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Implementation of Hospital Management information Systems for Health Services

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ABSTRACT

This study aims to describe and analyze the implementation of the Hospital Management Information System (SIMRS) based on Regent Regulation No. 59 of 2022 and identify supporting and inhibiting factors. The research location was at the Tulungagung Dr. Iskak Regional General Hospital (RSUD). The data analysis technique in this study used qualitative descriptive analysis techniques. This study found that the implementation of a Hospital Management Information System (SIMRS) in RSUD dr. Iskak Tulungagung succeeded in improving operational efficiency and quality of health services. This success aligns with G. Edward III's theory of public policy implementation, which emphasizes the importance of communication, disposition, resources, and bureaucratic structure. Effective communication through training and discussion ensures policy understanding, while a positive management disposition supports system acceptance. Adequate technological infrastructure and a clear bureaucratic structure allow implementation to be carried out gradually and systematically. However, there are still challenges, such as differences in the technological literacy of health workers and the need to increase network capacity in high-operating units. This study is expected to provide recommendations for improving the implementation of SIMRS at RSUD dr. Iskak Tulungagung through technology training, providing incentives, improving infrastructure, and periodic monitoring and evaluation to improve the efficiency of health services.

Keywords: Hospital Management Information System, Health Services, Policy Implementation.

1. INTRODUCTION

Healthcare is a fundamental aspect of improving the quality of life of people in Indonesia. With a large population and vast geography, an efficient healthcare system is needed to make medical services accessible to all. Hospitals have an important role in providing emergency medical care, prevention, treatment, and rehabilitation of patients. In addition, hospitals contribute to maternal care and child health, ensuring future generations grow up healthy. Rehabilitation programs help patients recover physically and mentally after surgery or serious illness. In addition to individual services, hospitals also play an active role in health education, immunization, and disease prevention campaigns, forming the foundation for better overall public health.

Hospital services in Indonesia continue to evolve along with improvements in accessibility and quality of health services. Challenges remain, especially in remote areas, but hospital accreditation signifies compliance with health standards. Technology, such as health management information systems and electronic medical records, improves the efficiency and accuracy of services. During the COVID-19 pandemic, hospitals adapted by increasing ICU capacity and procuring medical equipment and psychiatric services. Some hospitals have also developed heart, cancer, and orthopedics specialist centers. Although there is still a gap in services between cities and villages, the government continues to improve quality by implementing an Electronic-Based Government System (EGMS) to create transparent, efficient, and accountable health governance.

The Electronic-Based Government System (EBS) is a strategic initiative of the Indonesian government to create effective, efficient, transparent, and accountable governance through information technology. Regulated in Presidential Regulation No. 95/2018, SPBE aims to integrate data and public services oriented towards the community's needs. In the health sector, the implementation of SPBE is realized through the Hospital Management Information System (SIMRS), which manages hospital operations in an integrated manner, including administration, finance, and medical services. SIMRS improves the efficiency of patient data management, drug inventory, and

coordination between hospital units. In addition, hospitals also serve as education centers for medical personnel and health research, so the quality of hospital services determines the effectiveness of the national health system.

Type A hospitals have the most complete and advanced medical facilities, serving as referral centers for complex medical cases that require intensive care. These hospitals provide integrated health services, both curative and preventive, with supporting facilities such as laboratories, radiology, and pharmacy, and play a role in developing health sciences. Type B hospitals, although simpler, remain referral hospitals with more limited facilities than type A hospitals. Type C hospitals focus on advanced health services within a region. In contrast, Type D hospitals have the most spartan facilities and serve remote areas as basic-level referrals, prioritizing outpatient and emergency services.

