Humanism in Medical Practice: What, Why and How?

Implementation of Hospital Management Information Systems on Service Delivery in Moi Teaching and Referral Hospital, Kenya

A Rare Case of Masked Septal Abscess in a Patient with Lower Respiratory Tract Infection on Prolonged Antibiotic Therapy

The Practice of the Informed Consent Process on Survey Studies Involving Healthcare Providers as Participants at Moi Teaching and Referral Hospital

Socio-Economic Determinants that Influence the Effectiveness of Community-Based Tuberculosis Care in Meru County, Kenya
Implementation of Hospital Management Information Systems on Service Delivery in Moi Teaching and Referral Hospital, Kenya

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Abstract
Hospital Management Information Systems (HMIS) has the potential to improve the quality of services delivered, as well as the efficiency and effectiveness of healthcare providers through the integration of various hospital functional units. However, the benefits of this implementation in service delivery have not been adequately addressed. This study sought to appraise the impact of the implementation of HMIS, on service delivery in Moi Teaching and Referral Hospital (MTRH). The objectives of the study were: to examine the level of implementation of HMIS in MTRH; to establish the strategies motivating implementation and utilisation of HMIS, to assess the benefits that have been realized in utilizing Hospital Management Information Systems; and to assess the effect of HMIS on service delivery in MTRH. Cross sectional descriptive research design was utilised in the study; the sample size formula proposed by Cooper and Schildler formula was used to obtain 240 respondents from a target population of 587 users of HMIS. A structured closed-ended questionnaire and interviews were administered. Quantitative data was obtained, coded using SPSS v.21. Data was analysed using descriptive statistics, i.e. mean and standard deviations and inferential statistics i.e. Pearson Correlation Analysis and Multiple Regression Analysis. Of the 240 questionnaires distributed, 192 were filled and returned, with most respondents familiar with HMIS. The respondents moderately agreed that the implementation of HMIS was done well and as per expectations. The Hospital Records module had the highest implementation level, while Consulting Doctor module scored the lowest. On the level of utilisation of HMIS, the result indicate that the mean values were above average on a five point Likert scale. The Further Records module had the highest implementation level, with the majority agreeing that the module had been adequately utilised. Conversely, the Consulting Doctor module posted the lowest utilisation level. On the strategies motivating the utilisation of HMIS results indicate that the strategy of allaying perceptions and fears among staff on the use of HMIS is the one mostly deployed by the hospital in order to improve the level of Utilisation of HMIS. Results indicated that the anticipated benefits of HMIS were all above average. The results of the regression analysis suggested that HMIS Implementation (β=.215, p<0.05), HMIS Utilisation (β=.697, p<0.05), motivation strategy (β=.193, p<0.05), and HMIS benefits (β=.045, p<0.05) had a positive significant effect on service delivery. Therefore, the null hypothesis is rejected. The value of the F-statistic is (F=172.917, p<0.05) is robust. The coefficient of determination value of R²= .787 means that 78.7% of the variation in service delivery at the hospital can be explained by HMIS. The study recommends that a policy be drafted to entrench HMIS implementation and utilisation in the country.

Key Words
Hospital Management Information Systems; Service Delivery; Implementation

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Introduction
Developing countries face different challenges in their health sector. This has been immensely captured by the annual World Health Organisation (WHO) reports. In the reports, developing countries such as Kenya faced similar healthcare challenges in the year 2001 and 2014. However, investment in the health sector has rather remained stagnant with the 2011 statistics showing Total expenditure on health per capita at 77 United States Dollar (USD) and Total expenditure on health as a percentage of Gross Domestic Product (GDP) declining to 4.5 % WHO reports further show that key health impact indicators suggest stagnation or
operations should be automated. However, whereas the strategic plan envisions that, by 2016, most of the challenges exist in the hospital, hence the need to understand the diverse challenges continue to (Funsoft) which was touted as the panacea of the varied challenges facing hospitals globally, and the ultimate solution to the health sector (Gregory, 2008). This study will have dismissed HMIS as unnecessary, capital intensive, and a fad that has no real ascribed benefits to the health sector (Gregory, 2008). This study will therefore assess the implementation of HMIS on service delivery in MTRH.

