Universal Journal of Public Health 13(2): 345-353, 2025 http://www.hrpub.org
DOI: 10.13189/ujph.2025.130207

Value Innovation in Hospital: A Systematic Review

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Received September 26, 2024; Revised February 8, 2025; Accepted February 24, 2025

Cite This Paper in the Following Citation Styles

(a): *[1] Siti Fatmala Rezeki, Syahrir A. Pasinringi, Fridawaty Rivai, Lalu Muhammad Saleh, Irwandy, Ansariadi, Balqis , "Value Innovation in Hospital: A Systematic Review," Universal Journal of Public Health, Vol. 13, No. 2, pp. 345 - 353, 2025. DOI: 10.13189/ujph.2025.130207.*

(b): *Siti Fatmala Rezeki, Syahrir A. Pasinringi, Fridawaty Rivai, Lalu Muhammad Saleh, Irwandy, Ansariadi, Balqis (2025). Value Innovation in Hospital: A Systematic Review. Universal Journal of Public Health, 13(2), 345 - 353. DOI: 10.13189/ujph.2025.130207.*

Abstract Hospitals must be able to understand the needs, wants, and expectations of customers and create value in providing services to patients. The purpose of this study is to identify various measures of potential value innovation in hospitals using a systematic review approach. A systematic review was from online journal databases that provide free journal articles in PDF format, such as: Google Scholar, ScienceDirect, and Pubmed indexed by Scopus. From 1402 articles identified in the search phase, 11 articles were eligible for inclusion in this review. The article revealed that value Innovation began to emerge from a strategy called Blue Ocean Strategy (BOS). BOS is a way that a company's strategy can create an irrefutable market space that makes competition irrelevant. Value innovation is the art of making the competition irrelevant by creating new value for customers and organizations, which can be in the form of new technologies, products or processes. Hospital innovation is the result of medical industry competition and is a necessary requirement for hospitals to maintain sustainable development. There are several dimensions for Value Innovation in general, including actors, resources, transformation, and exchange; beginners, adopters, experts, explorers, enablers, and advocates; meaningful work, risk-taking culture, customer orientation, agile decision-making, business intelligence, leadership, open communication, empowerment, business planning, learning organization, and innovation leadership.

Keywords Value Innovation, Blue Ocean Strategy

1. Introduction

Hospitals must be able to understand the needs, wants, and expectations of customers and create value in providing services to patients [1]. Hospitals have to use a marketing management science approach to understand the patient's value [2].

Indonesia has entered the free market competition. Increasing competition between hospitals has become quite rapid. It can be seen in the increasing number of hospitals in Indonesia. From 2012-2018, there was an increase in hospitals by 4% [3]. For this reason, hospitals must carry out strategies to survive, one of which is using the right marketing strategy.

Value and innovation go hand in hand because value without innovation will result in value creation that is onward and upward where new value creation cannot be distinguished from competitors. Value innovation is something more than innovation, because Value Innovation is a strategy that includes all activities, systems and strategies of the company [4].

One of the marketing strategies that hospitals can implement is the Blue Ocean Strategy (BOS). Theoretically, BOS was introduced to create creativity, innovation, and out-of-the-box thinking and came up with the concept of cost-effectiveness [5]. BOS focuses on creating value innovation and avoiding fierce competition by creating value and innovation.

Value innovation according to Leavy [6], reveals that this concept is at the core of Blue Ocean Strategy, an approach that aims to create new markets by eliminating. I

Gede Made [7] who conducted research on several Bali Tourist area clinics that implemented the Blue Ocean Strategy showed that to increase patient visits to clinics located in tourist areas involves strategic steps to create new markets that have not been touched by competitors. Price is a key factor in influencing patient preferences and decisions in choosing a medical tourism destination. Hydro Medical Clinic in Indonesia is a concrete example of the application of the Blue Ocean Strategy in the context of medical tourism.

The Dutch system is organized according to the principles of regulated competition and universal coverage, with competing health insurers that are expected to act as prudent purchasers of healthcare on behalf of their enrollees [8]. Value innovation strategy, one of the constructs of the blue ocean framework plays a significant role in building a sustainable competitive edge and, ultimately, performance [9]–[12].

A value innovation strategy presents a distinctive value to customers, thus creating dominance in a strategic market segment. Value Innovation Strategy: Several studies emphasize the role of value innovation, characterized by low-cost production and distinctive product features [12].

