Facing A Disruptive Era In Health Services: Study In Hospitals In The City Of Surabaya, Indonesia

by Sri Juni Woro Astuti

FACING A DISRUPTIVE ERA IN HEALTH SERVICES: STUDY IN HOSPITALS IN THE CITY OF SURABAYA, INDONESIA

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ABSTRACT

This paper aims to analyze and develop a theoretical model of how strategies face the disruptive era in health services. Health services in the world currently face VUCA conditions (volatile, uncertainty, complexity and ambiguity) because they are faced with disruption in healthcare. The hospital as an incumbent in the era of disruption must take a firm stance, whether it is to become a follower carried away, or even die crushed by change or trying to be a winner. Declaration of Making Indonesia 4.0 by the President is the Indonesian government's response to disruption in the global industrial world that has entered industry 4.0. Therefore hospitals must be able to transform in this digital era. This research was carried out in a hospital in Surabaya with consideration of Surabaya as the second largest city in Indonesia that faces a very complex public health problem because it is a reference from other cities and regions. The method used is qualitative and data collection is done through in-depth interviews with relevant parties. For this reason, the focus of the study in this research is how the current position of the hospital is in the implementation of the hospital information system. The specific dimensions studied are leadership and human resources dimensions, health service administration systems, and readiness of information technology-based facilities.

Keywords: Disruptive, Health Services, leadership

1. INTRODUCTION

Every innovation is a nuisance and to produce innovation there must be a clear understanding of the scenario and the existing business environment. Currently it has entered the industrial 4.0 era, which is where various innovations are needed to face and adjust to this fast-paced business environment. Industry 4.0 is the name of the latest automation and data exchange trends in factory technology. This term includes cyber-physical systems, the internet for everything, cloud computing, and cognitive computing. (Hermann, Pentek, Otto, 2016; Jürgen Jasperneite; Kagermann, H., W. Wahlster and J. Helbig, eds., 2013; Heiner Lasi, Hans-Georg Kemper, Peter Fettke, Thomas Feld, Michael Hoffmann, 2014). As a result of the acceleration of the changes that are caused it often disrupt the established business organization structure, this era is also called disruption era. Only

organizations that can respond quickly and develop appropriate strategies will take advantage of the development of this disruption era.

The digital age in the world of health is a challenge as well as an opportunity to be better at providing health services to the community. But there are still many misconceptions about disruption that are only associated with Information and Communication Technology (ICT). Even though this disruption era also demands cultural and even ideological changes in the public service system. During this time the bureaucracy in the hospital still seemed very feudal and closed. Cloud communities often do not have enough access to information about their medical records easily. Doctors or paramedics who serve patients tend to be closed to the people they serve. Health services, especially hospital services, still face many fundamental problems that still have no solution, such as access to medical records that are not yet available, referral processes between doctors and hospitals that often make it difficult, and also the process of current health insurance claims.

Past studies explained that disruptive innovation has brought affordability and convenience to customers in a variety of industries. However, health care remains expensive and inaccessible to many because of the lack of business-model innovation (Hwang, Jason and Christensen, Clayton M., 2008). Furthermore, in the era of digital business has introduced a lot of uncertainty and concern, but an organization or company that has an established culture of innovation will be able to respond better to the uncertainties and risks that accompany this era (Hill, Janelle B., 2017: 10). Moreover according to Thomas, Adv. Anju. (2016), facing the disrupted era, disruptive innovation is needed, and also requires "disruptive" human resources. The need for disruptive HR in organizations is to develop agility, to respond and adapt to fast markets and to remain relevant and successful in competitive market conditions. For this reason, the focus of this research is how the current position and the readiness of the hospital and health center as health services providers in the implementation of the health information system. The specific dimensions studied are leadership and human resources dimensions, health service administration systems, and readiness of information technology-based facilities.

2. RESEARCH METHOD

This research was carried out in hospitals in Surabaya, with consideration that this hospital is the biggest hospital in Surabaya as the second largest city in Indonesia that faces a very complex public health problem because it is a reference from other cities and regions. The research method used is qualitative. Data collection was conducted by in-depth interview, observation, and documentation. The technique of data analysis was done by description qualitatively, through the stages of data reduction, data presentation, and conclusion. In-depth interviews were conducted with relevant parties which include people who use health services in hospitals and health centers, hospital officials and health centers, heads of health centers and hospital management officials.

3. FINDINGS AND DISCUSSION

To explain how the readiness of hospitals as health care providers to carry out reforms in the era of disruption, this study focuses on 3 aspects, namely: leadership and human resources readiness, health service administration systems, and the readiness of information technology-based facilities.

Leadership and human resources readiness. From the interviews, all informants agreed that in the era of disruption, health services must be able to develop disruptive innovations as well. Leadership roles that are able to reform and encourage human resources in hospitals have not been so prominent. This condition can be seen from the unchanging culture and behavior of officers in providing health services to the community. Behind physical development that has changed a lot, but the behavior of officers tends not to change much. This opinion was supported by several informants who gave the same opinion where broadly speaking, the cultural factors that affect human resources in health services have not been much happening in public service reform. In the context of changing work culture and improving HR competencies, leadership roles are very necessary.

Health service administration systems. The results of the study show that various types of hospitals both state and private ownership are focused on the use of digital systems for administrative functions. Hospital administration systems have implemented digitalization to reduce the use of paper in various purposes such as to print laboratory results can now be reduced so that hospitals are more efficient.

The readiness of information technology-based facilities. The use of information system technology in the health sector is the application of e-health. E-Health is an innovation that was developed to facilitate the community in shortening the queue both at the health center and hospital. However, the innovation is still very simple because it can only reduce queues at hospitals or health centers. Actually, the very rapid industrial revolution 4.0 should be utilized more than that. The use of information systems for the exchange of electronic data between health service providers is still not well developed. Whereas in the era of disruption, the process of data exchange between health service centers should be very important, given the very high mobility of the people and the possibility of treatment being carried out across hospitals and other health services institutions. The information system is needed to integrate the medical record data of patients between the hospital and its partner laboratories, so that patients are more facilitated in their health care process without having to go back and forth from one place to another.

Based on the findings of this study we try to formulate a model to develop a health innovation strategy in the era of disruption as shown below:

Figure 1: Model of innovation strategi in disruptive era

Our preposition is that to make a revolutionary change in this era of disruption, the role of leadership occupies the most strategic position. in turn it will change the culture and behavior of human resources, drive an effective and efficient administration system and be able to utilize information technology to support integrated health services. However, the results of this research still need to be continued with deeper studies and with broader scope to reinforce our prepositions above.

4. CONCLUSION

The current position and the readiness of the hospital and health center as health services providers in the implementation of the health information can be concluded as follow: health services have not done much reform in order to face the era of disruption. Hospital management is still considered weak especially in terms of leadership and human resources who have not changed their mindset much, so that in anticipating the era of disruption is still not fast enough.

To be able to compile a disruptive innovation strategy, the first thing that needs to be strengthened is human resource competencies to be more ready to run more sophisticated information system technology. With adequate human resource competence in the field of information technology, the two priorities then to be developed are hospital administration systems and IT-based health care facilities. The stages of developing these strategies require strong and consistent organizational leadership commitment.

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