Organizational Transformation and the Role of Culture in the Implementation of Social Media as a Marketing Strategy for Healthcare Facilities

Rifan Eka Putra Nasution[1], Bakti Hadomuan[1], Juanda Halomoan Ambarita[1], Julham Sihombing[1], Sumitro Sarkum[1]

Magister Ilmu Manajemen, Program Pascasarjana
Universitas Labuhanbatu
e-mail: [1] rifanekaputra@gmail.com
No. Whatsapp: +6285262934524

Abstrak

Transformasi organisasi dan budaya kerja memengaruhi keberhasilan pemanfaatan media sosial sebagai strategi pemasaran di fasilitas kesehatan. Perubahan pola komunikasi kesehatan menuntut organisasi untuk meningkatkan keterlibatan pasien, menyebarkan informasi kesehatan yang kredibel, dan membangun citra institusi melalui platform digital. Namun, keberhasilan implementasi sangat dipengaruhi oleh kesiapan struktur, nilai budaya, dan pola kepemimpinan organisasi. Studi ini menggunakan pendekatan tinjauan pustaka sistematis dengan pedoman PRISMA. Pencarian literatur dilakukan pada lima basis data utama. Artikel yang membahas transformasi organisasi, budaya kerja, penggunaan media sosial, dan pemasaran fasilitas kesehatan diseleksi berdasarkan kriteria inklusi. Sebanyak 35 studi yang memenuhi syarat dianalisis secara tematik untuk mengidentifikasi faktor determinan, hambatan, dan peluang terkait adopsi media sosial dalam pelayanan kesehatan. Temuan menunjukkan bahwa kesiapan organisasi, kompetensi sumber daya manusia, dukungan kepemimpinan, dan kesiapan digital merupakan faktor sentral dalam adopsi media sosial. Budaya organisasi yang mendukung inovasi, kolaborasi, komunikasi empatik, dan literasi kesehatan meningkatkan efektivitas pemasaran digital serta hubungan antara pasien dan penyedia layanan. Hambatan umum meliputi risiko privasi, misinformasi, keterbatasan sumber daya, dan kurangnya dukungan institusional. Implementasi media sosial sebagai strategi pemasaran kesehatan tidak hanya memerlukan teknologi, tetapi memerlukan perubahan budaya, kepemimpinan yang adaptif, serta peningkatan kapasitas literasi digital tenaga kesehatan. Organisasi perlu membangun budaya yang responsif dan berorientasi pada pasien untuk memastikan komunikasi digital yang akurat dan etis. Penelitian selanjutnya perlu mengukur dampak langsung media sosial terhadap keterlibatan pasien, persepsi layanan, dan kinerja organisasi.

Kata kunci: budaya organisasi, fasilitas pelayanan kesehatan, media sosial, pemasaran kesehatan, transformasi organisasi.

Abstract

Organizational transformation and workplace culture influence the successful use of social media as a marketing strategy in healthcare facilities. Changes in health communication patterns require organizations to enhance patient engagement, disseminate credible health information, and strengthen institutional branding through digital platforms. However, successful implementation is strongly shaped by the readiness of organizational structures, cultural values, and leadership dynamics. This study employed a systematic literature review guided by PRISMA principles. Literature searches were conducted across five major databases. Articles addressing organizational transformation, workplace culture, social media utilization, and healthcare marketing were screened using predetermined inclusion criteria. A total of 35 eligible studies were analyzed thematically to identify key determinants, challenges, and opportunities related to social media adoption in healthcare settings. Findings indicate that organizational readiness, workforce competence, leadership support, and digital preparedness are central factors influencing social media adoption. Organizational cultures that encourage innovation, collaboration, empathic communication, and health literacy improve the effectiveness of digital marketing and strengthen relationships between patients and healthcare providers. Common barriers include privacy risks, misinformation, limited resources, and insufficient institutional support for professional social media use. Implementing social media as a healthcare marketing strategy requires more than technological tools. It demands cultural adaptation, adaptive leadership, and strengthened digital literacy among healthcare workers. Organizations must cultivate responsive, patient-centered cultures to ensure accurate, ethical, and engaging digital communication. Future research should evaluate the direct impact of social media on patient engagement, service perception, and organizational performance.

Keywords: organizational culture, healthcare facilities, social media, healthcare marketing, organizational transformation.

[1] Corresponding author.
E-mail address: rifanekaputra@gmail.com

Introduction

The integration of social media into marketing strategies has become increasingly critical for healthcare facilities, offering unique opportunities for outreach, patient engagement, and brand building. As the healthcare landscape evolves, social media's role extends beyond traditional marketing, facilitating organizational transformation that aligns with the cultural nuances of healthcare settings. Existing literature identifies a pressing need for healthcare professionals to navigate challenges and facilitators in adopting social media as a marketing tool. The cultural backdrop against which these strategies are implemented significantly influences their effectiveness. Research indicates that organizations must be culturally attuned and supportive to harness the potential of social media technology (Atsbeha & Wodaje, 2024; M. I. Khan & Loh, 2021).

