

*"Experience is a hard teacher because she gives the test first, the lessons afterwards." - Vernon Law*

## Abstract

Hospitals are complex organization with intensive information needs. To improve the efficiency and quality healthcare delivery, Information Technology plays a huge role in the development and implementation of a standardized and sustainable hospital information system (HIS), which will contribute to the establishment of integrated national health information system. HIS is a comprehensive, integrated information system designed to manage the administrative, financial and clinical aspects of a hospital. It is expected to provide a number of advantage in terms of making clinical decisions, adopting universal good practice guideline, improve knowledge transfer, support in managing health research provide effective service to patients.

The aim of this dissertation was set to critically explore a real world successful experience in adoption of HIS and make logical contribution to a better understanding on issues surrounding its implementation in the context of developing country settings. Furthermore, this study is intended to elicit practical lessons learned and add to academic knowledge in the HIS implementations.

A case study methodology was employed at ALMC to undertake in-depth analysis on the topic. This study was a descriptive type with qualitative analysis approach. Questionnaires and interviews were used as a primary data collection instruments from the sample population which consisted employees form ALMC. 22 completed questionnaire and 8 semi-structured interviews determined issues regarding the influencing factors that contribute to the success of HIS implementation as well as the challenges & problems involved towards moving to paperless hospital.

The main components of HIS at ALMC are based on OSS model, with software applications known as Care2X and WebERP. Based on the IS evaluation framework employed, this study concluded that the ALMC model of HIS is perceived to be effective and affordable solutions. Top-management commitment, Strong leadership support, providing adequate training, systems user friendliness & easiness to use were inferred as the key success factors. The challenges were user's resistance, system downtime due to unreliable power supply & technical problems and shortage in skilled personnel. The study reached to an understanding that a complete shift to paperless hospital would take longer time and may not be easily realized in developing country settings. Hence, the efforts involved in the implementation of HIS and the difficulties involved should not be underestimated.

Finally, in light of the findings of this study, recommendations are made for the purpose of trying to enhance the overall effectiveness of HIS at ALMC. This is expected to provide strategic guidance that can be inferred to ALMC as well as act as a reference for other similar healthcare institutions who wish to implement HIS.

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