Several factors can influence the implementation of value innovation in an organization, including leadership, partnership, strategy, and existing resources. Organizations with clear goals and objectives have a higher success rate in producing, defining, and implementing business prospects [13].

One study found that value innovation is essential to customer value while providing better value for other stakeholders. Value innovation provides benefits in managing and utilizing engineering management and technology concepts [14]. Another study found a relationship between the variables to assess the value of innovation with the dimensions of finance, technology, market, knowledge, culture, and management [15]. Creating value innovation must be supported by the availability of budget, technology, knowledge, good organizational culture, and management. Innovation can only improve healthcare if the right conditions are in place to ensure that potentially valuable innovations end up being developed and implemented in direct competition [8].

In the context of hospitals, the Institute of Medicine (IOM) reports that 98,000 people die yearly due to medical errors. The innovation is to provide evidence-based practice guidelines to improve the quality of health services. Health care organizations are beginning to refer to these challenges as "innovation failures" in health care organizations, namely failures to implement evidence-based practice [16].

Other Research at Kirana Sidoarjo Mother and Child Hospital uses Blue Ocean Strategy by increasing digital marketing factors, quality of human resources and services, integrated hospital information systems, Hospital service innovation, Quality control/assurance, brand and the creation of Complimentary Service factors, improving RSIA Kirana Brand with Hospital Marketing [17].

In line with research that found innovation failures, telehealth applications as an innovation in hospitals did not run optimally [18]. Another study found that service innovation was not carried out well because it was hampered by budget availability [19].

Examples of applying Blue Ocean Strategy to meet the goals of Accountable Care, while opening up uncontested market space and identifying new health care consumer demands that are beginning to emerge, is Telemedicine for behavioral health. Duke Foundation and JSA Health in Houston are using hub and spoke models to perform remote telemedicine psychiatric evaluations of patients. This is efficient and less expensive than face-to-face care. This is service differentiation and value in a changing market [20].

Research on value innovation in the health sector, especially hospitals, is still limited. Based on this background, it is necessary to study the concept of value innovation and its adaptation in hospitals through a literature review. The purpose of this study is to identify various measures of potential value innovation in hospitals using a systematic review approach.

2. Materials and Methods

This study is a systematic review. The data sources for this study come from literature obtained via the internet in the form of research results from online journals that provide free journal articles in PDF format, such as Google Scholar, ScienceDirect, and Pubmed indexed by Quartiles 1-3 Scopus. There is no publication date limit as long as the literature is relevant to the research topic. However, to maintain the up-to-date information, the information used is mostly sourced from literature collected over the past ten years.

We examined the reference lists of selected articles to identify studies that met the eligibility criteria and those found through electronic searches. The following criteria guided the selection of articles. We excluded doctoral theses, opinion papers, conference abstracts, and commentaries from the research. Unpublished material was not included in the review. The selection process consisted of removing duplicates and evaluating the title and then the abstract.

To compile this systematic review, the following procedures were carried out:

1) Collect information/references that are relevant to the topic of the study and then documented using Mendeley software.
2) Compile data using the matrix synthesis method.
3) Conduct a literature to ensure that the literature management procedures are running well.

3. Results

The flow chart in literature management can be seen in Figure 1. Number of articles that were synthesized and met the critical appraisal were 11 articles.

A review of research related to value innovation can be seen in Table 1. There are 11 relevant articles stating that the dominant value innovation dimensions are meaningful work, risk taking culture, customer orientation, agile decision making, business intelligence, open communication, empowerment, business planning, learning organization, and leadership.