This study aims to describe and analyze the Hospital Management Information System (SIMRS) implementation based on Regent Regulation No. 59 of 2022 at RSUD dr. Iskak Tulungagung will also identify supporting and inhibiting factors in its implementation to understand the effectiveness and challenges faced in improving the quality of health services in the hospital. This research is expected to theoretically contribute to the development of science, primarily related to implementing the Hospital Management Information System (SIMRS) in health services based on Regent Regulation No. 59 of 2022 at RSUD dr. Iskak Tulungagung. Practically, this research is helpful for RSUD dr. Iskak Tulungagung is responsible for the implementation of SIMRS, which is helping to improve the effectiveness and quality of health services in the hospital.

2. LITERATURE REVIEW

Public policy is a series of actions addressing community problems taken by the government or related actors. Young & Quinn (in Suharto, 2008) call public policy a strategy to achieve the public interest, while Jenkins (in Wahab, 2012) emphasizes that policy involves interrelated decisions within certain limits of authority. Friedrich (in Agustino, 2006) states that policies are designed to overcome obstacles in achieving goals. Anderson (in Winarno, 2007) defines it as the direction of action set by actors, while Nugroho (2009) calls it a decision to act or not to act. Laswell & Kaplan (in Dye, 1981) assert that public policy must reflect social values. The process includes policy formulation, implementation, evaluation, and revision to solve growing problems effectively.

Policy implementation is a crucial stage in the policy process because, without effective implementation, policymakers' decisions will not be successfully implemented. Implementation involves managing inputs to produce outputs or outcomes for society. This process begins after goals, objectives, programs, and funds are set and ready to run. Meter & Horn (in Wahab, 2005) define implementation as government officials', individuals', and groups' actions to achieve policy objectives. Winarno (2007) adds that implementation is the stage between policy formation and its impact on society. Edward III's implementation model uses a top-down approach, which emphasizes four main factors for successful policy implementation: communication, resources, disposition, and bureaucratic structure, which directly or indirectly affect the effectiveness of policy implementation.

The integration and digitization of information systems in hospitals are important in managing administration, medical services, and pharmacy, ensuring more efficient and structured patient services. Hospital Management Information System (SIMRS) is an information technology that integrates all hospital service processes through a network of coordination, reporting, and administrative procedures to obtain accurate information. SIMRS is part of the health information system and includes data, indicators, technology, and human resources to support health development. Hospitals require serious information management to support accurate decision-making as labor and technology-intensive organizations. Therefore, data security and confidentiality must be maintained through user access rights, reducing network congestion, and ensuring an efficient and accountable system.

Hospital Management Information System (SIMRS) plays an important role in improving the efficiency and effectiveness of health services through information technology. SIMRS integrates data processing with manual procedures to produce accurate and timely information to support management decision-making. This system has strategic value in improving transparency, productivity, and quality of hospital services, creating operational management that is clean, accountable, and responsive to community needs. To ensure data security and confidentiality, access rights must be assigned to each user. Authentication and account management are required to limit access to authorized users, reduce network congestion, and ensure data integrity. With exemplary SIMRS implementation, hospitals can operate more efficiently and provide optimal services.

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3. RESEARCH METHOD

3.1 Research Design

This research uses a descriptive method with a qualitative approach to holistically understand the phenomena experienced by research subjects. Bogdan and Taylor (1975) define qualitative research as producing descriptive data in writing, expression, and observed behavior. Moleong (2010) added that qualitative research aims to understand behavior, perceptions, motivations, and actions in a natural context without intervention. This method provides an in-depth description of the relationship between symptoms through word-based descriptions, not numbers or statistics. With this approach, the research aims to obtain a valid and reliable comprehensive understanding of the phenomenon studied.

3.2 Research Location

Darmadi (2011) states that the research location is where studies are conducted to find solutions to problems. This research was conducted at RSUD dr. Iskak Tulungagung because it is the only type B hospital in Tulungagung Regency and the most significant contributor to Regional Original Revenue (PAD), making it a strategic location for analyzing health policy implementation.