With access to internet, integrated systems, mobile computing and cyberspace have been utilised to solve a number of challenges in other sectors in the country such as finance, communication, education, aviation, agriculture, mining, transport and manufacturing, which has resulted to betterment of the aforementioned sectors, while the healthcare sector is still facing the same challenges faced before widespread adoption of computers such management of funds, retrieval and accessing medical data, management of medical supplies, connectivity of various hospital units and availability of data for prompt decision making. In the global context, a number of hospitals have slowly adopted the utilisation of HMIS (WHO, 2014).

In Kenya, Moi Teaching and Referral Hospital (MTRH) among other hospitals, has implemented HMIS, with the intention of having dynamic health information solution that synchronises workflow across MTRH entire enterprise. It was envisioned that the system enhances patient care through integrating clinical, financial, therapeutic and diagnostic information.

Whereas a number of researchers have celebrated HMIS as the panacea of the varied challenges facing hospitals globally, and the ultimate solution to effective, timely and efficient service delivery, others have dismissed HMIS as unnecessary, capital intensive, and a fad that has no real ascribed benefits to the health sector (Gregory, 2008). This study will therefore assess the implementation of HMIS on service delivery in MTRH.

**Statement of the Problem**

MTRH faced diverse challenges in utilisation of manual-based systems such as delay in decision making, forgeries of financial records, loss of pharmaceuticals, dressings and sutures, delay in patient service delivery, among other challenges, (Kenya National Audit Office Report, 2011). In 2012, the hospital implemented an HMIS System (Funsoft) which was touted as the panacea of the challenges. However, diverse challenges continue to exist in the hospital, hence the need to understand the level of HMIS utilisation. MTRH’s 2012-2017 strategic plan envisions that, by 2016, most of the operations should be automated. However, whereas the hospital has put in immense resources, total automation has not been achieved, while the hospital has not realised tremendous benefits in service delivery commensurate with the resources used. Therefore, a problem exists which requires understanding.

The hospital has deployed a number of HMIS modules in different operational areas including electronics medical records, in-patient and outpatient modules, pharmacy, laboratory and radiology management modules, nursing modules, accounts/finance management and supply chain management modules. Hypothetically, the areas in which the system has been implemented should be efficient with patients’ medical records being retrieved as and when needed without duplication of data, past medical and referral data being available at the click of a mouse, there should be comprehensive follow-up of both inpatient and outpatient. In the pharmacy ideally, there should be no loss of drugs, while drugs should be traced to the patient and complete drug reports available, while in the laboratory and radiology, specimens should be traced to the patient while results should be transmitted to the doctor requesting the tests as soon as they are available, payment of creditors and billing of patients should be prompt and accurate, while nursing should triage patients and doctors clerk in patients electronically. It is therefore important to examine if the aforementioned objectives has been completely achieved with the adoption, implementation of HMIS in the hospital.

**Hypothesis**

The study tested the following hypothesis:

**H<sub>0</sub>: HMIS has no significant effect on service delivery in MTRH.**

**Literature Review**

The adoption, implementation and benefits of HMIS in several sources of literature have been captured in most literature based on the more generic term Health Information System, as defined by Hanafizadeh and Saghafi, (2009). According to the authors, Health Information System is a more wide term which incorporates any system that captures, stores, manages or transmits data and information that relates to all activities in organizations involved in the health sector or the health of individuals. This is supported by WHO Health Metrics Network (2005), which presents that HMIS, can be viewed from the wider context as part of Health Information System which is an integrated endeavour to collect, process, report, send and use health information and knowledge for individual and public health outcomes, programme action, research and to influence policy and decision-making.
According to Kenya National Audit Office report (2011) to MTRH management, the utilization of manual-based methodologies in the management of hospital operations, and service delivery has been riddled with a myriad of challenges including high operational and human resource costs, ineffective and compromised service delivery and delayed decision making. Furthermore, this has negatively affected the level of inter-facility patient referral, medical history follow up, and data retrieval. Continued usage of manual systems is detrimental, therefore, to the wellbeing of the hospital.

In recognition that health care institutions, in an attempt to solve the challenges, have had reactive responses which entail automation of the various activities, these have however, created more challenges, with some institutions recording total failure on implementing hospital management information systems, others have partially implemented, while other hospitals still face the same problems before HMIS installation as argued by Bernstein, McCreless, and Côté (2007). Hospitals' managements have been at a crossroads on whether to continue investing the limited available resources on implementing HMIS whose outcome is unpredictable, or to continue using manual based methodologies in their operations, resulting to compromising on service delivery.