The healthcare industry is characterized by complex structures, regulatory requirements, and the necessity of maintaining patient confidentiality, complicating the adoption of social media (M. I. Khan & Loh, 2021; M. N. Khan et al., 2021). Nevertheless, organizations that foster a culture conducive to innovation and open communication can effectively leverage these platforms for marketing and community engagement. This is supported by evidence showing that social media can facilitate collaborative interactions between healthcare providers and patients, enhancing service delivery and community outreach (Wang et al., 2017; Zilber et al., 2019). Additionally, an organizational culture that embraces adaptability and technology readiness is linked to the successful implementation of digital marketing strategies, allowing organizations to respond dynamically to patient needs and market demands (Ferreira et al., 2019; Nurshinta et al., 2024)

Despite the numerous advantages, critical factors influence the successful adoption of social media within healthcare organizations. Studies highlight the importance of leadership and organizational support in cultivating a culture suitable for social media engagement, indicating that without a supportive framework, the potential benefits may remain unfulfilled (Ragab et al., 2024; Zhong et al., 2025). Thus, understanding how organizational culture affects the adoption and implementation of social media marketing strategies is essential for healthcare facilities aiming to thrive in a competitive marketplace.

This systematic review explores the multifaceted relationship between organizational transformation, culture, and the implementation of social media as a marketing strategy in healthcare facilities. By synthesizing findings from various studies, this review aims to provide an in-depth examination of the barriers and facilitators affecting social media adoption, offering insights into effective cultural strategies that can support healthcare organizations in maximizing their marketing potential.

Literature Review
1. Organizational Transformation

Organizational transformation within healthcare facilities is pivotal for adapting to the evolving dynamics of patient needs and technological advancements. It encompasses significant changes in organizational structure, processes, and cultural values aimed at enhancing operational effectiveness and service delivery to patients. Research indicates that effective organizational transformation requires a strategic alignment between management practices and the cultural fabric of the institution. According to Harhash et al., successful transformations enable healthcare organizations to empower employees, particularly nurse managers, to take initiative and creatively respond to challenges, thereby fostering a supportive culture that enhances employee engagement and leads to improved patient outcomes (Harhash et al., 2020).

2. Organizational Culture

The role of organizational culture is crucial in healthcare settings, as it shapes the behaviors, attitudes, and overall effectiveness of healthcare professionals. A strong, positive organizational culture is essential for fostering commitment among healthcare workers and ensuring high-quality patient care. Li et al. assert that an organizational culture characterized by openness and support encourages employees to embrace new marketing strategies, including those relevant to social media, which is increasingly significant in healthcare communication (Li et al., 2020). Moreover, cultures that prioritize patient-centered values and employee empowerment foster continuous improvement and innovation in service delivery, aligning organizational goals with the ultimate objective of enhancing patient care. As emphasized by Zhang et al., the interdependence of organizational culture, climate, and management practices is crucial for achieving sustainable innovation performance in healthcare institutions (Zhang et al., 2025).

3. Social Media as a Marketing Strategy for Healthcare Facilities

Social media has emerged as a transformative marketing strategy for healthcare facilities, enabling them to engage with patients, enhance brand awareness, and build community trust. Effective social media marketing requires organizations to harness specific capabilities, including skills in data analytics and customer insights, to convert social media interactions into meaningful engagement. Research conducted by Harhash et al. indicates that social media marketing in healthcare represents a fundamental shift in how institutions

communicate and respond to their stakeholders (Harhash et al., 2020). The interactive nature of social media facilitates real-time dialogue between healthcare providers and patients, fostering relationships built on transparency and trust. Furthermore, the evolving landscape of digital marketing necessitates a cultural shift within healthcare organizations, moving away from traditional marketing mindsets toward a more agile and customer-focused approach (Li et al., 2020).

Methods

This study adopted a systematic literature review approach following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to comprehensively examine the role of organizational transformation and culture in the effective implementation of social media as a marketing strategy in healthcare facilities (Veroniki et al., 2025). The primary research question focused on how organizational transformation processes and cultural dynamics influence the adoption and effectiveness of social media as a marketing tool in healthcare settings, including the resulting benefits, challenges, and best practices. Secondary questions explored which organizational factors facilitate or hinder social media adoption, how organizational culture shapes healthcare professionals' engagement with social media marketing, what leadership strategies foster successful digital transformation, and the equity and access implications of social media-based health marketing.

