

Dissertation DG

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DISSERTATION REPORT

To Assess Patient Satisfaction and loyalty

INTRODUCTION

Research on patient satisfaction with medical care can be tracked to the late 1960s. Initially, researchers focused on patient satisfaction as an intermediate condition in order to reach desirable clinical outcomes such as patient compliance with recommended treatment. Gradually, patient satisfaction was shifted to a final outcome for evaluating and improving health and care services. Customer needs associated with the healthcare sector are constantly evolving with the technological advancements, rising costs, and shifts in patient demographics. Challenges associated with understanding patient needs impact the quality of care and life, safety, and satisfaction. Medical providers and organizations face ongoing challenges in understanding these complex patient needs, which can directly cause harm to patients while increasing healthcare costs and patient dissatisfaction. The system of medicine has evolved over centuries. There are major developments that have taken place in the health systems in the last few years. You now have the establishment of corporate hospitals equipped with the latest facilities, the advent of third-party payers (insurance companies, governments, companies, etc.), increasing awareness among patients, freely available information through the internet, higher expectations in patient care, and the increasing litigations in the healthcare industry. This has made the health care industry a very challenging service industry. What was once considered a noble profession is no longer thought as one. Patient satisfaction is an important component of evaluating care. Patient satisfaction describes how patients' value and regard their care; it is a process as much as an attitude, so it must be, monitored continually, and frequently measured.

Customers' perception of quality is a significant determinant of success of a healthcare organization, considerably impacting customer satisfaction, service consumption, and customer loyalty. With the rising costs of providing healthcare and intensified competition in the industry, healthcare providers are focusing on the improvement of patient satisfaction as a method of managing costs and enhancing service quality (Parasuraman, Berry, & Zeithaml, 1991; Bond & Thomas, 1992; Kuo, Wu, Hsu, & Chen, 2011; Materla &

Cudney, 2017). Patient satisfaction is an intricate combination of perceived needs, expectations, and the overall experience of healthcare; and its measurement has often been challenging for healthcare providers due to its complexity (Smith, 1992; Gosavi, Cudney, Murray, & Masek, 2016).

In this era of globalization every business dealing with customers need to assess the satisfaction and loyalty of its customers timely to keep growing in the industry so that they do not lose their customers. And when we talk about healthcare organizations specifically working in the eye care, for them it is crucial to keep each and every patient satisfied in order to keep them loyal to the brand. Talking about eye care satisfaction of a patient plays an important role in keeping the patient loyal to your hospital. Satisfaction of a patient depends upon various factors varying from infrastructure of the hospital, services provided, employee patient interaction, waiting time and also the most crucial in eye care in degree of vision improvement after taking the services. A highly satisfied patient is likely to show loyalty towards the hospital and also encourages other people to take your services. Assessing the satisfaction of the incoming patients helps us in understanding the quality of services provided by us and also helps in identifying the gaps in our organization. This study is done to assess the patient's satisfaction and loyalty of the patients towards the eye care facility.

Literature Review

Medical care administration quality and patient dependability Patient devotion shows the affirmed likelihood to associate in a particular lead (Oliver, 1980). Showcasing writing suggests that customer faithfulness can be described in two distinct manners (Jacoby and Kyner, 1973). Principally described unwaveringness as a mentality (perspective) and the second significance of reliability is social. Unmistakable notions make a person's overall association with an item, administration, or affiliation is described as attitudinal dependability (Fornier, 1994). While conduct faithfulness consolidates continuing getting administrations from a comparable supplier, growing the scale just as degree of a relationship and ability to suggest (Yi, 1990). The conduct viewpoint of devotion is actually similar to as faithfulness portrayed in the help composing. Present investigation examined conduct rather than attitudinal steadfastness that has connected to consumer loyalty. Clients ordinarily develop a mentality towards purchasing considering a prior