3.3 Data Analysis Technique

This research uses descriptive qualitative analysis with the Miles & Huberman model, carried out interactively until it reaches data saturation. According to Sugiyono (2013), analysis begins with data collection and continues afterward. This process includes three main stages: data condensation to filter relevant information, data display in tables or graphs to facilitate analysis, and conclusion drawing and verification to ensure the validity of the findings. This approach allows for systematic analysis and generates accurate insights.

4. RESULTS AND DISCUSSION

4.1 Research Results

Regional General Hospital (RSUD) Dr. Iskak Tulungagung is a healthcare facility owned by the Government of Tulungagung Regency and has the status of a Special Organization Unit (UOBK). This hospital supports regional health services by providing excellent and complete services to the community. With the increasing number of private hospitals and public health awareness, RSUD Dr. Iskak strives to improve the quality of services to remain the first choice of the Tulungagung community. In addition to carrying out social functions, this hospital utilizes market opportunities according to its capabilities. Implementing Hospital Management Information System (SIMRS) in RSUD Dr. Iskak Tulungagung refers to Edward III's theory, which emphasizes four main factors of policy success: communication, resources, disposition, and bureaucratic structure.

The implementation of the Hospital Management Information System (SIMRS) at RSUD dr. Iskak Tulungagung relies heavily on the effectiveness of communication as a significant factor in the success of the Electronic-Based Government System (EBS). Good communication ensures that all elements of the hospital, including management, medical personnel, technicians, and patients, can understand and support the policies implemented. An effective coordination process is facilitated through various activities such as training, workshops, and discussion forums to improve understanding and skills in using the system. One informant stated, “Communication effectiveness between SIMRS managers and RSUD employees is very important for successful SPBE implementation. Two-way discussions or consultations can increase ownership and understanding of the system”. This statement emphasizes that communication is not just about delivering information but also involves active participation from all employees so that the system can be implemented optimally and support improving health services.

In addition, effective communication is also supported by a transparent and participatory administrative system, such as the use of Google Forms in application submission, which allows each request to be reviewed and discussed in a coordination meeting with the relevant team. The informant emphasized, “Every IPTI application submission uses Google Forms, and after being reviewed, a coordination meeting is held with the IPTI team and the employee who submitted the request. All documentation, such as invitations, attendance, and minutes, are always available to ensure accountability”. This mechanism creates efficiency in application management and ensures transparency and active

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involvement of system users. In addition, for every new feature development or change in SIMRS, the management always involves users through discussions on the flow and appearance of the system to ensure ease of operation and improved user experience.

Despite proactive communication efforts, challenges such as different levels of understanding of technology among employees are still obstacles to implementing SIMRS. Therefore, training continues to be enhanced through various methods, such as formal training, providing digital guides, and utilizing internal communication groups for quick and effective information delivery. The informant mentioned, "We conduct formal training, provide digital guides, and use internal communication groups to deliver updates and solutions to technical issues. If needed, we also provide direct assistance to certain units". By continuously strengthening two-way communication, SIMRS managers can be more responsive to obstacles faced by users so that SPBE implementation can run more optimally and improve the quality of health services at RSUD Dr. Iskak Tulungagung.

Resources are crucial in implementing the Hospital Management Information System (SIMRS) at RSUD dr. Iskak Tulungagung, including human resources, technology, infrastructure, and budget. In implementing Regent Regulation No. 59 of 2022 on an Electronic-Based Government System (EBS), the hospital has prepared health workers and administrative staff with regular training to ensure they can optimally operate SIMRS. The informant stated, "Before the SIMRS application was launched, we organized training covering theory, practice, and simulation of system operations. Assistance is also provided to help health workers who face technical problems". In addition, adequate technology, such as computers, servers, and fiber optic networks, has been prepared to ensure the system runs stably. Physical infrastructure, such as a secure server room and a stable network system, are also prioritized to support the smooth operation of SIMRS.