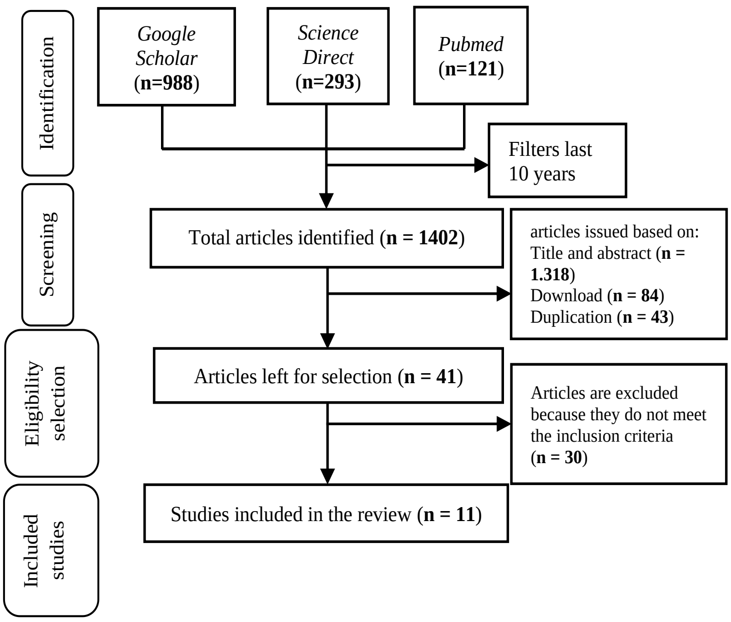

Figure 1. Literature Management Results Chart

Table 1. Reviewed Articles

Author	Value Innovation Dimensions	Findings
Živković D et al. [21]	-Meaningful Work (MW) -Risk-Taking Culture (RTC) -Customer Orientation (CO) -Agile Decision-Making (ADM) -Business Intelligence (BI) -Open Communication (OC) -Empowerment (E) -Business Planning (BP) -Learning Organization (LO)	-In order to successfully implement and increase the value of innovation potential, organizations must be able to measure the intangible value of the new dimensions created by the innovation potential that emerges as a result of innovation management. - There is a relationship between the dimensions that affect the value of the conceptual model of innovation potential.
Cotton M et al. [22]	-Less costly -Medical technology -Healthcare provider should be open and responsive	Surgical innovations from LMICs have been shown to have comparable results at a fraction of the cost of tools used in high-income countries. This innovation has the potential to revolutionize global surgical care. Advocates should actively seek this innovation, campaigning for the financial benefits of this innovation.

Table 1 continued

Aiman-Smith L,et al. [23]	-Meaningful Work -Risk-taking culture -Customer orientation. -Meaningful Work -Agile Decision Making -Empowerment -Business planning -Business Intelligence -Learning Organization -Open Communication -Sorting/Demographic Variables	Generate valid tools to use in assessing the innovation potential of the organization.
Balsano TJ, et al. [24]	-Meaningful Work -Risk-Taking Culture -Customer Orientation -Agile Decision-Making -Business Intelligence -Open Communication -Empowerment -Business Planning -Learning Organization	The simplicity of the VIPAT administration also indicates that it is useful to follow up on progress in an organization after initial testing and implementation of action plans for improvement. The programs described above are all relatively new and there is no retesting information at this time.
Carmeli A, et al. [25]	-organizational performance -strategic fit -Innovation Leadership -Control variables - Analytical Techniques	Leadership innovation, either directly or through improving strategic fit significantly improves the company's performance. The implications for research on strategic leadership and innovation and adaptive organizational systems are discussed.
Yoon SN, et al. [14]	-innovation leadership -process improvement -information technology -SC efficiency	Leadership innovation positively influences SC innovation which in turn increases SC efficiency. Hospital size moderates the relationship between innovation leadership, SC innovation, and SC efficiency.
Hui Q, et al. [26]	-Treatment effect -Regulatory compliance of treatment -Convenience -Communication -Comfort -Price -The image of the hospital	By increasing the patient's perceived value as an innovation target, Taizhou Hospital explores service improvement in Chinese context. Based on initial innovative practice and classification administration tasks, they not only increase the patients' perceived value and their satisfaction, but also encourage employees to actively participate in Hospital management and make them feel truly respected and indirectly increase employee satisfaction.
Mele C, et al. [27]	-Supplier Value -Customer Value	The case study findings are discussed in detail in the context of the conceptual framework. The paper concludes with a summary of the findings, managerial implications, and suggestions for future research.
Johannesson P, et al. [28]	- Actors - Resources - Transformations - Exchanges	Reconfigure and improve the network of healthcare providers, citizens and other stakeholders.
Hajar MA, et al. [29]	- Customer Satisfaction - Customer Loyalty -Performance / Sustainable Growth	In-depth understanding of how value innovation can positively impact improving company performance, productivity, resource competence, and long-term profitability growth.
R.P. Mohanty [30]	-Customer power -Information power -Global investors power -Power of market place -Power of simplicity -Power of the organization	Value innovation requires organizational commitment to create strong momentum for inside-in change and commitment, the more likely the organization is to advance in bringing about inside-out results that create results and achieve a superior position in the competition.