The inclusion criteria encompassed studies addressing organizational transformation, organizational culture, or digital transformation within healthcare settings; studies on social media use, digital marketing, or digital health communication; research on leadership, strategic innovation, or organizational change in healthcare; as well as studies discussing patient engagement, organizational health literacy, implementation science, or quality improvement. Publications were included if they were in English and available in open access. Exclusion criteria included studies focusing solely on clinical outcomes without organizational or cultural context, those on personal use of social media unrelated to professional or institutional purposes, single case reports or opinion papers lacking systematic methodology, non-English publications, and studies with restricted access.

A comprehensive search was conducted across multiple academic databases, including PubMed, Scopus, Web of Science, Google Scholar, and CINAHL from 2021 to 2025. The search strategy utilized combinations of keywords and Boolean operators structured around four conceptual domains: (1) organizational transformation and change, (2) organizational culture and leadership, (3) social media and digital marketing, and (4) the healthcare context. Example combined search strings included ("organizational transformation" OR "digital transformation") AND ("social media" OR "digital marketing") AND ("healthcare" OR "hospitals").

The study selection process followed a two-stage screening procedure. In the first stage, two independent reviewers screened titles and abstracts against the eligibility criteria. Articles deemed relevant proceeded to the second stage, which involved full-text review by both reviewers. Discrepancies were resolved through discussion or consultation with a third reviewer, and exclusion reasons were documented systematically.
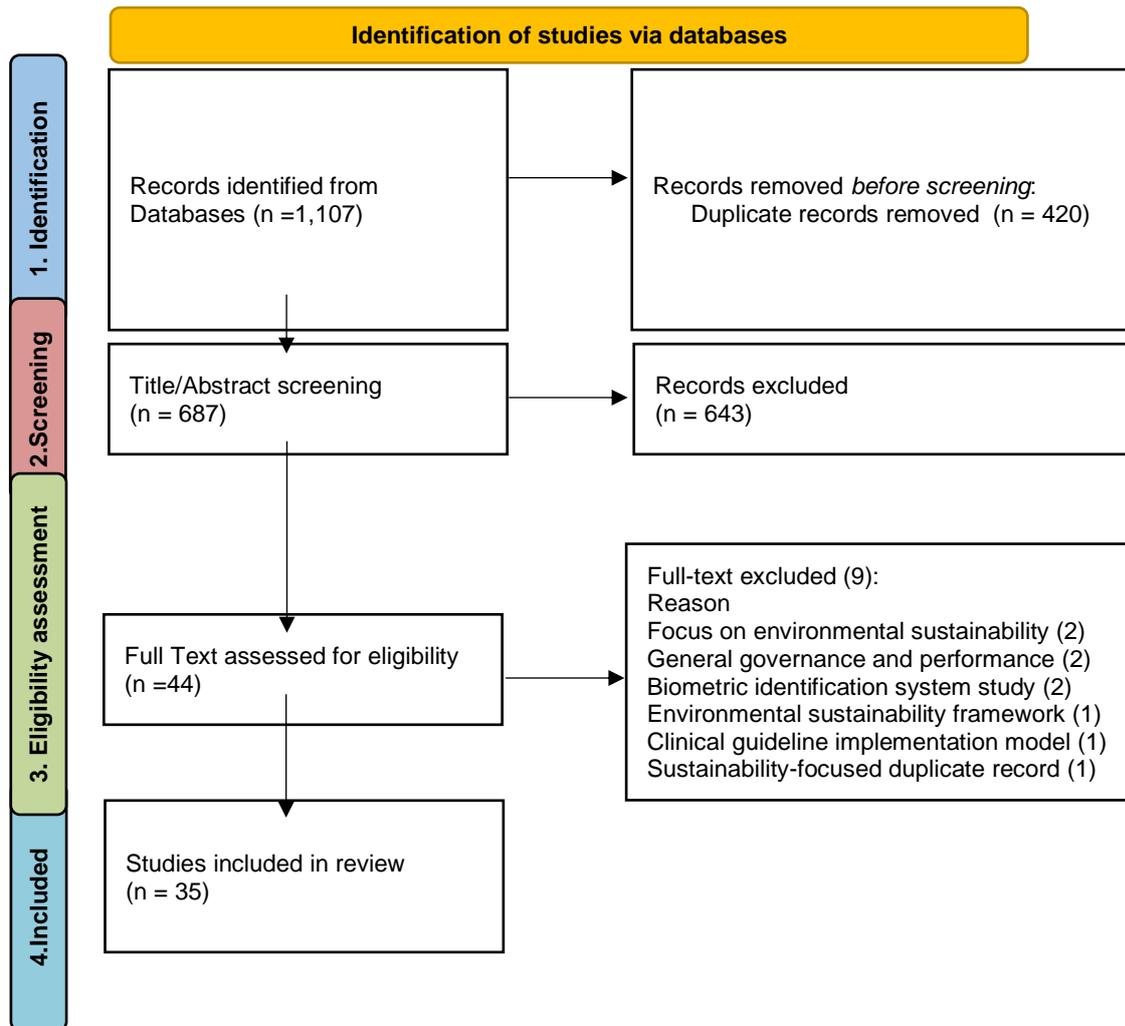Data extraction was performed using a standardized form capturing study characteristics (author, year, country, design), organizational context (type, size, and setting of the facility), the focus phenomenon (organizational transformation, social media implementation, or cultural change), key findings related to organizational factors and cultural dynamics, measured outcomes (adoption rates, effectiveness, barriers, facilitators), and quality assessment indicators. Data synthesis was carried out thematically to identify emerging patterns, trends, and knowledge gaps related to organizational transformation and culture in the adoption and efficacy of social media marketing within healthcare organizations.