In terms of budget, careful planning is done to cover the needs of technology procurement, system maintenance, and software development. Budget evaluation is also carried out periodically to ensure the availability of funds to meet operational needs and increase the capacity of SIMRS. The informant added, "The budget allocation covers hardware and software procurement, employee training, and system maintenance. However, additional development such as increasing server capacity or integrating other systems requires additional funding allocation". To overcome the limitations, the management proposes an additional budget in the annual planning, considering the hospital's priority scale and service needs. In addition, efficiency strategies are implemented by utilizing cloud-based technology and working with trusted vendors to ensure optimal budget management.

Information technology infrastructure at RSUD dr. Iskak Tulungagung has also been developed to support the sustainability of SIMRS. The use of fiber optic networks and firewall security systems ensures the protection of hospital and patient data. In addition, medical devices such as Laboratory Information Systems (LIS) and Radiology Information Systems (RIS) have been integrated into SIMRS, allowing examination results to be directly available on the system without needing physical printing. The informant explained, "We use LIS and RIS so that laboratory and radiology results appear directly on the doctor's computer, without the need for printing, thus speeding up the service process". However, challenges remain, such as increasing network capacity during peak hours and additional devices for service units with high workloads. With good management, RSUD dr. Iskak Tulungagung continues to develop its infrastructure to ensure SIMRS runs optimally and improves the quality of health services.

Disposition indicators in implementing the Hospital Management Information System (SIMRS) at RSUD Dr. Iskak Tulungagung play an important role in determining the system's success. Disposition reflects management and health workers' commitment, attitude, and readiness to adopt the policies. Management commitment can be seen in the provision of resources, budget, infrastructure, and training for health workers to ensure the sustainability of SIMRS operations. The informant stated, "Management is fully committed to running SIMRS according to regulations, providing adequate infrastructure, and ensuring the system is always updated to keep it relevant to the needs of the hospital". In addition, collaboration with external parties, such as local government and technology service providers, is also ongoing to support the development and effectiveness of the system. With this commitment, SIMRS can run optimally and support faster and more integrated health service quality improvement.

The attitude and response of health workers towards using SIMRS is generally positive, although there are some challenges in the adaptation process. SIMRS can accelerate medical record recording, patient data management, and hospital administration, improving service efficiency. However, different levels of technological literacy among employees are still challenging. The informant added, "Many health workers realize the benefits of SIMRS in

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speeding up administrative processes, but some of them still experience difficulties in initial adaptation. To overcome this, we provide technical training and hands-on assistance". In addition, there are complaints regarding the timing of data input, which is sometimes hampered by slow systems or networks. Hospital management continues to improve infrastructure capacity and system maintenance to overcome these obstacles so that health workers can be more comfortable using SIMRS daily.

As a form of appreciation for health workers who contribute to the optimization of SIMRS, RSUD dr. Iskak Tulungagung has provided non-material awards, such as certificates of appreciation and opportunities to attend further training. However, until now, no financial incentive system has been implemented. The informant explained, "Currently, rewards for health workers who are active in using SIMRS are given in the form of formal recognition and competency development opportunities. However, we are evaluating the possibility of providing material incentives to encourage greater participation". The award aims to motivate health workers to be more proactive in using SIMRS and provide input for its development. With full support from management and structured incentives, SIMRS was implemented at RSUD dr. Iskak Tulungagung is expected to be more optimal and positively impact improving the quality of health services.

A well-organized bureaucratic structure is key to successfully implementing the Hospital Management Information System (SIMRS) at RSUD dr. Iskak Tulungagung. This structure ensures that each unit has clear roles and responsibilities, allowing for effective coordination in the management of SIMRS. The implementation process begins with analyzing system needs, forming work teams, and making internal policies such as operational SOPs. The informant explained, "We formed a working team involving management, IT team, and health workers to design the SIMRS implementation plan and ensure internal policies are well drafted". Implementation is done in stages, starting with trials in several units to identify potential obstacles. This process ensures that the system runs smoothly and by hospital operational standards and government regulations.