4. Discussion

4.1. Value Innovation in Hospital

Hospitals are complex in terms of the diversity of services, clients, personnel, equipment, technology, data, and information generated. Since the ultimate goal of a hospital is to improve the quality of care along with cost reduction, the management of tangible and intangible assets is very important to create value innovation [31].

In advanced organizations, a value creation culture is very important and means understanding what values organizations seek and how they are motivated to pursue ways of creating value. To achieve this goal, it is necessary to understand the environment. Environmental understanding describes how organizations conceptualize, engage, measure, and understand potential threats and opportunities. Hospitals are rich in IC (Intellectual Capital), such as specialists, technology, and data, and their customers are many and varied. Therefore in the hospital, IC can be considered a dimension and can increase the IQ of the organization.

Hospital management innovation is the result of the competition in the medical industry and is a necessary requirement for hospitals to maintain sustainable development. In the context of the new health care reform and health care management system with the slogan "patient-centered", management innovation is very important for hospitals to improve their own management and service levels.

In Sweden, the two largest hospitals have adopted a strategy that incorporates innovation with redesign based on organizational conditions, utilizing organizational consultants and despite controversy and resistance among health professionals, the implications for organizational design need to be operationalized in the translation process [32].

It is said that hospitals are subject to continuous innovation, mainly related to four themes: comprehensive forms of management, financial incentives, technological innovation, and innovation based on new medical professional knowledge. Innovation, however, is an inherent part of the healthcare field, and innovation is constantly changing organizations working from within based on new knowledge. Knowledge and treatment strategies in increasingly specialized healthcare. These innovations, however, are rarely connected to the overall managerial system and hospital steering model in general, even though they represent the core of the health care organization [33].

Most studies show that the value of patient perception has a significant and positive effect on patient satisfaction and patient loyalty. However, the current research on the patient's perceived value is basically proposed by foreign scholars, which makes it difficult for the Chinese medical industry to quote theoretical results directly due to different cultural contexts [26].

Hospital management innovation practices can add value to patients. The practice of innovation management is a systematic project which includes business strategy redesign, selection, implementation, and evaluation. The innovative concept of patient-perceived value requires hospitals to investigate the value of patient needs and hospital service status to find out the gaps between them. Based on the survey results, the hospital can identify the value of the patient and then develop an appropriate service program. In implementing the program, the hospital must first make clear divisional processes and tasks. Then, they also need a proper evaluation mechanism to track and summarize implementation effects. Finally, based on the evaluation, the hospital can improve its strategy and practice of service for the next cycle [26].

Furthermore, the investigation provides the basis for the exchange of information, in which the provider informs the patient about his or her health status. This information has the benefit that patients will gain increased knowledge about their health conditions. If the patient requires further treatment, either the primary care provider will administer the treatment, or the provider will refer the patient to an eye care specialist at the hospital clinic who is able to provide follow-up care [34].

Innovation in hospitals continues, and in a review of research on hospital innovations, it is shown that the dominant innovations are those related to the development of medical professional knowledge. Such innovations, in turn, provide the basis for adaptation, often through new management systems, in which new concepts for work organization are launched [35].

However, most of the existing hospital management innovation practices only stay at the conceptual level but are not implemented in certain medical situations. Therefore, hospital management innovations are based on patient-prepared value as an extension of the theory of customer-perceived value in the medical field, and patient-perceived value is the patient's overall assessment of the utility of medical services based on perceptions of what is received and what is provided. Most studies show that the value of patient perception has a significant and positive effect on patient satisfaction and patient loyalty [36].

Innovations in hospital management span diverse themes and areas, each contributing to optimizing healthcare delivery. This section categorizes these innovations, explores specific examples within each category, and delves into the consequential impact on hospital management and patient outcomes [37].

Toritsomegb's research [37] has explored the significance of innovations in hospital management, highlighting their pivotal role in addressing current challenges and shaping the future of healthcare delivery. The literature review showcased diverse innovations, spanning technology adoption, human resource strategies, and patient care advancements. While these innovations hold immense promise, challenges such as resistance to change, financial constraints, and interoperability issues necessitate thoughtful consideration and strategic approaches.

Challenges and barriers to implementing innovations in hospital management identifying common challenges in implementing innovations in hospital management illuminates hurdles that healthcare organizations must navigate for successful integration. Foremost among these challenges is resistance to change among healthcare professionals and staff. Deeply ingrained traditional practices within the organizational culture may breed reluctance to embrace new technologies or processes, presenting a formidable barrier to innovation adoption [37].