Results

The comprehensive database search yielded a total of 1,107 records across the five databases: 156 from PubMed, 287 from Scopus, 198 from Web of Science, 342 from Google Scholar (first 50 pages), and 124 from CINAHL. After removing duplicates, 687 unique records remained for screening. Following the PRISMA flow diagram methodology, the study selection proceeded through four stages: identification, screening, eligibility assessment, and final inclusion.

Figure 1. PRISMA Flowchart

Identification of studies via databases

1. Identification

Records identified from Databases (n =1,107)

Records removed *before screening*: Duplicate records removed (n = 420)

2. Screening

Title/Abstract screening (n = 687)

Records excluded (n = 643)

3. Eligibility assessment

Full Text assessed for eligibility (n =44)

Full-text excluded (9):
Reason
Focus on environmental sustainability (2)
General governance and performance (2)
Biometric identification system study (2)
Environmental sustainability framework (1)
Clinical guideline implementation model (1)
Sustainability-focused duplicate record (1)

4. Included

Studies included in review (n = 35)

The 35 included studies demonstrated methodological diversity, consisting of 5 systematic or scoping reviews, 8 qualitative studies, 12 quantitative studies, and 6 mixed-methods studies. These studies collectively explored how organizational structure, leadership, cultural readiness, and strategic innovation shape the adoption of social media and digital marketing in healthcare. Notably, the systematic and scoping reviews (e.g., Puspita et al., 2025; Usuemerai et al., 2024; Wati et al., 2025) synthesized best practices and frameworks for digital transformation within healthcare organizations. Qualitative studies (e.g., Daniels et al., 2022; Marino & Capone, 2023) provided in-depth insights into the lived experiences of healthcare leaders and professionals navigating digital engagement. Quantitative and mixed-methods research contributed empirical evidence on adoption rates, perceived effectiveness, and organizational readiness indicators.

Geographically, the reviewed studies represented a wide global distribution. Twelve studies originated from North America, eight from Europe, seven from the Asia-Pacific region, four from Africa, two from the Middle East, and two were multinational or cross-regional in scope. This spread highlights the global relevance of social media integration in healthcare marketing and the diverse sociocultural contexts influencing implementation success.

Table 1. Publication Summary (n=35)

