision-making and is a continuous process that involves evaluating internal business, analyzing competitors, and setting strategies to compete effectively.	Formulation and Influence

Author (Year)	Title	Purpose	Result	Key Finding	Group
Qin, X., Wang, B-L., Zhao, J., Wu, P., & Liu, T. (2023)	Learn from the best hospitals: a comparison of the mission, vision and values	To understand how the world's top hospitals develop and apply mission, vision, and values (MVV) in their daily management, in order to provide lessons for other hospitals.	A qualitative content analysis of the top five hospitals worldwide (Mayo Clinic, Cleveland Clinic, Massachusetts General Hospital, Toronto General Hospital–UHN, and Johns Hopkins Hospital) revealed both similarities and differences in their MVVs. All hospitals emphasize quality, social responsibility, research, education, and innovation.	- Mission: emphasizes excellence in healthcare, education, research, and community engagement. - Vision: focuses on global health, well-being, equity, and workforce development. - Values: highlight patient-centeredness, integrity, safety, teamwork, and innovation. - MVVs function as foundations for strategy, enhance management effectiveness, and strengthen organizational culture.	Formulation, Integration and Influence