Inter-unit coordination at RSUD dr. Iskak Tulungagung also plays an important role in ensuring the smooth operation of SIMRS. Each unit, including medical services, medical records, pharmacy, administration, and finance, works together to ensure data integration runs optimally. The system enables electronic patient data recording, accelerates information access, and improves service efficiency. The informant stated, "Every unit has a role in supporting SIMRS, from the medical staff who record patient data to the administration who process payments and registrations". However, challenges are still faced in the bureaucratic aspect, such as the budget approval process that takes a long time and differences in understanding between units in implementing the system. To overcome this, management continues to improve communication and training to ensure implementation is optimized.

Despite good coordination, challenges in implementing SIMRS remain, especially regarding the adaptation of health workers and technical obstacles that arise during operations. Structured SOPs and open communication between units are solutions to overcome these obstacles. The informant explained, "We ensure that SIMRS-related SOPs are implemented in all units, while the IT team is responsible for handling technical issues that arise". In addition, awards given to health workers who contribute to optimizing SIMRS are expected to motivate employees to use this system further. With an organized bureaucratic structure, close coordination, and full support from management and health workers, SIMRS implementation at RSUD dr. Iskak Tulungagung continues to grow to support more effective and efficient health services.

Supporting factors in implementing the Hospital Management Information System (SIMRS) at RSUD dr. Iskak Tulungagung includes full support from management, human resource development, and adequate technological infrastructure. Management ensures that SIMRS is a top priority by allocating budgets and policies that support its sustainability. The informant stated, "Hospital management gives full support to the implementation of SIMRS, making it a top priority in an effort to improve efficiency and quality of service". In addition, regular training for health workers ensures they can operate SIMRS effectively. At the same time, technological infrastructure, such as a stable internet network and appropriate hardware, supports the system's smooth operation. Integration between service units is also an important factor that accelerates the service process and data-based decision-making, improving the hospital's overall efficiency.

However, the implementation of SIMRS at RSUD dr. Iskak Tulungagung also faces several obstacles, especially in the human resources, technical, and bureaucratic aspects. The main challenge comes from medical personnel and administrative staff adapting to the new technology. The informant revealed, "Some medical personnel

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and staff face difficulties in using SIMRS, especially those who are not familiar with the digital system". In addition, technical constraints such as unstable internet connection and uneven hardware in all hospital units are also a challenge. Integration with external systems, such as BPJS Health and external laboratories, often takes longer. Patient data security is also a significant concern, given the growing threat of information leakage. In addition, unclear regulations and complex bureaucracy slow down the implementation and further development of the system.

4.2 Discussion of Research Results

The following will discuss the research results regarding implementing the Hospital Management Information System (SIMRS) at Dr. Iskak Tulungagung Hospital, which runs smoothly thanks to good system support from all related parties. Based on G. Edward III's theory, there are four leading indicators in policy implementation, namely communication, resources, disposition, and bureaucratic structure, which are interconnected. From the observations and interviews, the implementation of SIMRS in this hospital has covered all four indicators. Communication plays an important role in ensuring that all parties understand the policy and objectives of SIMRS. For this reason, various socializations are conducted through training, workshops, and discussion forums involving management, medical personnel, technical staff, and other stakeholders to support the understanding and effectiveness of the implementation of this system.

Structured coordination between departments, especially between SIMRS managers, medical staff, and technical staff, is a key factor in the smooth integration of the system. In addition to equalizing perceptions, this coordination ensures that each field can contribute optimally to implementing SIMRS. Responsiveness to user feedback and complaints is also a significant concern, realized through two-way communication channels, such as digital groups and ticketing systems, which enable quick and transparent resolution of problems. With this mechanism, any problems can be addressed promptly, supporting the smooth operation of SIMRS and increasing user satisfaction with the information system implemented at RSUD dr. Iskak Tulungagung.

