

Perencanaan strategis sistem informasi : studi kasus Rumah Sakit Umum XYZ = Strategic planning of information systems : case study XYZ Public Hospital

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Abstrak

Pemanfaatan sistem informasi/ teknologi informasi saat ini sudah menjadi sebuah kebutuhan setiap organisasi termasuk bagi penyedia layanan kesehatan seperti rumah sakit. Permasalahan utama yang dihadapi ialah munculnya sistem-sistem yang berjalan sendiri-sendiri dan terjadinya pengulangan proses yang sama antar unit kerja yang ada. Perlu dilakukan perencanaan dalam level strategis agar sistem informasi/ teknologi informasi tak hanya sekedar menunjang kemudahan pelaksanaan proses bisnis tapi juga mampu mendorong tercapainya keunggulan bersaing.

Metodologi perencanaan strategis yang digunakan mengacu pada Ward and Peppard's Strategic Planning dan akan diintegrasikan dengan beberapa teknik analisa seperti CSF, Balanced Scorecard, SWOT, Matriks Portofolio Aplikasi McFarlan dan teknik lainnya. Perencanaan dilakukan dalam beberapa tahapan: (1) Analisa internal SI/TI; (2) Analisa eksternal SI/TI; (3) Analisa internal bisnis; (4) Analisa eksternal bisnis; (5) Analisa strategi bisnis; (6) Proses strategi SI/TI; (7) Analisa kondisi masa depan; dan (8) Analisa rencana pengembangan.

Hasil yang diperoleh dari penelitian di Rumah Sakit Umum XYZ yaitu strategi SI bisnis, strategi TI, strategi manajemen SI/TI dan Road Map. Lima strategi SI bisnis yaitu: (1) Pengintegrasian sistem; (2) Fokus pada ceruk pasar; (3) Kedekatan dengan pelanggan; (4) Diferensiasi produk; serta (5) Membangun citra perusahaan. Empat strategi TI yang diperlukan untuk mendukung strategi SI yaitu implementasi Service Oriented Architecture (SOA), pemanfaatan website, pemanfaatan social networking, serta implementasi mobile portal. Strategi manajemen SI/TI yaitu dengan dilakukan perubahan struktur organisasi yaitu dengan memisahkan antara unit SIM dengan unit Kesekretariatan. Fungsi kerja di unit SIM yang pada awalnya hanya dibagi ke dalam dua fungsi (pengelolaan halhal terkait perangkat keras dan perangkat lunak) perlu disesuaikan dan dibagi ke dalam tiga fungsi kerja: (a) Pengelolaan dan Pengembangan; (b) Teknis dan Pemeliharaan; serta (c) Infrastruktur dan Keamanan Jaringan. Pengembangan sistem informasi akan dilaksanakan dalam dua tahun dan akan dibagi ke dalam empat tahap berdasarkan posisinya pada kuadran portofolio aplikasi yaitu: Tahap pertama - Pengembangan sistem inti 1, dilaksanakan pada kuartal 1 hingga 4 di tahun pertama; Tahap kedua - Pengembangan sistem inti 2, dilaksanakan pada kuartal 1 di tahun kedua, Tahap ketiga - Pengembangan sistem penunjang dan strategis, dilaksanakan pada kuartal 2 hingga 3 di tahun kedua; dan Tahap keempat

Use of information systems/ information technology nowadays has become a necessity for every organization including health care providers like a hospitals. The main problems is the emergence of systems that run individually and the repetition of the same process between work units. Planning needs to be done on a strategic level so that information systems/ information technology not just support the ease of implementation of business processes but also able to encourage the achievement of competitive advantage.

Strategic Planning Methodology to be used will be based on Ward and Peppard's Strategic Planning and will be integrated with several analysis techniques such as CSF, Balanced Scorecard, SWOT, McFarlan Application Portfolio Matrix and another techniques. Planning conducted in several steps: (1) Internal IS/IT analysis; (2) External IS/IT analysis; (3) Internal business analysis; (4) External business analysis; (5) Business strategy analysis; (6) IS/IT strategy process; (7) Future condition analysis; and (8) Development plan analysis.

The result obtained from the research on General Hospital XYZ are business IS strategy, IT strategy, IS/IT management strategy and Road Map. Five business IS strategy are: (1) integration of the system, (2) Focus on market niche, (3) Customer intimacy; (4) Product differentiation, and (5) Building a corporate image. Four IT strategy that needed to support business IS strategy are Service Oriented Architecture (SOA) implementation, the use of website, the use of social networking, and mobile portal implementation. IS/IT management strategy is the changes in the organizational structure by separate between MIS unit and secretarial unit. Work functions on the MIS unit which initially only divided into two functions (hardware-related and software-related management) needs to be adjusted and divided into three functions: (a) Management and Development; (b) Technical and Maintenance, and (c) Infrastructure and Network Security. Development of information systems will be held in two years and will be divided into four stages based on their position on the application portfolio quadrant: First Stage - core systems development part 1, will be conducted on the first to fourth quarter in the first year; Second stage - core system development part 2, will be conducted on the first quarter in the second year; Third stage - support and strategic systems development, will be conducted on the second to third quarter in the second year; and Fourth stage - Potential system development, will be conducted on the fourth quarter in the second year.