Designing innovative healthcare services, including e-services, is a complex task that needs to address the needs and wants of citizens and the goals and constraints of healthcare providers. Huge resources are spent on health care, but a number of problems persist, including unequal access to health care, large variations in care outcomes, lack of quality of services, and inefficient use of resources. The main reason behind this problem is the complexity of the health sector, where a large number of stakeholders participate and interact to ensure the delivery of high-quality health services. Organizational forms, vocabulary, IT systems, regulations, and relationships vary and evolve over time, contributing to complexity. Furthermore, European healthcare is facing a period of potentially great change in social attitudes, economic conditions, and the potential of medical technology [38].

The challenges and barriers to Digital Transformation in healthcare are various. First, it is a complex sector in which different actors interact: government, public structures, private organisations, emerging startups, patients, doctors, nurses, operators, researchers, and academics. This leads to information silos resulting from the complexity of the ecosystem and the associated regulatory mechanisms. Further, issues are often due to financing and functionality. From the users' and patients' perspectives, the adoption and diffusion of digital technologies in healthcare are also slowed down by their resistance and reluctance to share sensitive data [39].

One of the most recent industries to heavily use AI is telehealth, which is used for anything from issuing electronic healthcare cards to providing individual counselling. Artificial intelligence (AI) is influencing telehealth in the United States in a major way. Using AI in telehealth to allow clinicians to make real-time, data-driven rich choices is critical to offering a better patient experience and improved health outcomes as practitioners strive toward expanding virtual care options along the care continuum [40].

The implementation of AI also faces practical challenges, such as the need for robust data governance frameworks and the training of healthcare professionals to work alongside advanced technologies. It is crucial to address these challenges proactively to ensure that the deployment of AI in healthcare is both ethical and effective, maximizing benefits while minimizing potential harms [41].

Telemedicine, another technological innovation, not only increases patient access to healthcare, but also alleviates the strain on physical infrastructure, ultimately enhancing overall patient satisfaction. Integrating Artificial Intelligence applications contribute to data-driven decision-making, optimizing resource allocation and refining diagnostic accuracy, thereby improving the overall efficiency of hospital management processes [37].

Tarantino's research [42] finds trends for attractiveness and future profitability of hospitals using an analysis of five industry strengths of bariatric surgery hospitals, including rivalry among current competitors, the threat of new entrants, threat of substitute services, bargaining power of buyers and suppliers, the attractiveness of the industry as a whole.

4.2. Value Innovation Dimensions

In order to successfully implement and increase the value of innovation potential, organizations must be able to measure the intangible value of the new dimensions created by the innovation potential that emerges as a result of innovation management. Several dimensions of potential value innovation have been widely introduced in the business world in Serbia. They regularly reviewed what customers want, used scenario planning as part of their business plan, and observed competitors and innovations as a characteristic of their organizational culture.

The dominant dimensions to measuring value innovation are meaningful work, risk-taking culture, customer orientation, agile decision making, open communication, empowerment, business planning, learning organization, and innovative leadership.

On existing institutional theory and research on innovation and emerging markets, we argue that the three factors, bricolage, local attachment, and product standardization, are important factors of value innovation that are affordable for low-income segments in emerging markets. In particular, the company's ability to improvise in resources. Innovation is considered a crucial aspect of developing new products for emerging markets, which should differ especially in terms of features and price. Value innovation has been associated with various interrelated perspectives.

These various approaches have added some ambiguity to the term of value innovation from the general concepts of value creation and strategic innovation. Thus, an integrative framework is needed to comprehensively summarize the accumulated state of knowledge in the field of value innovation.

Before creating value innovation, management needs to know the potential possessed by the organization. Research on the potential value of innovation in the health sector is also still very limited. Therefore, researchers are interested in developing an instrument for measuring potential value innovation in hospitals.