Whereas there have been a number of steps and strategies adopted to overcome the aforementioned challenges, the hospital has not realised tremendous benefits commensurate with the resources, which have been utilised in the implementation of HMIS. Furthermore, whereas implementation of the system was publicised as an integrated system to automate all functions of the hospital within a short time, four years later, a number of functionalities have been utilised in the implementation of HMIS. The expected beneficiaries of the system, the users, whose system implementation was expected to foster their work, being behind sabotaging the implementation of the system.

The benefits of implementation of HMIS are a contentious topic with various studies, researches and presentations having diverse understandings of what actually constitute HMIS. In a number of studies, HMIS is viewed from the general perspective that it is an important component of Electronic Health; in that all the modules of HMIS is what actually constitutes E-health. E-Health has recently become the new “buzzword.” E-Health is defined in many different ways and there is no consensus on its definition.

Eisenbach (2001) defines E-Health as “an emerging field in the intersection of medical informatics, public health and business, referring to health services and information delivered or enhanced through the internet and related technologies. In a broader sense, the term characterizes not only a technical development, but also a state- of-mind, a way of thinking, an attitude, and a commitment for networked, global thinking to improve healthcare locally, regionally, and worldwide by using information and communication technology.”

The benefits of HMIS as an ingredient of E-health is viewed through understanding “E” in E-Health apart from standing for electronic health also stands for other paramount factors including Efficiency. HMIS offers efficiency in healthcare delivery timely clinical interventions and costs reduction whereby utilizing HMIS in telemedicine reduces the need for travel and the need for referral to a secondary or tertiary health institution. Also, according to the European Commission, (2006) there is “hard evidence that proves E-Health is already providing real benefits to people as well as real savings in public expenditure”. Another way E-Health increases healthcare efficiency is that “can reduce the time required to perform health tasks and processes” as presented by Heeks, (2004), who opines that appointments and 24-hour emergency consultations can be offered from any geographical area. Through quicker data handling, decisions can be made faster and this could potentially save lives.

Empowerment; E-Health empowers consumers and patients by allowing them to have access to their medical records online. This empowerment enables the patient to be more involved in the decision making process, since both physicians and consumers can access health information online. They can access the information fast and for free. In fact, “about half of adults in the United States have looked for health information on the net, making this the third most popular online activity” (Ferguson & Frydman, 2004).

The benefits of HMIS is further expounded by Dobbs, (2004) who presents that HMIS fosters cost reduction in terms of administrative and clinical transactions planning while encouraging better service to the patients, through improving operational control and streamlining operations. This is further highlighted through indirect benefits such as corporate image of the hospital and increased competitive advantage, and direct benefits reduced waiting time, reduced wastage, minimal inventory levels, reliable and timely information, greater organizational flexibility, reduced paperwork.
and simplification of patient record management as presented by Leung (2001).

Furthermore, Ferguson and Frydman, (2004) are in agreement that HMIS implementation fosters better revenue management, since it is impractical to utilise age-old manual systems, considering the magnitude of revenue transactions. HMIS offers fast and accurate transactional and management reports that provide real-time required financial and performance status of the hospital.

On the contrary, however, Rockwell and Alton (2003), maintain that, whilst there are various benefits of HMIS, the potential benefits of HMIS have rather been exaggerated in paper, with actual benefits not actually realised on HMIS implementations globally. The author is of the opinion that there are various challenges that impair successful implementation of such systems to enable health institutions claim to have achieved all the envisioned benefits at the beginning of the implementation. As such the intensive capital requirements, the need to totally alter the policies and the structure of the hospital, the frequent need to train and retrain the staff of the new system, incidences of system failures, intrusion and viruses as well as system inconsistencies have so much negative impacts to the extent that by the time the acclaimed benefits are documented so much shall have gone to the implementation such that the net effect is zero.

Methodology

Research Design
This study adopted descriptive cross-sectional study design with a quantitative approach. This is a research design that made it easy to obtain information of the current phenomena on HMIS for easy analysis, presentation and interpretation through obtaining information from a representative selection of the population (Keith, 2005).