assistance experience. They furthermore foster a disposition about whether to remain with or leave an assistance (Zeithaml, 2000). Zeithaml et al. (1996) gathered conduct aims are as ideal and negative reliability: ideal into certifiable reaction, positive info, suggesting, remaining submitted and paying more, while horrible steadfastness as unconstructive response, changing to another affiliation, and doing less business with an association. An excitement to propose, prepared to visit again and helpful verbal (WOM) points can be considered as dedication. Productive WOM is ended up being the most grounded marker for shaping future lead and disposition, which joins oral, individual-to-singular correspondence between a beneficiary and a communicator (Buttle, 1998). Bigné et al. (2008) contends that a customer who has a more grounded bond with a specific provider (for example dependable customer) will pay greater expenses for the worth of item and administrations given by that provider. Zeithaml et al. (1996) use preparation to pay as a social middle person for quality. A couple of studies investigated administration quality and fulfillment's quick effect on reliability. Disclosures uncover that assistance quality and fulfillment has a quick relationship with WOM (Iadhari, 2009; Hanzaee and Shojaei, 2011). The relationship between administration quality and unwaveringness can be taken as two designs; it very well may be immediate which imparts better help quality prompts to fabricate client steadfastness while the impact can be aberrant, which conveys fulfillment has a mediating sway between administration quality and clients' dedication (Bou-Ilusar et al., 2001). Parasuraman et al. (1985, 1988), Zeithaml et al. (1996) and Boshoff and Gray (2004) have learned about different undertakings which show the help quality is an archetype to social intensions. The relationship between administration quality and faithfulness can be taken as two designs; it tends to be immediate which imparts better help quality prompts to fabricate client dependability while the impact can be aberrant, which conveys fulfillment has an interceding sway between administration quality and clients' devotion (Bou-Ilusar et al., 2001). Parasuraman et al. (1985, 1988), Zeithaml et al. (1996) and Boshoff and Gray (2004) have learned about different undertakings which show the assistance quality is an archetype to social intensions. The current investigation depends on apparent HCSQ measurements like actual climate, client cordial climate, correspondence, protection and wellbeing and responsiveness. Despite the fact that components of SERVQUAL have been confirmed in Indian setting, it is normal that its materialness will be affected in light of social contrasts of buyers (Amin

and ZahoraNasharuddin, 2013). In the present cutthroat world, associations' endurance and achievement relies upon fulfilling client needs and assumptions. This is especially significant in medical care area where nature of administration and client relations are the key achievement factors. The motivation behind this exploration was to decide if there was a connection between quiet fulfillment and dedication to the specialist organization. The patient generally speaking fulfillment was for the most part influenced by the nursing care, feast, patient room just as confirmation and managerial administrations, separately. Medical clinics in contriving their drawn out system should give adequate consideration to the improvement of their HR. Such a technique ought to be utilized on drawing in and holding capable and client situated nursing and regulatory staff, putting resources into ceaseless expert advancement of staff and utilizing advances to improve the quality and speed of client administrations.

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Objective

The objective of this study is to assess the patient satisfaction and the patient loyalty coming to the eye hospital and find out the gaps that have negative impact on the satisfaction and loyalty.

Methodology

This is a qualitative study to assess the patient's satisfaction and patient loyalty of the patients of an eye care facility. To assess the patient's satisfaction and their loyalty the patients were interviewed telephonically using a questionnaire asking questions related to different aspects affecting the satisfaction of the patient during the hospital visit. These questions helped in acknowledging the gaps in the hospital functioning. The questionnaire was made to assess the preset protocols set for the hospital staff, infrastructure of the hospital, technological aspects, patient comfort, staff interactions with the patients, pre- and post-surgery experience, doctor patient interaction and optical and pharmacy of the hospital.

Patients were asked to answer yes or no to the questions that were asked to them, if the patient answered yes that meant he was satisfied but if the answer was no then the patient was not satisfied with that particular area

further, he was asked about the problem that he faced due to which he had a negative feedback.

To assess the loyalty of the patients a tool known as NPS (Net Promoter Score) is used. To calculate the NPS the patients who were interviewed were asked "How likely are they going to recommend our services to their friends and family?". In this they are asked to rate from 0-10. Scores from 0 to 6 are considered as Detractors, 7 to 8 as Passives and 9 to 10 are Promoters. Detractors are not particularly satisfied with the company and have a danger of spreading negative word of mouth while passives are receptive to competing offers from other companies and are left out of the NPS calculation. Promoters are loyal and highly committed to the company and fuel virtual growth through word of mouth. Thus, an overall NPS score is calculated for the hospital which is done by calculating difference between the number of promoters and number of detractors.

Sampling method: The patients were selected randomly from the hospital database who availed the services in the past 2 months.

Sample size: The sample size taken was of 150 out of which only 122 responded the rest were excluded from the study.

Microsoft excel was used as the research tool and for analyzing and interpreting the data.

Result

- Out of selected 150 patients only 122 people responded and participated in the survey.
- It was found that majority of the patients were satisfied from the overall services provided by the hospital. But there were certain constrains that decreased the level of satisfaction for a few patients.
- Out of the 122 feedback's 99 were positive and did not face any problems during their visit to the hospital and gave the highest NPS score of 9-10.
- NPS score calculated in 76.
- The patient with any negative remarks and negative feedback were recorded and later all the remarks were categorized according to the aspect of the hospital category they were being questioned. This helped

us in knowing the areas that had gaps in them and were responsible for the dissatisfaction of the patients.

Table 1

Rating	Number of Responses	% of Response
0-6(Detractors)	7	5%
7-8(Passives)	16	13%
9-10(Promoters)	99	81%
Total	122	

Table 1 shows the number of responses that fall into the different categories of the patients that are promoters, passives and the detractors.