Resources are a key element in supporting the implementation of the Hospital Management Information System (SIMRS) at RSUD dr. Iskak Tulungagung, including human aspects, technology, infrastructure, and budget. Regarding human resources, regular training is conducted to improve the competence of health workers and staff in operating SIMRS. This training includes simulations on the use of the system, technical guidance, and direct assistance by the IT team to ensure optimal understanding of system features and functions. Regarding technology, the hospital has provided adequate hardware, such as computers, servers, and fiber optic-based internet networks. In addition, the integration of Laboratory Information System (LIS) and Radiology Information System (RIS) allows doctors to access examination results directly without physical printing, improving efficiency in medical services.

Supporting infrastructure, including a stable local network (LAN) and secure server room, is a priority in maintaining the system's smooth operation. Data security is also strengthened with firewalls to protect patient and hospital information from cyber threats. Regarding budget, careful planning is done to support hardware and software procurement, system updates, employee training, and periodic maintenance. Hospital management regularly evaluates the allocation of funds to ensure sufficient financial support for the long-term development and adoption of new technologies. With planned and sustainable resource management, RSUD dr. Iskak Tulungagung ensures that SIMRS functions optimally to improve operational efficiency and quality of health services.

Disposition is one of the important indicators in successfully implementing the Hospital Management Information System (SIMRS) at RSUD dr. Iskak Tulungagung. This indicator reflects management and health workers' commitment, attitude, and readiness to support the established policies. Hospital management shows high commitment by providing a budget, conducting routine training, and conducting periodic evaluations. This step aims to ensure that all employees understand the benefits and workings of SIMRS to optimize health services. Health workers' response to the system was generally positive, as it facilitates medical record recording, speeds up administration, and improves patient data integration. However, initial challenges such as resistance to change and lack of technological literacy must be overcome to make SIMRS implementation more effective and efficient.

To support adaptation to the new system, RSUD dr. Iskak Tulungagung provides intensive training and direct assistance by the information technology (IT) team. This approach aims to improve health workers' skills in operating SIMRS and build their confidence in using the system. In addition, two-way communication is facilitated through discussion forums and feedback channels so obstacles can be immediately identified and resolved. Despite these

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efforts, rewards or incentives for health workers who are active in SIMRS implementation have not been systematically applied. Providing material and non-material appreciation is expected to increase health workers' motivation and participation in utilizing this system optimally.

The last indicator that supports the successful implementation of SIMRS at RSUD Dr. Iskak Tulungagung is a good bureaucratic structure. This structure includes clarity of workflow, supportive internal policies, and effective coordination between hospital units, enabling faster and more efficient decision-making. SIMRS implementation begins with a needs analysis tailored to the hospital's capacity and services. Based on the analysis, management formed a special team involving various parties, including health workers and information technology (IT) teams, to design a comprehensive implementation plan. This step ensures the hospital's readiness to implement an integrated and efficient system to improve operational effectiveness and the quality of health services for the community.

Internal policies, such as the development of Standard Operating Procedures (SOPs) and new workflows, were implemented to support the smooth implementation of SIMRS. These policies were socialized through training and discussions with hospital staff so that each individual understands their roles and responsibilities in supporting the system. Implementation was done in stages, beginning with a pilot test in several work units to identify potential obstacles. The IT team worked closely with health workers to ensure the system functioned well technically and operationally. After a successful trial, the system was gradually implemented in all hospital units to ensure a smooth transition from a manual system to a more efficient digital one.

Regular monitoring and evaluation is an important part of the bureaucratic structure of RSUD dr. Iskak Tulungagung to ensure the effectiveness of SIMRS. Evaluations are conducted to identify weaknesses, formulate solutions, and adapt the system to the evolving needs of the hospital. This process also forms the basis for software updates and the addition of relevant new features. The successful implementation of SIMRS is reflected in prestigious awards such as TOP DIGITAL AWARD for three consecutive years (2022-2024). With strong leadership, reliable technology support, and good coordination between units, RSUD dr. Iskak Tulungagung has succeeded in optimizing SIMRS and sustainably improving operational efficiency and quality of health services.

