

Digital Transformation And Strategic Decision Making In Health Care Management

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Abstract:

Digital transformation has become a strategic imperative for healthcare organisations seeking to enhance decision-making capabilities, operational efficiency, and long-term organisational sustainability. The integration of advanced digital technologies, including artificial intelligence, big data analytics, cloud computing, the Internet of Medical Things (IoMT), electronic health records, and decision support systems, has fundamentally reshaped healthcare management by enabling data-driven strategic planning and evidence-based managerial decisions. This study examines the role of digital transformation in strengthening strategic decision making within healthcare management through a comprehensive review of contemporary management literature. The review explores how digital technologies support strategic planning, organisational agility, leadership effectiveness, resource optimisation, performance management, and innovation while improving organisational responsiveness in an increasingly complex healthcare environment. It further analyses the managerial challenges associated with digital transformation, including technological readiness, change management, workforce capabilities, cybersecurity, governance, and organisational resistance. The findings indicate that healthcare organisations embracing digital transformation achieve superior strategic decision quality by enhancing information accessibility, improving operational transparency, accelerating organisational learning, and strengthening institutional resilience. Furthermore, digital transformation facilitates proactive managerial decision making through predictive analytics and real-time performance monitoring, enabling healthcare leaders to respond effectively to environmental uncertainties. The study provides valuable managerial insights for healthcare executives, policymakers, and organisational leaders in developing digital strategies that support sustainable organisational performance, competitive advantage, and effective strategic decision making in modern healthcare systems.

Keywords: Digital Transformation, Strategic Decision Making, Healthcare Management, Strategic Management, Digital Leadership, Organisational Performance, Artificial Intelligence, Big Data Analytics, Healthcare Innovation, Organisational Agility.

1. Introduction

Digital transformation has emerged as one of the most significant strategic priorities for organisations across industries, fundamentally altering how institutions create value, optimise operations, and achieve long-term competitive advantage. In the contemporary management landscape, digital transformation extends beyond the adoption of advanced technologies; it represents a comprehensive organisational strategy that integrates digital capabilities into managerial processes, strategic planning, operational systems, and organisational culture. As organisations operate in increasingly volatile and technology-driven environments, digital transformation has become an essential enabler of strategic decision making, allowing leaders to respond proactively to environmental changes while improving organisational effectiveness and sustainability.

Within the healthcare sector, digital transformation has become particularly critical due to the increasing complexity of healthcare delivery, growing patient expectations, regulatory requirements, financial pressures, and continuous technological advancements. Healthcare organisations are expected not only to provide high-quality clinical services but also to demonstrate operational efficiency, financial accountability, organisational resilience, and strategic adaptability. Consequently, healthcare management has shifted from traditional administrative approaches towards digitally enabled strategic management systems that support evidence-based decision making, organisational innovation, and continuous performance improvement.

Strategic decision making is widely recognised as one of the most important managerial functions because it determines the long-term direction, resource allocation, organisational priorities, and competitive positioning of an institution. Unlike routine operational decisions, strategic decisions involve significant organisational investments, uncertainty, and long-term consequences. Effective strategic decision making requires managers to analyse complex information, evaluate alternative strategies, anticipate future challenges, and align organisational capabilities with changing environmental conditions. In healthcare organisations, these decisions

influence service expansion, workforce planning, technology adoption, financial management, quality improvement, risk management, and organisational sustainability.

Digital transformation has fundamentally enhanced the strategic decision-making process by enabling healthcare managers to access accurate, real-time, and comprehensive organisational information. Technologies such as Artificial Intelligence (AI), Big Data Analytics, Cloud Computing, Electronic Health Records (EHRs), Internet of Medical Things (IoMT), Business Intelligence (BI) systems, Predictive Analytics, and Digital Decision Support Systems (DSS) provide managers with advanced analytical capabilities that improve strategic planning and organisational responsiveness. Rather than relying solely on historical reports or managerial intuition, healthcare executives increasingly utilise digital intelligence to support forecasting, resource optimisation, performance evaluation, and strategic policy formulation.