No	Author(s)	Year	Country	Study Design	Healthcare Setting	Key Focus Area
1	Wati et al.	2025	Indonesia	Scoping Review	Multiple Hospital Types	Social Media Marketing Effectiveness
2	Usuemerai et al.	2024	Nigeria	Conceptual Framework	Healthcare Systems	Digital Transformation Framework
3	Puspita et al.	2025	Indonesia	Literature Review	Hospitals	Organizational Change Theories
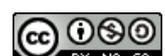
4	Heyi et al.	2022	Ethiopia	Comparative Study	Primary Healthcare Units	Performance Management Innovation
5	Heyi et al.	2021	Ethiopia	Preprint Comparative Study	Primary Healthcare Units	Organizational Culture & Excellence
6	Jain et al.	2024	India	Review Article	Healthcare Education	Social Media in Medical Education
7	Naeem and Ozuem	2021	United Kingdom	Qualitative Study	Public Sector Hospitals	Healthcare Professional Engagement
8	Gado et al.	2025	United States	Qualitative Study	Healthcare Systems	Leadership & Strategic Innovation
9	Jha	2021	India	Qualitative Study	Healthcare Organizations	Crisis Leadership Framework
10	Daniels et al.	2022	Netherlands	Mixed Methods	Hospitals	Value-Based Quality Improvement
11	Marino and Capone	2023	Italy	Qualitative Study	Healthcare Facilities	Physician-Patient Communication
12	Smith et al.	2023	United States	Review Article	Specialized Healthcare	Organizational Health Literacy
13	Soltani et al.	2021	Iran	Study Protocol	General Hospital	Clinical Practice Guidelines Implementation
14	Shum et al.	2022	Canada	Review Article	Specialized Healthcare	Environmental Sustainability
15	Wang et al.	2025	Australia	Qualitative Study	Orthopedic Hospital	Implementation Barriers & Facilitators
16	Widjaja et al.	2025	Indonesia	Literature Review	Healthcare Services	Organizational Theories
17	Hamapa et al.	2025	Zambia	Qualitative Study	Primary Healthcare Facilities	Technology Adoption & Data Integrity
18	Moldovan et al.	2023	Romania	Mixed Methods	Orthopedic Hospital	Environmental Sustainability Assessment
19	Chen and Wang	2021	Taiwan	Systematic Review	Multiple Healthcare Settings	Social Media Health Applications
20	Katz and Nandi	2021	United States	Scoping Review	Medical Education	Social Media in Medical Education
21	Hussain and Tewari	2024	United Kingdom	Literature Review	Healthcare & Research	Social Media in Healthcare & Research
22	Vequist	2025	United States	Review Article	Health Tourism Facilities	Digital Marketing & AI
23	Tisdelle	2024	Canada	Case Study	Long-Term Care Facility	Workplace Satisfaction Model
24	Sepetis and Parlavantzas	2025	Greece	Literature Review	Healthcare Systems	Organizational Behavior & Sustainability
25	Marino and Capone	2024	Italy	Scoping Review	Healthcare Systems	Psychosocial Factors in VBHC
26	Kruszyńska-Fischbach et al.	2022	Poland	Mixed Methods	Primary Healthcare	Digital Transformation Readiness
27	Aguerrebere et al.	2022	Spain	Quantitative Study	Cancer Hospitals	Healthcare Branding via Social Media
28	Kumar	2023	India	Empirical Study	Healthcare Facilities	Social Media Marketing Impact
29	Yu et al.	2025	South Korea	Review Article	Specialized Healthcare	Social Media in Urology
30	Mukhamediyarov and Bekaryssova	2024	Kazakhstan	Cross-Sectional Study	Healthcare Organizations	Social Media Analysis
31	Alrashidi et al.	2024	Saudi	Survey Study	Multiple	Social Media & Health

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					Arabia		Healthcare Settings	Awareness
32	Aguerrebere et al.	2021	Spain	Literature Review	Hospitals	Healthcare Branding Strategy
33	Richardson et al.	2022	United States	Framework Development	Healthcare Systems	Digital Health Equity
34	Gunawan et al.	2022	Indonesia	Scoping Review	Healthcare Systems	Value-Based Healthcare Transformation
35	Alsharairi et al.	2022	Pakistan	Qualitative Study	Healthcare Organizations	Internal Communication & Employee Engagement

Organizational Transformation and Digital Readiness

The included studies consistently identify organizational transformation as a multifaceted process extending beyond technological adoption (Heyi et al., 2021, 2022; Kruszyńska-Fischbach et al., 2022). Kruszyńska-Fischbach et al. (2022) establish that sustainable technology implementation in healthcare requires three critical components: evidence and needs-based applications, a skilled and knowledgeable workforce, and a "ready" organizational setting. This framework is reinforced by Puspita et al., who examine hospital organizational transformation toward patient-oriented services through the lens of organizational change theories, including Lewin's three-step model, Kotter's eight-step method, socio-technical systems theory, and institutional theory (Puspita et al., 2025).

The concept of organizational readiness is particularly relevant to social media adoption . Present a conceptual framework for integrating digital transformation in healthcare marketing, emphasizing that successful digital transformation requires leveraging digital marketing techniques, data analytics, and personalized communication strategies to strengthen patient-provider relationships (Usuemerai et al., 2024). This framework suggests that healthcare organizations must assess their readiness across multiple dimensions as technological, cultural, and human resource before implementing social media marketing strategies (Kruszyńska-Fischbach et al., 2022; Usuemerai et al., 2024).

Performance management innovation models have demonstrated effectiveness in supporting organizational transformation in healthcare. The researcher evaluate excellence in primary healthcare units following the introduction of performance management innovation in Ethiopia, finding that the adopted performance management innovation model assisted primary healthcare unit leaders to align routine activities with strategic priorities and improve the culture of quality at their facilities. The performance management innovation enhanced the leadership competencies of a hybrid of clinical and management professionals working in primary healthcare units (Heyi et al., 2021, 2022).

Importantly, the study note that the intervention was designed to build organizational culture along with key performance indicators for primary healthcare unit excellence, suggesting that organizational transformation requires simultaneous attention to cultural development and measurable performance outcomes. This integrated approach to organizational transformation. Combining cultural change with performance management. They provides a model applicable to social media marketing implementation (Heyi et al., 2021, 2022).

A critical component of successful organizational transformation is the systematic identification of patient, healthcare provider, and organizational needs (Kruszyńska-Fischbach et al., 2022; Usuemerai et al., 2024). Kruszyńska-Fischbach et al. (2022) argue that specific needs identification allows healthcare organizations to overcome technical challenges and implement digital solutions that are genuinely responsive to stakeholder requirements. This needs-based approach is particularly important given the heterogeneity of healthcare settings and patient populations (Kruszyńska-Fischbach et al., 2022).