Various supporting and inhibiting factors influence the implementation of the Hospital Management Information System (SIMRS) at RSUD Dr. Iskak Tulungagung. The successful implementation is supported by the high commitment of management in providing an adequate budget, building technological infrastructure, and conducting regular training to improve the competence of health workers. The available infrastructure, such as fiber optic-based internet networks, adequate hardware, and the integration of laboratory information systems (LIS) and radiology information systems (RIS), play an important role in improving the efficiency and integration of hospital data. In addition, structured communication systems, such as digital groups and ticketing systems, accelerate the resolution of technical issues and increase operational transparency. Continuous training that includes simulations and hands-on mentoring ensures that health workers can utilize SIMRS optimally. This combination of factors creates a conducive ecosystem, improves operational efficiency, and strengthens the quality of health services at RSUD Dr. Iskak Tulungagung.

Although supported by various factors, implementing the Hospital Management Information System (SIMRS) at RSUD Dr. Iskak Tulungagung still faces several obstacles that must be overcome. One of the main challenges is the different levels of technological literacy among health workers and hospital staff, which causes a long adaptation time. In addition, resistance to change is also an obstacle, especially in the early stages of implementation, where some employees are less enthusiastic due to concerns about additional workload or unfamiliarity with new technology. Technical constraints, such as limited internet network capacity and hardware glitches, also hampered system operations, especially in units with high workloads. In addition, the absence of formal incentives for health workers who actively contribute to SIMRS implementation is a challenge. To overcome these barriers, management must improve technological literacy through continuous training, reduce resistance to effective communication, and strengthen technological infrastructure. Providing structured incentives is also a strategic step in increasing participation and optimizing the use of SIMRS.

5. CONCLUSIONS AND SUGGESTIONS

Based on the research results, the implementation of the Hospital Management Information System (SIMRS) at RSUD dr. Iskak Tulungagung, based on Regent Regulation No. 59 of 2022 concerning Electronic-Based Government

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Systems (SPBE), has succeeded in improving operational efficiency and the quality of health services. This success aligns with G. Edward III's theory of public policy implementation, which emphasizes four leading indicators: communication, disposition, resources, and bureaucratic structure. From the communication aspect, effective coordination through training, workshops, and discussion forums ensured that all parties understood the policies and objectives of SIMRS implementation. The synergy between medical personnel, management, and the information technology team creates alignment in implementing technology-based systems. With a structured communication approach, SIMRS can be implemented optimally, improve the accessibility of patient information, and accelerate the health service process at RSUD dr. Iskak Tulungagung.

Management commitment is also a significant factor in the successful implementation of SIMRS, as shown through adequate budget provision, intensive training for health workers, and a conducive work environment. Positive disposition from management encourages health workers to accept new technology, accelerates system adaptation, and ensures SIMRS operations run smoothly. Regarding resources, the RSUD has ensured the availability of technology infrastructure, such as fiber optic networks, adequate hardware, and continuous training for health workers. In addition, a well-organized bureaucratic structure allows the system to be implemented gradually and measurably, with continuous evaluation and monitoring. Although some obstacles are still faced, such as different levels of technological literacy and initial resistance to change, the implementation of SIMRS at RSUD dr. Iskak Tulungagung remains a clear example of the success of digital transformation in health service policy.

Based on the research results, several suggestions can be applied to improve the effectiveness of SIMRS implementation at RSUD dr. Iskak Tulungagung. First, increasing the technological literacy of health workers needs to be done through intensive and continuous training, including simulations of system use, technical guidance, and mentoring. Second, providing incentives for health workers who actively contribute through non-material awards such as certificates and financial incentives can increase motivation in optimizing SIMRS. Third, technological infrastructure improvements are needed to strengthen network capacity and provide additional devices in units with high workloads. Regular infrastructure evaluation is also needed to ensure the system's smooth operation. Fourth, regular monitoring and evaluation must involve feedback from health workers and system users to find more timely solutions.

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