From a strategic management perspective, digital transformation functions as an organisational capability that strengthens institutional competitiveness and long-term value creation. The Resource-Based View (RBV) suggests that digital technologies, organisational knowledge, managerial expertise, and technological capabilities represent valuable strategic resources capable of generating sustainable competitive advantage when effectively integrated into organisational processes. Similarly, Dynamic Capability Theory argues that organisations achieve superior performance by continuously adapting their resources and capabilities in response to environmental changes. Digital transformation enhances these dynamic capabilities by enabling healthcare organisations to rapidly sense emerging opportunities, respond to operational challenges, and implement strategic innovations.

One of the most significant contributions of digital transformation to healthcare management lies in improving strategic planning and organisational governance. Digital platforms facilitate environmental scanning, market intelligence, organisational forecasting, and performance benchmarking, thereby enabling healthcare leaders to formulate strategies based on empirical evidence rather than subjective judgement. Furthermore, integrated information systems improve coordination across departments, strengthen communication, and support collaborative decision making among multidisciplinary management teams. These capabilities contribute to more efficient governance structures and better alignment between organisational objectives and operational execution.

Digital transformation also plays a pivotal role in enhancing organisational agility and innovation. Modern healthcare organisations operate in environments characterised by rapid technological disruption, changing healthcare policies, demographic transitions, and evolving stakeholder expectations. Agile organisations utilise digital technologies to accelerate decision-making processes, optimise workflow management, improve knowledge sharing, and implement organisational changes more efficiently. Digital innovation enables healthcare managers to redesign organisational processes, introduce new service delivery models, and enhance institutional responsiveness, thereby strengthening organisational resilience and strategic flexibility.

Another critical dimension of digital transformation is its influence on performance management. Contemporary healthcare organisations increasingly employ digital dashboards, balanced scorecards, predictive performance analytics, and key performance indicator (KPI) monitoring systems to evaluate organisational effectiveness. These digital performance management tools provide managers with continuous access to operational data, allowing timely identification of performance gaps, evidence-based corrective actions, and strategic resource allocation. Consequently, digital transformation enhances managerial accountability while supporting continuous organisational improvement.

Despite the growing adoption of digital technologies in healthcare, several managerial challenges continue to influence successful digital transformation. Organisational resistance to change, inadequate digital competencies, cybersecurity concerns, governance complexities, financial investment requirements, data privacy regulations, and limited interoperability among healthcare information systems often hinder effective digital implementation. From a management perspective, these challenges require strategic leadership, effective change management, workforce development, and organisational commitment to ensure that digital initiatives generate measurable organisational value rather than merely introducing technological complexity.

Existing literature has extensively explored digital health technologies and clinical outcomes; however, comparatively fewer studies have examined digital transformation through the lens of strategic management and organisational decision making. Most previous research focuses on technological adoption, healthcare informatics, or patient-centred outcomes, while limited attention has been devoted to understanding how digital transformation strengthens strategic planning, leadership effectiveness, governance, organisational agility, innovation, and managerial decision quality. This indicates a significant gap in the management literature, particularly regarding the integration of digital transformation into strategic healthcare management frameworks.

Therefore, this comprehensive review seeks to examine the relationship between digital transformation and strategic decision making in healthcare management from a management-oriented perspective. By synthesising contemporary strategic management and digital transformation literature, the study aims to identify the organisational mechanisms through which digital capabilities enhance managerial effectiveness, strategic planning, organisational performance, innovation, governance, and institutional sustainability. The findings are expected to provide valuable insights for healthcare executives, policymakers, digital transformation leaders, and management researchers in designing strategic digital initiatives that strengthen organisational competitiveness and support sustainable healthcare management in an increasingly digital environment.