Usuemerai et al., (2024) emphasize that the proposed framework for integrating digital transformation in healthcare marketing should emphasize leveraging digital marketing techniques, data analytics, and personalized communication strategies to strengthen patient-provider relationships and improve health outcomes. This approach suggests that healthcare organizations must conduct comprehensive assessments of their patient populations' digital behaviors, healthcare professionals' communication preferences, and organizational capacity before implementing social media strategies (Kruszyńska-Fischbach et al., 2022; Usuemerai et al., 2024).

Organizational Culture and Social Media Adoption

Organizational culture serves as a fundamental determinant of how healthcare facilities approach innovation, including the adoption of social media marketing strategies (Capone et al., 2022; Marino & Capone, 2023, 2024; Puspita et al., 2025). Marino and Capone (2024) conduct a scoping review following PRISMA guidelines to identify and describe the literature on value-based healthcare, particularly its psychosocial aspects,

finding that organizational culture influences the dynamics among healthcare professionals, their approach to patient care, and their responses to challenges.

The relationship between organizational culture and social media adoption in healthcare is multifaceted. Naeem & Ozuem (2021) explore the use of social media sites for health professionals' engagement and productivity in public sector hospitals, finding that the use of social media is helpful to effectively capitalize on the human and intellectual resources of health professionals as they are more connected and engaged with the purpose of managing work overload in these hospitals. The socialization of employees with their colleagues enables them to learn more about organizational practices, social norms, and culture, and to adopt attitudes and behaviors that are highly acceptable throughout their organization (Naeem & Ozuem, 2021) .

The psychosocial dimensions of organizational culture are particularly important for understanding how healthcare organizations can effectively implement social media marketing strategies. Marino & Capone (2023) conduct an exploratory qualitative study with doctors and patients, finding that communication behaviors can improve the quality of the physician-patient relationship, for example, clear information and showing empathy, and implementing these behaviors can increase patient engagement. The positive effects of these processes also concern the organization regarding recurrence rates, a reduction in the number of diagnostic tests performed, and access to health facilities (Marino & Capone, 2023).

This finding has important implications for social media marketing in healthcare. Social media platforms are inherently relational and psychosocial in nature; they require healthcare professionals to engage with patients and the public in ways that are empathetic, responsive, and attentive to the emotional and social dimensions of health. Therefore, organizational cultures that do not prioritize psychosocial competencies among healthcare professionals may struggle to implement effective social media marketing strategies (Marino & Capone, 2023).

Smith et al., (2023) examine the shift from individual to organizational health literacy, noting that organizational health literacy (OHL) relates to the degree with which health organizations justifiably empower patients to locate, understand, and utilize health information and facilities to inform their decision-making and health behaviors. With increasing evidence-based about OHL as a way to improve healthcare, it is a new concept for kidney clinicians. As producers of health-related information, the multidisciplinary kidney healthcare team has a responsibility to meet the needs of those in their care; as such, priority should be given to the implementation of OHL initiatives.

This concept of organizational health literacy is particularly relevant to social media marketing in healthcare. Healthcare organizations that implement social media marketing strategies must simultaneously develop organizational health literacy capabilities to ensure that the health information they disseminate through social media is accurate, trustworthy, and accessible to diverse patient populations (Smith et al., 2023).

Social Media as a Healthcare Marketing Tool

Social media has become increasingly important for healthcare organizations as a strategic tool for disseminating health information, raising public awareness, and participating in global health initiatives (Chen & Wang, 2021; Jain et al., 2024; Mukhamediyarov & Bekaryssova, 2024). Wati et al., (2025) conduct a scoping review examining the role of social media and digital platforms in healthcare marketing, using the PEO framework where Population refers to healthcare consumers, Exposure was the digital marketing, and Outcome was the effectiveness of social media and digital technologies in hospitals. The eligibility criteria included unrestricted access to the article, published in the last five years, manuscript in English.

Social media has been effectively utilized to rapidly disseminate crucial messages such as immunization, smoking cessation, disease prevention, healthy lifestyles, and yoga campaigns. The authors emphasize that the incorporation and utilization of social media in medical education and healthcare communication present certain difficulties, including the unauthorized disclosure of patient information, unprofessional behavior, and violations of regulations (Jain et al., 2024).

Social media platforms provide healthcare organizations with unprecedented opportunities to engage patients in health-related discussions, provide health information, and build relationships with patient communities. Chen & Wang., (2021), Jain et al., (2024), and Yu et al., 2025) conduct a systematic review of social media uses for health purposes, searching for peer-reviewed journal articles published between 2006 and 2020 in 12 databases covering medicine, public health, and social science. The authors note that a systematic review covering various health purposes is needed to reveal the new usages and research gaps that emerge in recent years.