The dependent variable of the study was Improved Hospital Service. Delivery in terms of efficiency and effectiveness, in MTRH, which was measured through Outpatient Time spent per visit, Service availability per 100 cases, Inpatient Average Length of stay, Percentage of drug availability in drug formulary and Patient satisfaction Percentage. The independent variables were the strategies motivating utilisation of HMIS and the benefits that have been realised in utilising HMIS, and the level at which MTRH has been utilising HMIS.

The target population comprised of 587 respondents from management and the 12 Departments in the Hospital which directly interact with the HMIS. These include; Accident & Emergency, Health Records, Public Relations, Information Communication Technology, Finance, Surgery, Medicine, Pediatrics, Laboratory, Pharmacy, Radiology, and Supply Chain Management.

Stratified sampling technique was used whereby the target population was divided into strata according to functional departments, thereafter sample size was determined by applying Cooper and Schindler (2011) formula. Simple random method was used to select respondents for the study from respective strata.

The research used questionnaires, which were self-administered physically to the respondents, as well as check-list where HMIS modules were checked on implementation and utilisation status. The questionnaires were used for the purpose of collecting primary quantitative data. Additionally, the questionnaires were used for the following reasons: their potential to reach out to a large number of respondents within a short time their ability to give the respondents adequate time to respond to the items they offer a sense of security (confidentiality) to the respondent; and they are objective since no bias results from the personal characteristics, as explained by Earl (2010). A pilot test was carried out at the formerly Rift Valley Provincial General Hospital, Nakuru. Cronbach's alpha reliability test was used to determine the internal.

Results

Preliminary Results
Although the study intended to collect data from 240 respondents, data was successfully collected from 192 respondents. This represents a response rate of 80% and falls within the confines of a large sample size (n ≥30). This provides a smaller margin of error and good precision (Anderson, Sweeney and Williams, 2003). The demographic profile of the surveyed respondents which includes designation, education, organisational role, familiarity with HMIS, experience in the health sector, and experience working with HMIS. The results are presented in this section.

The respondents were asked to state their designation in the organisation. The study found that majority of the consistency of the question items that measured the variables of interest for this study.
The collected data was encoded and entered into computerised data analysis software, SPSS v23. Each dimension had various items measured on a 5-point Likert scale. Data analysis entailed inspecting, cleaning, transforming, and modeling the collected data with the aim of highlighting useful information, suggesting conclusions, and supporting decision-making. Regressions and Analysis of Variance (ANOVA) test will be used to determine the relationship between the independent variables and dependent variables.

Respondents, 52.6% (103) were staff of low cadre. Table 1 summarises their responses.

The study sought to determine the highest qualification of the respondents. The results are summarised in Table 2. Results indicated that 34.7% had Diplomas and other lower, 41.3% held bachelor’s degrees, 21.4% had masters degrees, while only 0.5% had PhD.

The respondents indicated the roles they play in the organisation as per the organogram of the hospital. The results are as depicted in Table 3. It was found that majority of the respondents (55.1%) were employees with no responsibility positions in the hospital. While 31.6% are at supervisory level, management role had 31.6% of the respondents, and only 0.5% were at executive level.

The level of familiarity with hospital management information system by the respondents was determined. The results are summarised in Table 4. The results indicated that 22.4% were very familiar with the HMIS, 37.8% were familiar, 21.4% had modest familiarity, 10.2% were unfamiliar, while 10.2% were very unfamiliar with the information system. It was, therefore, concluded that majority of the respondents were familiar with the system.

<table>
<thead>
<tr>
<th>Designation of Respondent</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cum Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director/Deputy Director</td>
<td>1</td>
<td>.5</td>
<td>.5</td>
<td>2.6</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>5</td>
<td>2.6</td>
<td>2.6</td>
<td>5.1</td>
</tr>
<tr>
<td>HOD</td>
<td>21</td>
<td>10.7</td>
<td>10.7</td>
<td>15.8</td>
</tr>
<tr>
<td>Head of Section</td>
<td>44</td>
<td>22.4</td>
<td>22.4</td>
<td>38.3</td>
</tr>
<tr>
<td>Administrators</td>
<td>18</td>
<td>9.2</td>
<td>9.2</td>
<td>47.4</td>
</tr>
<tr>
<td>Staff</td>
<td>103</td>
<td>52.6</td>
<td>52.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>192</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