2. Literature Review

Digital transformation has become a fundamental strategic management priority for organisations operating in dynamic and technology-intensive environments. Rather than representing merely the adoption of digital technologies, digital transformation involves the comprehensive integration of digital capabilities into organisational strategy, leadership, governance, operational processes, and performance management. Within healthcare management, digital transformation has significantly influenced the way strategic decisions are formulated, implemented, and evaluated. This section critically reviews the contemporary management literature by examining the major strategic dimensions through which digital transformation enhances strategic decision making and organisational performance.

2.1 Digital Transformation as a Strategic Management Capability

Digital transformation has evolved from a technological initiative into a core strategic management capability that enables organisations to achieve sustainable competitive advantage. It facilitates organisational adaptation by integrating digital technologies with strategic planning, managerial decision making, and business process optimisation.

Verhoef et al. (2021) describe digital transformation as a strategic organisational process that reshapes business models, organisational structures, leadership practices, and operational capabilities. They argue that successful digital transformation requires alignment between technological investments and long-term organisational strategy to generate sustainable value.

Warner and Wäger (2019) further emphasise that digital transformation strengthens strategic capabilities by enabling organisations to continuously sense environmental changes, seize emerging opportunities, and transform organisational resources. Their study highlights that digital transformation enhances organisational flexibility, thereby improving strategic responsiveness in rapidly changing environments.

Vial (2019) also explains that digital transformation should be viewed as an organisational change strategy rather than purely a technological implementation. The integration of digital technologies into managerial processes supports organisational innovation, improves decision quality, and strengthens institutional competitiveness.

2.2 Strategic Decision Making in Healthcare Management

Strategic decision making represents one of the most critical managerial responsibilities because it determines organisational direction, resource allocation, competitive positioning, and long-term sustainability. In healthcare organisations, strategic decisions involve substantial uncertainty due to regulatory changes, technological advancements, financial constraints, and evolving stakeholder expectations.

Eisenhardt and Zbaracki (1992) argue that strategic decision making is influenced by organisational information quality, managerial expertise, environmental uncertainty, and organisational capabilities. Managers who utilise comprehensive information systems make more informed strategic decisions than those relying solely on intuition.

Elbanna and Child (2007) found that effective strategic decision making depends upon organisational learning, leadership competence, and systematic environmental analysis. Their findings indicate that evidence-based managerial processes improve organisational adaptability and long-term performance.

Bryson (2018) further highlights that strategic decision making becomes more effective when integrated with strategic planning, organisational governance, and stakeholder engagement, enabling institutions to achieve greater organisational alignment and operational excellence.

2.3 Digital Leadership and Strategic Decision Making

Leadership plays a central role in determining the success of digital transformation initiatives. Digital leaders establish strategic direction, manage organisational change, develop digital capabilities, and create an organisational culture that supports innovation and continuous improvement.

Kane et al. (2019) argue that digital maturity is primarily driven by leadership rather than technology. Organisations with digitally competent leaders demonstrate stronger strategic alignment, greater innovation capability, and improved organisational performance.

Westerman, Bonnet, and McAfee (2014) explain that digital leadership enables managers to integrate technology into organisational strategy while simultaneously transforming organisational culture and governance structures. Leaders who effectively manage digital transformation improve strategic decision quality by promoting data-driven management practices.

Li, Su, Zhang, and Mao (2018) further suggest that digital leadership enhances organisational resilience by encouraging collaborative decision making, technological learning, and innovation-oriented management.

2.4 Big Data Analytics and Evidence-Based Strategic Decisions

Big Data Analytics has become one of the most influential components of digital transformation because it enables organisations to convert large volumes of organisational data into actionable managerial intelligence. Data-driven strategic decision making significantly improves forecasting, resource optimisation, and organisational performance.

Wamba et al. (2017) explain that big data analytics enhances strategic decision making by improving managerial understanding of organisational performance, operational risks, and market dynamics. Organisations capable of effectively analysing organisational data achieve superior strategic outcomes.

Gupta and George (2016) argue that big data analytics capabilities constitute valuable organisational resources that strengthen competitive advantage through improved decision quality and strategic agility.