Katz & Nandi, (2021) examine social media and medical education in the context of the COVID-19 pandemic through a scoping review, noting that the advent of COVID-19 further catalyzed the adoption of social media platforms such as Twitter to more rapidly disseminate and spread information about an unknown and contagious disease directly to frontline reporters as new information unfolded. This was critical in many

instances, such as providing guidance on helping healthcare workers maintain safety during aerosolizing procedures like endotracheal intubation.

Hussain & Tewari, (2024) examine the multifaceted roles of social media in healthcare, focusing on its applications in patient care, professional networking, education, organizational promotion, and public health programs. Additionally, they investigate social media's significance in research, particularly its potential for data collection and analysis. The authors undertake a comprehensive literature review to consolidate existing knowledge on social media's utilization in healthcare and research.

Vequist, (2025)examines health tourism facility use of digital marketing and AI, noting that the proliferation of social media platforms has fundamentally reshaped patient acquisition strategies in health and wellness tourism, creating unprecedented opportunities for providers to engage with international patients across diverse digital channels. From boutique clinics in Mexico offering specialized dental, cosmetic, and bariatric procedures to destination medspas providing aesthetic treatments and even comprehensive global hospitals like the Mayo Clinic, healthcare providers are leveraging multi-platform social media strategies to attract and inform potential medical travelers.

Leadership and Strategic Innovation

Healthcare leaders play a critical role in facilitating organizational transformation and the adoption of social media marketing strategies (Daniels et al., 2022; Gado et al., 2025; Jha, 2021). Gado et al., (2025) examine leadership and strategic innovation in healthcare, concluding that advancing healthcare access and equity through strategic innovation requires a paradigm shift in leadership thinking, moving from traditional hierarchical models toward collaborative, inclusive approaches that engage diverse stakeholders in innovation processes. Successful leaders demonstrate commitment to continuous learning, cultural humility, and data-driven decision-making while maintaining focus on improving health outcomes for vulnerable populations.

Jha, (2021) proposes an integrated framework of leadership for healthcare organizations to navigate through the COVID-19 crisis, noting that the COVID-19 crisis has strained healthcare systems immensely, creating a multi-front challenge to overcome. Healthcare leaders face stressful situations like long arduous hours of work, isolation from their loved ones, immense mental health issues along with fighting false narratives and campaigns by social media. Hence, there is a dire need for leaders to embrace this uncertainty and evolve by adopting a strategic shift in their mindset.

(Daniels et al., 2022) examine five years of experience with value-based quality improvement teams, noting that in recent years, value-based healthcare (VBHC) has become one of the most accepted concepts for fixing the 'broken' healthcare systems. Numerous hospitals have embraced VBHC and are trying to implement value-based quality improvement (VBQI) into their practice. However, there is a lack of knowledge on how to practically implement VBHC and organizations differ in their approach.

The findings suggest that successful organizational transformation requires not only strategic vision but also practical implementation frameworks and organizational learning. Healthcare organizations implementing social media marketing strategies must similarly develop clear implementation frameworks and mechanisms for organizational learning and continuous improvement (Daniels et al., 2022).

Challenges and Barriers

One of the most significant challenges to social media adoption in healthcare is the tension between the communicative and relational affordances of social media and the stringent privacy and confidentiality requirements of healthcare practice (Kumar, 2023). The study note that the incorporation and utilization of social media in medical education and healthcare communication present certain difficulties, including the unauthorized disclosure of patient information, unprofessional behavior, and violations of regulations (Jain et al., 2024).

Social media can result in misunderstandings and misconceptions that are harmful to patients' health. The challenge of misinformation is compounded by variations in digital health literacy across patient populations. Healthcare organizations cannot assume that all patients can critically evaluate health information encountered on social media and therefore must take responsibility for ensuring that the health information they disseminate through social media is accurate, trustworthy, and accessible to diverse patient populations (Ikihele et al., 2022; Smith et al., 2023).

Practical barriers to social media adoption in healthcare include lack of time, insufficient resources, and inadequate organizational support. The challenge of organizational support is particularly important, as it suggests that even when individual healthcare professionals are willing to engage with social media, the organizational culture may not provide the necessary infrastructure, training, or institutional backing to facilitate effective professional use (Naeem & Ozum, 2021; Neely et al., 2021).

Discussion

Effective healthcare social media marketing requires the implementation of professional protocols and evidence-based approaches. Wati et al., 2025) conduct a scoping review using the PRISMA flow chart to show each step of the eligibility criteria for article selection, selecting a total of 7 articles that met the inclusion criteria. This systematic approach to evidence synthesis demonstrates the importance of rigorous methodology in identifying best practices for social media marketing in healthcare.