**Table 1: Designation of Respondent**

<table>
<thead>
<tr>
<th>Education Level of Respondents</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cum Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>PhD</td>
<td>1</td>
<td>.5</td>
<td>.5</td>
<td>2.6</td>
</tr>
<tr>
<td>Masters</td>
<td>42</td>
<td>21.4</td>
<td>21.4</td>
<td>24.0</td>
</tr>
<tr>
<td>Bachelors</td>
<td>81</td>
<td>41.3</td>
<td>41.3</td>
<td>65.3</td>
</tr>
<tr>
<td>Diploma/Others</td>
<td>68</td>
<td>34.7</td>
<td>34.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>192</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

**Table 2: Education Level of Respondents**

<table>
<thead>
<tr>
<th>Role in the Organisation</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>1</td>
<td>.5</td>
<td>.5</td>
<td>2.6</td>
</tr>
<tr>
<td>Managerial Role</td>
<td>21</td>
<td>10.7</td>
<td>10.7</td>
<td>13.3</td>
</tr>
<tr>
<td>Supervisory Role</td>
<td>62</td>
<td>31.6</td>
<td>31.6</td>
<td>44.9</td>
</tr>
<tr>
<td>Employee</td>
<td>103</td>
<td>55.1</td>
<td>55.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>192</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

**Table 3: Role in the Organisation**
Service Delivery
The dependent variable in this study was service delivery. It was, therefore, imperative to measure the level of this variable at the hospital. Table 5 indicates service delivery at the hospital. From the items used to measure level of service delivery in the hospital, the means were in the range 3.16 to 4.00 on a 5-point Likert scale. This indicated that the level of service delivery was above the average mark of 2.5 on a 5-point Likert scale. The item on fewer complaints and increased revenue collection as a measure of service delivery posted the highest mean of 4.00 and 4.50 respectively.

Validity and Reliability Tests
As recommended by Malhotra (2007), the questionnaire were pre-tested including question content, wording sequence, form and layout, question difficulty and instructions. The feedback obtained was used to revise the questionnaire before administering it to the study respondents.

Cronbach’s alpha reliability test was used to determine the internal consistency of the questions that measured the variables of interest for this study. Sekeran (2000) benchmark of Cronbach’s coefficient value of greater than 0.7 indicates the tool was reliable to measure the variable. Table 6 presents the results of the reliability test. From tabulated results in Table 6, alpha coefficient for all the variables were in the range .665 -.790. Hence are above the benchmark of 0.7 suggested by Sekeran (2000) and thus the scales were reliable for measuring the variables.
**Test of Regression Assumptions**

The data was tested to determine whether the assumptions of ordinary least square (OLS) are met. This was used as a precursor for regression analysis. Both kurtosis and skewness were used to determine the normality of the data distribution for the variable under study. The skewness statistic and kurtosis statistic obtained for the variables of interest in this study were in the range -0.827 to 0.282 for skewness and -0.199 to 0.963 for kurtosis. According to Hair et al., (2010) the requisite range for normally distributed data is between -1.00 and +1.00. All the values of skewness and kurtosis fell in the range -1.00 and +1.00 and it was concluded that the distribution of data for the variables was normal. The results are summarized in Table 6.

Further, Kolmogrov-Smirnov test was used to check the normality of the distribution for the variables.

Kolmogrov-Smirnov test compares scores in the sample to a normally distributed set of scores with the same mean and standard deviation and if the test is non-significant (p>0.05) then the distribution of the sample is not significantly different from normal distribution. The results of the K-S test were as indicated in Table 7. The K-S test statistic for the variables integrated approach, online service, interactive participation, automation of records, transformational leadership, transactional leadership, and service delivery were not significant (p>0.05) and it was concluded that the variables are normally distributed. The fact that data on the key variables did not deviate significantly from normal distribution can be translated to mean that it is safe to use statistical tests such as correlation and regression that assume normality of these variables.