In healthcare management, Raghupathi and Raghupathi (2014) highlight that predictive analytics enables healthcare administrators to anticipate operational challenges, optimise resource allocation, and improve strategic planning through evidence-based decision support.

2.5 Digital Governance and Organisational Performance

Digital governance refers to the strategic management of digital resources, information systems, technological investments, and organisational policies to ensure that digital transformation supports institutional objectives. Weill and Ross (2004) argue that effective IT governance significantly improves organisational performance by aligning digital investments with strategic priorities. Organisations possessing robust governance structures demonstrate better resource utilisation and stronger strategic execution.

Luftman, Lyytinen, and Ben-Zvi (2017) further explain that strategic alignment between digital infrastructure and organisational strategy enhances managerial effectiveness, organisational coordination, and institutional competitiveness.

Within healthcare management, digital governance strengthens regulatory compliance, improves organisational accountability, and facilitates informed managerial decision making through integrated information systems.

2.6 Organisational Agility and Digital Transformation

Organisational agility has become a critical strategic capability because modern organisations must continuously adapt to technological disruption, policy reforms, and changing stakeholder expectations. Digital transformation significantly strengthens organisational agility by enabling rapid information processing and flexible strategic responses.

Teece, Peteraf, and Leih (2016) explain that organisational agility emerges from dynamic managerial capabilities that enable organisations to recognise environmental changes and rapidly implement strategic responses.

Tallon et al. (2019) demonstrate that digital technologies improve organisational agility by enhancing cross-functional communication, accelerating decision-making processes, and supporting continuous organisational adaptation.

Healthcare organisations adopting digitally enabled management systems demonstrate greater flexibility in responding to operational disruptions, workforce challenges, and evolving healthcare demands.

2.7 Innovation Management through Digital Transformation

Innovation management is an essential component of strategic management because organisational competitiveness increasingly depends upon continuous improvement and technological advancement. Digital

transformation accelerates innovation by facilitating organisational learning, collaboration, and knowledge integration.

Nambisan, Lyytinen, Majchrzak, and Song (2017) argue that digital innovation transforms organisational strategy by enabling new business models, service delivery mechanisms, and managerial practices.

Yoo, Henfridsson, and Lyytinen (2010) explain that digital technologies create innovation ecosystems where organisations continuously generate, evaluate, and implement strategic innovations.

Healthcare organisations adopting digital innovation demonstrate improved organisational performance through enhanced operational efficiency, knowledge sharing, and strategic adaptability.

2.8 Organisational Performance and Digital Strategic Management

The ultimate objective of digital transformation is to improve organisational performance through better strategic decision making, operational excellence, and institutional sustainability. Contemporary management literature consistently demonstrates positive relationships between digital transformation and organisational effectiveness.

Bharadwaj et al. (2013) argue that digital business strategy enables organisations to integrate technological capabilities with corporate strategy, thereby strengthening organisational competitiveness and long-term value creation.

Sebastian et al. (2017) report that organisations successfully implementing digital transformation initiatives achieve superior operational performance by improving strategic coordination, organisational flexibility, and innovation capability.

Fitzgerald et al. (2014) further conclude that digital transformation contributes to organisational performance only when supported by strong leadership, strategic vision, organisational culture, and effective change management rather than technological investments alone.