Usuemerai et al., (2024) propose a conceptual framework for integrating digital transformation in healthcare marketing to enhance patient engagement and compliance with treatment regimens. As healthcare systems evolve, the adoption of digital technologies has become imperative for fostering meaningful interactions between patients and providers. The proposed framework emphasizes leveraging digital marketing techniques, data analytics, and personalized communication strategies to strengthen patient-provider relationships and improve health outcomes.

Healthcare organizations should manage social media platforms to build meaningful brands based on human values. This approach represents a departure from traditional marketing practices that emphasize product features or organizational prestige, instead focusing on the human dimensions of healthcare and the values underpinning healthcare practice. Building meaningful brands through social media requires healthcare organizations to communicate authentically about their commitment to patient care, their values, and their engagement with patient communities (Aguerrebere et al., 2022; Marino & Capone, 2024).

Effective healthcare social media marketing requires that healthcare professionals receive adequate training and support to engage effectively on social media. Training programs should address not only the technical aspects of social media use but also the ethical, legal, and communicative dimensions of healthcare social media engagement (Katz & Nandi, 2021; Naeem & Ozuem, 2021; Neely et al., 2021). The evidence synthesized in this systematic review suggests that the successful adoption and effectiveness of social media as a marketing tool in healthcare settings are contingent upon the alignment of multiple organizational and cultural factors

Organizational transformation processes must be comprehensive, addressing not only technological adoption but also cultural change, workforce development, and the establishment of digital infrastructure. Healthcare organizations must assess their readiness across multiple dimensions and implement systematic needs-based approaches to digital transformation (Kruszyńska-Fischbach et al., 2022; Usuemerai et al., 2024).

Organizational culture must prioritize psychosocial engagement, patient-centered care, and authentic communication. Healthcare organizations that develop cultures emphasizing empathy, clear communication, and patient engagement are better positioned to implement effective social media marketing strategies (Marino & Capone, 2024). Furthermore, organizational health literacy capabilities must be developed to ensure that health information disseminated through social media is accurate, trustworthy, and accessible (Smith et al., 2023).

Healthcare leaders must demonstrate commitment to continuous learning, cultural humility, and data-driven decision-making while maintaining a focus on improving health outcomes for vulnerable populations. Leadership models must shift from traditional hierarchical approaches toward collaborative, inclusive approaches that engage diverse stakeholders in innovation processes (Gado et al., 2025; Jha, 2021).

Healthcare professionals must receive adequate training, support, and organizational backing to engage effectively on social media. Healthcare organizations must implement evidence-based, professional approaches to social media marketing that balance communicative and relational affordances with ethical obligations and regulatory requirements (Hussain & Tewari, 2024; Usuemerai et al., 2024; Wati et al., 2025).

Healthcare organizations must be attentive to issues of equity and inclusion, ensuring that social media marketing strategies do not inadvertently exacerbate existing health disparities (Richardson et al., 2022). Healthcare organizations must ensure that their social media marketing strategies are inclusive and accessible to diverse patient populations, including those with limited digital literacy or access to digital technologies (Ikihele et al., 2022).

Research Gaps and Future Directions

While the included studies provide substantial evidence regarding organizational factors influencing social media adoption, there is limited evidence regarding the actual implementation outcomes and effectiveness of social media marketing strategies in healthcare. Future research should employ rigorous outcome measurement to assess the impact of social media marketing on patient engagement, health outcomes, and organizational performance.

Several studies address equity concerns, there is limited evidence specifically examining how social media marketing strategies affect health equity and access for vulnerable populations. Future research should examine the differential impacts of social media marketing on diverse patient populations and identify strategies to ensure equitable access to health information and services.

Some studies address artificial intelligence and data analytics, there is limited evidence regarding how emerging technologies such as artificial intelligence, machine learning, and the Internet of Behaviors can be integrated into healthcare social media marketing strategies in ways that adhere to ethical principles and protect vulnerable populations.

Conclusion

Successful social media marketing in healthcare depends on comprehensive organizational transformation encompassing technological integration, cultural adaptation, workforce capacity building, and strategic digital infrastructure. Organizational culture serves as the foundation for effective implementation, fostering environments that emphasize collaboration, patient-centered communication, and health literacy. When healthcare institutions cultivate cultures of authenticity and psychosocial engagement, they become better equipped to connect meaningfully with patients, enhance trust, and improve communication outcomes through digital platforms.

Leadership commitment and workforce empowerment are essential to sustaining this transformation. Healthcare leaders must champion innovation, continuous learning, and evidence-based decision-making while prioritizing equitable access and inclusivity. Equipping healthcare professionals with proper training and institutional support strengthens their engagement and ensures that social media initiatives uphold ethical standards and regulatory compliance. Future research should focus on evaluating the measurable impacts of social media marketing on patient engagement, health equity, and organizational performance, as well as exploring sustainable, ethically grounded strategies for integrating emerging technologies in healthcare communication.

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