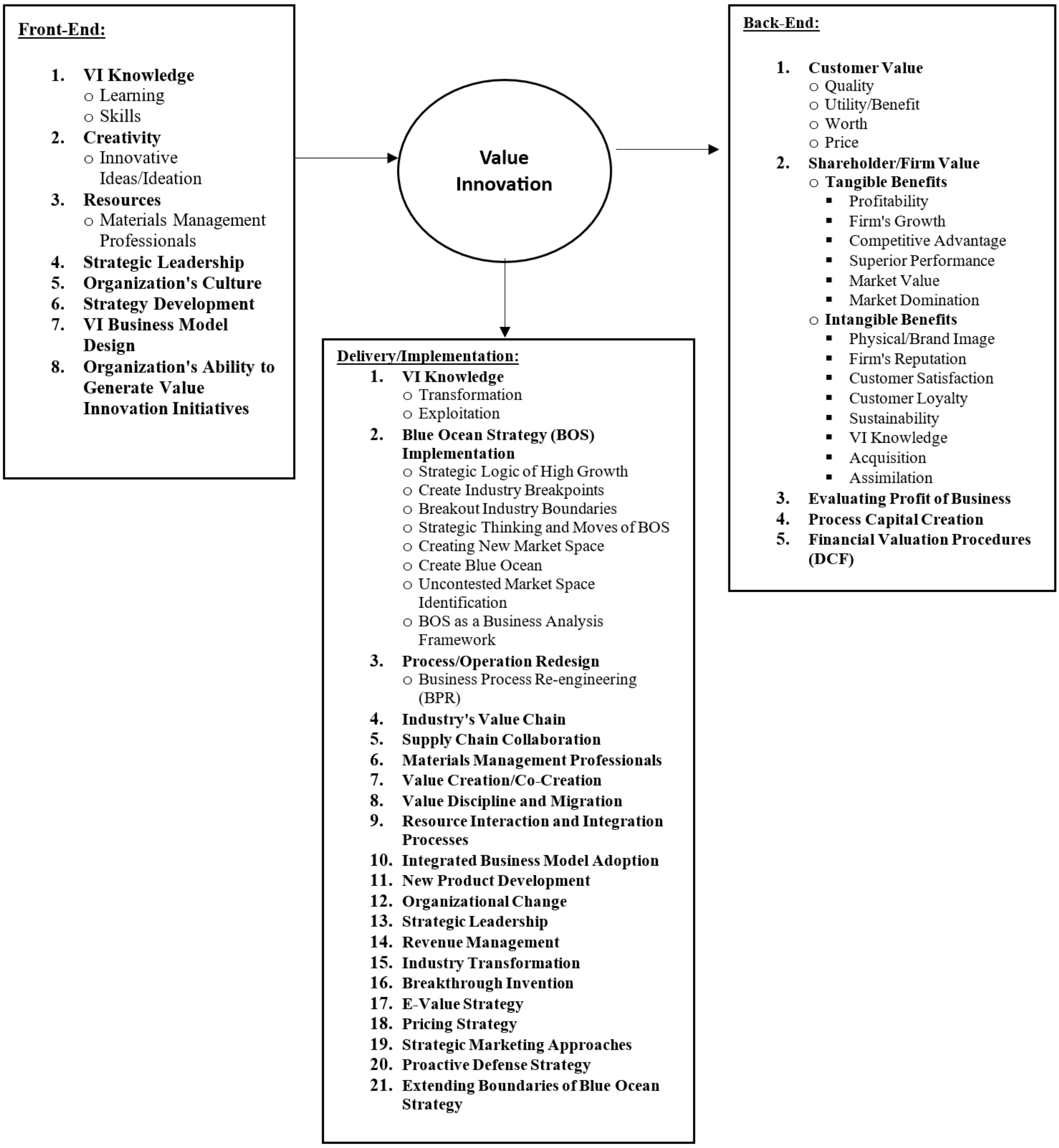

Figure 2. Framework Value Innovation

The picture above presents an integrated framework of literature related to value innovation, which describes the value innovation approach based on the driver of the initiative, implementation perspective, and assessment or outcome. This figure also summarizes the innovative ideas and perspectives of previous research to approach value innovation in a comprehensive and practical process framework.

5. Conclusions

Based on the results of the systematic review of studies, it was found that value innovation began to emerge from a strategy called the Blue Ocean Strategy (BOS). BOS is a way how a company's strategy can create an irrefutable market space that makes competition irrelevant Value innovation is the art of making the competition irrelevant by creating new value for customers and organizations, which can be in the form of new technologies, products or processes. Hospital innovation is the result of medical industry competition and is a necessary requirement for hospitals to maintain sustainable development. There are several dimensions to measuring Value Innovation in general, including actors, resources, transformation, and exchange; beginners, adopters, experts, explorers, enablers, and advocates; meaningful work, risk-taking culture, customer orientation, agile decision-making, business intelligence, leadership, open communication, empowerment, business planning, learning organization, and innovation leadership.

Acknowledgements

The authors would like to extend their great appreciation to all writers that supported writing process to this article.

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