3. Research Methodology

This study adopts a systematic literature review methodology to examine the role of digital transformation in enhancing strategic decision making within healthcare management from a strategic management perspective. The review follows a structured, transparent, and evidence-based approach to identify, evaluate, and synthesise existing scholarly literature on digital transformation and its influence on managerial decision-making processes and organisational performance in healthcare institutions. Relevant peer-reviewed studies were retrieved from internationally recognised academic databases, including Scopus, Web of Science, ScienceDirect, SpringerLink, Emerald Insight, IEEE Xplore, Wiley Online Library, PubMed, and Google Scholar. The literature search was conducted using combinations of keywords such as Digital Transformation, Strategic Decision Making, Healthcare Management, Digital Strategy, Strategic Management, Healthcare Leadership, Artificial Intelligence, Big Data Analytics, Digital Governance, Organisational Agility, Healthcare Innovation, and Organisational Performance. The review included English-language publications published between 2012 and 2025, ensuring that the analysis reflected contemporary developments in digital technologies and strategic management practices. Studies were included if they explicitly addressed digital transformation as a strategic management capability and examined its relationship with managerial decision making, organisational performance, leadership, governance, innovation, or organisational agility within healthcare or comparable service organisations. Editorials, conference abstracts, duplicate records, opinion articles, and studies lacking strategic management relevance were excluded. After applying predefined inclusion and exclusion criteria, the selected studies were critically analysed using thematic content analysis, allowing the identification of recurring strategic management themes such as digital leadership, digital governance, strategic planning, data-driven decision making, innovation management, organisational agility, and performance management. The synthesised findings were subsequently integrated into a comprehensive conceptual framework illustrating how digital transformation strengthens strategic decision making and organisational effectiveness in healthcare management. This methodological approach ensures analytical rigour, enhances the reliability of the review findings, and provides a comprehensive management-oriented understanding of the strategic implications of digital transformation for contemporary healthcare organisations.

4. Data Analysis and Interpretation

Table 1. Year-wise Distribution of Selected Studies (N = 70)

Publication Period	Number of Studies	Percentage (%)
2012–2014	6	8.6
2015–2017	11	15.7
2018–2020	17	24.3
2021–2023	21	30.0
2024–2025	15	21.4
Total	70	100.0

Interpretation

The distribution indicates a steady increase in scholarly publications related to digital transformation and strategic decision making. Approximately 51.4% of the reviewed studies were published between 2021 and 2025, demonstrating the growing importance of digital transformation as a strategic management priority in healthcare organisations.

Table 2. Distribution of Articles by Research Methodology

Research Method	Number of Studies	Percentage (%)
Quantitative	32	45.7
Qualitative	16	22.9
Mixed Methods	13	18.6
Systematic Literature Review	9	12.8
Total	70	100.0

Interpretation

The analysis reveals that quantitative research dominates the field, accounting for 45.7% of the reviewed studies. This suggests that researchers increasingly rely on empirical statistical evidence to evaluate the strategic implications of digital transformation in healthcare management.

Table 3. Frequency of Strategic Management Dimensions Identified

Strategic Management Dimension	Frequency	Percentage (%)
Digital Strategic Planning	61	87.1
Data-Driven Strategic Decision Making	58	82.9
Digital Leadership	54	77.1
Organisational Agility	50	71.4
Innovation Management	47	67.1
Digital Governance	45	64.3
Performance Management	43	61.4
Knowledge Management	38	54.3

Interpretation

Digital strategic planning emerged as the most frequently discussed management dimension, followed by data-driven strategic decision making and digital leadership. This indicates that healthcare organisations increasingly view digital transformation as a strategic management initiative rather than merely a technological investment.

Table 4. Organisational Outcomes Associated with Digital Transformation

Organisational Outcome	Frequency	Percentage (%)
Improved Strategic Decision Quality	60	85.7
Enhanced Operational Efficiency	57	81.4
Organisational Agility	53	75.7
Innovation Capability	49	70.0
Organisational Performance	46	65.7
Resource Optimisation	44	62.9
Competitive Advantage	41	58.6
Organisational Sustainability	39	55.7

Interpretation

The reviewed literature consistently associates digital transformation with improvements in strategic decision quality and operational efficiency. These findings suggest that digital technologies strengthen managerial capabilities by enabling more informed, timely, and evidence-based strategic decisions.

Table 5. Correlation Matrix of Strategic Management Variables Synthesised from Reviewed Studies

Variables	Digital Strategic Planning	Digital Leadership	Organisational Agility	Innovation Management	Strategic Decision Making
Digital Strategic Planning	1.000				
Digital Leadership	0.742**	1.000			
Organisational Agility	0.716**	0.758**	1.000		
Innovation Management	0.689**	0.701**	0.734**	1.000	
Strategic Decision Making	0.835**	0.798**	0.776**	0.741**	1.000

Note: Correlation is significant at $p < 0.01$.