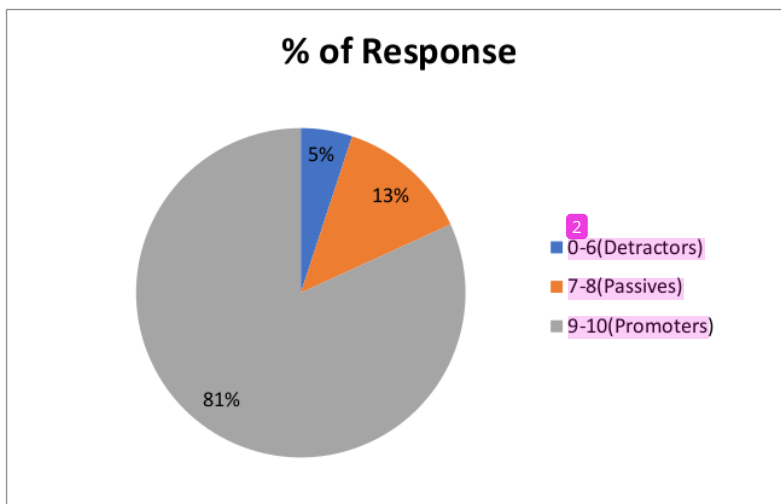


Figure 1 Percentage of the promoters, detractors and passives.

Problem Areas	Patient Remarks	NPS category and number of patients with the same problem
Staff Behavior	<ul style="list-style-type: none"> ✓ Rude staff behavior ✓ Staff does not listen 	Detractors (5)
Doctor Patient Interaction	✓ long waiting time	Passives (11) Detractors(6)
Optical and Pharmacy	✓ Delay in delivery of specs	Passives (8)
Infrastructure	✓ AC not working	Passives (1)
Pre and Post operational vision experience	✓ No vision improvement	Detractors (1)

Table 2

Discussion

- Most of the patients that were little unsatisfied and fell into the category of passives in the NPS scoring was due to the waiting time which at times was found to be more than the expected waiting time and delay in the delivery of spectacles.
- It was found that patients who were under detractors majority of these patients were unhappy with certain encounters that occurred with the staff during their visit and long waiting time and one had the issue with his pre and post operative vision experience.
- The promoters were overall satisfied with the services provided to them and showed a positive feedback towards the hospital and the services provided.
- After collecting data from all the patients and asking their individual NPS score it was found that out of the total 122 respondents there are 99 promoters, 16 passives and 7 detractors. To calculate the overall NPS these numbers were converted to percentage and NPS is calculated by subtracting the percentage of detractors from the percentage of promoters which came out to be 76.
- After analyzing the data thoroughly, it was found that patient satisfaction is closely related to the loyalty of the patient. Only those

patients who are totally satisfied with the overall experience at the hospital are likely to stay loyal towards the hospital.

- Certain patients who might be satisfied with the services are still not likely to be promoters and fall in the category of passives. Such patients are no harm for the hospital's image but it is important to completely satisfy these patients so that we don't lose our customer base to the competition. Passive patients are not likely to spread a positive or negative word of mouth but as soon as they find a better deal with any of the competitors, they are going to stop availing your services.
- The patients who were in the category of detractors their experience at the hospital was not satisfactory at all according to them. These patients help us in identifying the gaps in our operations that cause the patient to be unsatisfied. These problems can range from the types of services, infrastructure, waiting time, interaction with the doctor or staff, or the overall outcome of their treatment.
- These results also showed that patient satisfaction has an impact over the loyalty of the patients as seen in the results. The patients who gave a score of 9-10 in the NPS rating were overall satisfied with the services they were provided and were willing to promote our services to their friends and family. While the patients who faced challenges in our hospital were not so keen in promoting our services to their friends and family.

Conclusion

This study helped us in knowing the overall NPS of the hospital with the help of which we got to know our customers. Action plans can be developed to help those patients who were unsatisfied with the services provided. The patients who even are satisfied but still were passive in promoting your organization it's important to fill those gaps so that they also become promoters. Detractors are the major threat to the customer base as they are unsatisfied and there are chances that they spread a negative word of mouth which is very harmful in the current business environment.

The areas that require improvements have been highlighted with this study such as OPD waiting time, supply chain of optical need improvement to that patient satisfaction can be improvised.

Improvement in these areas is also going to help us in improving the NPS score of the hospital which will result in a larger base of patients willing to avail our services. Better the patient satisfaction we are going to provide more will be the loyalty among the patients which will result in the growth of the hospital as we can see that patient satisfaction has an impact over the loyalty of the patient.

limitations

- Time constraint was a major factor.
- A more larger sample size would have helped in knowing more areas of improvement.

Recommendations

- Waiting time of the patient need to be improved and the OPD floor need to be managed properly so that the patients do not face any issues.
- Improvements in the infrastructure are required so that the patients do not face difficulties during their visit in the hospital.
- More training sessions for the staff to be organized on soft skills and communication skills.
- Take follow ups of the patients with complain of non-improvement in the vision and help them in the best possible way.
- Improve the supply chain of the optical store in the hospital so that no more patient faces any delays.

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