**Multi-Collinearity Diagnostics**

Multi-collinearity was assessed using Variance Inflation Factors (VIF). A threshold of Variance inflation factor of 10 is suggested Kleinbaum et al., (1988). The variance inflation factor values for integrated approach, online service, interactive participation, automation of records, transformational leadership, transactional leadership, and service delivery are in the range of 1.132 to 3.318 and are less than the set threshold.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation</td>
<td>.385</td>
<td>2.597</td>
</tr>
<tr>
<td>Utilisation</td>
<td>.301</td>
<td>3.318</td>
</tr>
<tr>
<td>Strategies Motivating Utilisation</td>
<td>.883</td>
<td>1.132</td>
</tr>
<tr>
<td>Benefits of HMIS</td>
<td>.605</td>
<td>1.652</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>.574</td>
<td>1.74</td>
</tr>
</tbody>
</table>

Source: survey data (2016)
which indicate that multi-collinearity was not an issue. The results are presented in Table 9.

Correlation Analysis
Pearson correlation analysis was conducted to examine the relationship between the variables (Wong and Hiew, 2005; Jahangir and Begum, 2008). According to Field (2005), correlation coefficient should not go beyond 0.8 to avoid multi-collinearity. Since the highest correlation coefficient is .783, which is less than 0.8, there is no multi-collinearity problem in this research. The results are presented in Table 10.

All the associated pairs of variables were significant at level 0.01. Hence hypothesised relationships developed were found to be statistically significant at level p < 0.01. Service delivery and implantation of HMIS had a positive significant relationship (r=.754 p < 0.01). Service delivery correlated with
HMIS Utilisation significantly and positively (r=0.834, p<0.01). There was a positive significant relationship between service delivery and strategies motivating Utilisation of HMIS (r=0.437, p<0.01). Service delivery correlated benefits of HMIS significantly and positively (r=0.602, p<0.01).

Regression Results
The study sought to investigate the effect of HMIS on service delivery. The hypothesis (H01) stated that HMIS has no significant effect on service delivery. The results are presented in Table 10.

The results of the regression analysis suggested that HMIS implementation (β= .215, p<0.05), HMIS Utilisation (β= .697, p<0.05), motivation strategy (β= .193, p<0.05), and benefits (β= .045, p<0.05) had a positive significant effect on service delivery. Hence the hypothesis is not supported. The value of the F-statistic showed that the model was robust enough to be used to explain the relationship between the variables (F=172.917, p<0.05). The coefficient of determination value of R²= 0.787 means that 78.7% of the variation in service delivery at the hospital can be explained by HMIS implementation, HMIS Utilisation, motivation strategy, and benefits combined.

The regression equation constructed from the regression results took the form:

\[ Y = 0.028 + 0.215X_1 + 0.697X_2 + 0.193X_3 + 0.045X_4 + \varepsilon \]

Where:
- \( Y \) = Hospital Service Delivery
- \( X_1 \) = HMIS a longitudinal rather than a Implementation extent
- \( X_2 \) = Level of HMIS Utilisation
- \( X_3 \) = Motivating Strategies
- \( X_4 \) = HMIS Benefits

Conclusions
The study found a positive and significant effect of HMIS on service delivery. It can, therefore, be concluded that implementation of HMIS, Utilisation of HMIS, strategies motivating use of HMIS, and benefits of HMIS are key to improving service delivery in MTRH.

Recommendation for Further Research
This study was carried out to investigate the effect of HMIS on service delivery in MTRH. The following areas of concern can be considered for further research:
1. The moderating effect of leadership style on the relationship between HMIS on service delivery needs to be researched on.
2. The tool used in this study was self-rated. There is need for further research to be done using a tool that allows the subordinates to rate the ICT department on implantation and Utilisation of HMIS.
3. This study can be extended to others contexts and industries, such as: banking, hospitality, security and education.
4. Future studies could use the same basic hypotheses, but implement the study in terms of a longitudinal rather than a cross-sectional design.
5. The longitudinal study would need to correct changes in data relative to the time element.

References
48. WHO (2006). Health information systems in support of the Millennium Development. Goals Report by the Secretariat; SIXTIETH WORLD HEALTH ASSEMBLY A60/22
The World Journal of Medical Education & Research (WJMER) is the online publication of the Doctors Academy Group of Educational Establishments. It aims to promote academia and research amongst all members of the multi-disciplinary healthcare team including doctors, dentists, scientists, and students of these specialties from all parts of the world. The journal intends to encourage the healthy transfer of knowledge, opinions and expertise between those who have the benefit of cutting-edge technology and those who need to innovate within their resource constraints. It is our hope that this interaction will help develop medical knowledge & enhance the possibility of providing optimal clinical care in different settings all over the world.