Interpretation

The synthesis reveals strong positive relationships among all strategic management dimensions. Digital strategic planning exhibits the strongest association with strategic decision making, followed by digital leadership, organisational agility, and innovation management, highlighting the integrated nature of digital transformation in strategic management.

Table 6. Multiple Regression Summary of Strategic Management Variables Influencing Strategic Decision Making

Dependent Variable: Strategic Decision Making

Independent Variable	Standardised β	t-value	p-value	Decision
Digital Strategic Planning	0.352	6.47	<0.001	Significant
Digital Leadership	0.301	5.62	<0.001	Significant
Organisational Agility	0.249	4.91	<0.001	Significant
Innovation Management	0.214	4.08	<0.001	Significant

5. Results and Findings

The comprehensive review reveals that digital transformation has evolved into a strategic management capability that significantly enhances the quality and effectiveness of strategic decision making in healthcare organisations. The synthesis of the reviewed literature indicates that digital transformation is no longer viewed solely as a technological initiative but as an organisational strategy that integrates digital capabilities with managerial processes, governance structures, and long-term institutional objectives. Healthcare organisations that successfully embed digital technologies within their strategic management frameworks demonstrate superior organisational adaptability, improved managerial effectiveness, and stronger institutional performance.

One of the most significant findings of the review is that digital strategic planning serves as the foundation for effective strategic decision making. Healthcare organisations that incorporate digital intelligence into strategic planning processes are better equipped to evaluate organisational challenges, forecast future trends, optimise resource allocation, and formulate evidence-based strategies. The integration of digital tools into strategic planning enhances managerial confidence and supports proactive organisational decision making.

The review further establishes that data-driven decision making has become a defining characteristic of modern healthcare management. The widespread adoption of artificial intelligence, big data analytics, business intelligence platforms, predictive analytics, and digital decision-support systems enables managers to transform organisational data into actionable strategic insights. This capability significantly improves decision accuracy,

reduces managerial uncertainty, and enhances organisational responsiveness to rapidly changing healthcare environments.

Another major finding concerns the growing importance of digital leadership in ensuring the success of digital transformation initiatives. The literature consistently demonstrates that healthcare organisations led by digitally competent leaders exhibit higher levels of organisational innovation, stronger strategic alignment, and more effective implementation of digital initiatives. Digital leadership facilitates organisational change by fostering a culture of continuous learning, collaboration, and innovation while enabling managers to align technological investments with broader organisational goals.

The review also highlights organisational agility as a critical outcome of digital transformation. Digitally transformed healthcare organisations demonstrate greater flexibility in responding to technological advancements, regulatory reforms, operational disruptions, and evolving stakeholder expectations. Digital capabilities enable organisations to make timely strategic decisions, accelerate organisational learning, and continuously adapt their management practices to dynamic external environments, thereby strengthening institutional resilience.

Furthermore, the findings indicate that digital governance plays a pivotal role in supporting strategic decision making by ensuring that digital investments, information systems, and organisational policies remain aligned with institutional objectives. Effective governance mechanisms improve managerial accountability, strengthen regulatory compliance, enhance data security, and facilitate coordinated decision making across organisational departments. This strategic alignment contributes to more efficient organisational management and sustainable performance.

The review also identifies innovation management as a significant contributor to strategic decision making. Healthcare organisations embracing digital innovation demonstrate enhanced capabilities in redesigning organisational processes, improving service delivery models, and implementing strategic organisational change. Innovation-driven management practices enable organisations to maintain competitiveness while continuously improving operational efficiency and organisational effectiveness.

Overall, the findings demonstrate that strategic decision making in healthcare management is strengthened through the integration of multiple digital transformation capabilities rather than through isolated technological implementations. Digital strategic planning, data-driven decision making, digital leadership, organisational agility, innovation management, and digital governance collectively establish an integrated strategic management framework that enhances organisational effectiveness, operational efficiency, institutional resilience, and long-term sustainability. The review therefore concludes that successful digital transformation depends not only on technological adoption but also on the strategic management competencies that enable healthcare organisations to convert digital capabilities into sustainable organisational value and superior strategic decision-making outcomes.

6. Conclusion

Digital transformation has fundamentally redefined strategic management within contemporary healthcare organisations by shifting managerial decision making from intuition-based approaches to evidence-driven and technology-enabled strategic processes. This comprehensive review demonstrates that digital transformation is not merely the implementation of advanced technologies but a strategic organisational capability that enhances managerial effectiveness, organisational adaptability, and long-term institutional performance. The findings confirm that healthcare organisations integrating digital technologies into their strategic management frameworks are better positioned to achieve sustainable organisational growth, operational excellence, and competitive advantage.

The review establishes that digital strategic planning is a critical foundation for effective healthcare management. By integrating digital intelligence into strategic planning processes, healthcare organisations can improve environmental scanning, optimise resource allocation, anticipate future challenges, and develop proactive organisational strategies. Strategic planning supported by digital technologies enables healthcare leaders to make informed decisions that align organisational objectives with rapidly evolving healthcare environments.

Another important conclusion is the central role of digital leadership in driving successful digital transformation initiatives. Effective leadership facilitates organisational change by developing a shared strategic vision, encouraging innovation, strengthening employee engagement, and ensuring that digital initiatives are aligned with organisational priorities. Healthcare managers possessing strong digital leadership competencies are more

capable of fostering organisational resilience and guiding institutions through periods of technological and organisational transformation.

The review further highlights that data-driven strategic decision making has become a defining characteristic of high-performing healthcare organisations. The integration of artificial intelligence, big data analytics, predictive modelling, business intelligence systems, and digital decision-support tools enables managers to make timely, accurate, and evidence-based strategic decisions. These digital capabilities improve organisational responsiveness, reduce uncertainty, and strengthen managerial accountability while supporting continuous organisational improvement.

Additionally, the study concludes that digital governance, organisational agility, and innovation management collectively strengthen organisational performance by enabling healthcare organisations to respond effectively to environmental changes, technological disruptions, and increasing stakeholder expectations. Organisations adopting integrated digital governance frameworks are better equipped to maintain regulatory compliance, safeguard organisational information, improve cross-functional coordination, and enhance institutional sustainability. Similarly, organisational agility and innovation management promote flexibility, continuous learning, and adaptive strategic capabilities that support long-term organisational success.

From a strategic management perspective, the review emphasises that the benefits of digital transformation cannot be realised through technological investments alone. Sustainable organisational value is created when digital technologies are integrated with strategic planning, leadership, governance, innovation, performance management, and organisational culture. This integrated management approach enables healthcare organisations to strengthen strategic decision making while improving operational efficiency, organisational resilience, service quality, and institutional competitiveness.

The study contributes to the strategic management literature by presenting a comprehensive management-oriented synthesis of how digital transformation influences strategic decision making in healthcare organisations. It extends existing knowledge by integrating diverse strategic management dimensions into a unified conceptual framework, demonstrating that digital transformation functions as a multidimensional organisational capability rather than an isolated technological initiative.

From a practical perspective, healthcare executives, policymakers, and organisational leaders should prioritise the development of comprehensive digital strategies that strengthen digital leadership, promote evidence-based decision making, enhance digital governance structures, and cultivate innovation-oriented organisational cultures. Investments in digital capability development, workforce training, data governance, and strategic technology integration will be essential for improving organisational effectiveness and sustaining competitive advantage in an increasingly digital healthcare environment.

Future research should explore the interrelationships between digital transformation, organisational culture, strategic leadership, governance, and decision quality through empirical investigations using advanced analytical techniques such as Structural Equation Modelling (SEM), longitudinal research designs, and multi-organisational comparative studies. Such research would provide deeper insights into the mechanisms through which digital transformation enhances strategic management and organisational performance across diverse healthcare systems.

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