

Summer Internship Report

At

FORTIS HOSPITAL, ANANDAPUR, KOLKATA

A REPORT ON

**“TO IMPROVE REVENUE OF PHARMACY, RADIOLOGY,
PATHOLOGY & PATIENT SATISFACTION”**

By

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i) Observational Learning

Section 1: Introduction

1.1 Brief description of the organisation profile and the specific objectives

Fortis Hospital Kolkata is a 240-bedded Super Speciality Hospital commissioned on 9th January 2011. The super speciality hospital is located on EM Bypass Road and is considered a part of India's Leading Healthcare Providers for the Healthcare Ltd (46). However, it emphasises the territory care of Super Speciality areas like *Cardiac Sciences, Dental Sciences, Diabetes/Endocrinology, Gastroenterology and Hepatobiliary Sciences, General surgery, ENT, Haematology, Internal medicine, Neuro y, Nephrology, Obstetrics and Gynaecology, Oncology, Oncology, Ophthalmology, Orthopaedics, Paediatrics, Physiotherapy and Rehabilitation, Plastic and Reconstructive Surgery, Pulmonology, Radiology, Rheumatology, Urology, Dermatology, Mental health and Behavioural Sciences*, the super-speciality healthcare has gained a very affirmative brand image (46). Apart from that, assessing the organisational profile, it has also been observed that the amenity mainly provides 24-hour accident and emergency services that deal with areas like *trauma treatment, ambulance services, blood centre, fully functional operation theatres, Cath lab and preventive health check-up and diagnostic lab*.

Additionally, Fortis Hospital of Anandapur is NABH and NABL accredited. On the other hand, the hospital is Nursing excellence accredited, and Green OT certified. In the context of specific objectives, the *logo of Fortis* mainly focuses on the synthesis of human values of trust, ethics, services as well as quality healthcare. Based on the analysis, the brand contains a distinctive logo; it has been observed that the logo consists of the integration of the hands (developed with a unique green colour with a red dot), and the human figure is entirely seamless (46). Apart from that, it has also been observed that the brand's title *FORTIS* is considered a representative approach to health, well-being, compassion, nurturing, and generosity. Similarly, regarding the *mission*, the primary mission of the healthcare sector is *“to be a globally respected healthcare organization known for clinical excellence and distinctive patient care”*. Similarly, regarding the vision, the healthcare provider is aimed *“to create a world-class integrated healthcare delivery system in India, entailing the finest medical skills combined*

with compassionate patient care". The secondary vision of the firm is "*saving and enriching lives*".

The values of Fortis Hospital mainly focus on five vital sectors, such as *Patient Centricity*.

In this context, the healthcare provider is focused on generating the best results and experiences for the patients. Apart from that, the firm is also highly committed to treating patients and their guardians with much care, sympathy and understanding. Considering the global perspectives, the hospital is highly focused on accomplishing patients' needs (46).

Teamwork

In order to showcase an affirmative work culture, all the healthcare staff proactively support one another and their work as a group (46). Considering individuals at all levels, the firm focuses on several assessments and encounters with different foundations. Apart from that, the firm puts the association's needs first before focusing on personal obligations.

Ownership

In the scenario of ownership, the firm is very mindful and mainly invests wholeheartedly in various activities. On the other hand, regarding the ethical obligation, the firm conveys high responsibility with proper arrangement (46).

Innovation

In the innovation scenario, the firm is focused on consistent improvement and tries to develop to surpass different innovations (46). Apart from that, the hospital also focuses on *mental toughness* and challenges itself in order to accomplish all kinds of activities diversely.

Integrity

I found that Fortis Hospital is highly principled and transparent in the context of integrity. Apart from that, in the context of inspiration, the firm is trying to become an aspiring model to enhance the qualities of lives. Furthermore, the healthcare provider also exhibits moral and mental fortitude to shout out and execute the ethical curriculums.

Section 2: Mode of data collection

Regarding the data collection, *primary quantitative research and secondary observatory research* has been performed based on the department and programme-wise scenario. However, regarding the primary research, a survey has been performed by considering 480 patients of

Fortis Hospital. On the other hand, in the context of the secondary observatory research, an **8-Step Framework** has been developed.

Moreover, with the help of the framework, the problem has been identified along with defining the firm's goals. However, the primary and the secondary research process have been mainly adopted because, with the help of the above-specified research and data analysis mode, a strong relationship between the healthcare providers and the patients of Fortis hospital has been established. Apart from establishing the relationship, the detection of diseases, better patient compliance and reduction of cost along with enhancement of the clinical outcomes have also been asserted.

Section 3: General Findings

3.1 Provide department-wise/programming-wise observations.

Based on the assessment, Fortis Hospital of Anandapur has several departments in its 10-level building. All the departments have been formulated below in a tabular format-

Level -2	4-wheeler parking,
Level -1	2-wheeler parking, Maintenance, call centre, Mortuary, Changing room male/female
Level 1	Emergency, Billing centre, co-operate desk, OP Pharmacy, Main Reception, GYN & OPD, Orthopedic, Neurology, CT scan, MRI, X-ray, USG, Bronchoscopy, Day-care (emergency), security in-charge office
Level 2	Blood Center, Dialysis, HDU, Physiotherapy, Laboratory, Urology, Surgery OPD, Nephrology OPD, VC Room (Meeting room), Health Check-up, Reception
Level 3	MICU, RCU, Cardiac Ward (male/female), IPD Pharmacy, L3 HDU

Level 4	CATH Lab, CATH lab (Day-care), CCU, CSSD, ECG, EG, MCV, HUTT, HOLTER, Internal Medicine OPD, Cardiac OPD, Reception
Level 5	PACU, Reception, SICU, OT, Changing Room, Nursing Room, Doctors Room, Pre-operative Anesthesia Doctor's Room, Nursing (ANS)
Level 6	Canteen, Cafeteria (for patient), IT Department, Dietician
Level 7	7A, 7B, 7C (nursing station ward), Day-care, Endoscopy, Colonoscopy, Doctor OPD, Changing Room, Patient party waiting room, PWD Room, Pharmacist room
Level 8	NICU, labour room, Ortho Doctor's room, garden, 8A- single room/ royal suite/ executive room 8B- Twin/ multi/ executive/ royal suite rooms 8C- Gynaecology & Paediatrics
Level 9	9A- Single/ Royal/ Executive rooms, 9B- Multi/ Twins, 9C- Twin/Multi/ Executive/ Royal Rooms
Level 10	Main room, Credit sales, Training room, Nursing Lab, HR, Finance Department, Marketing Department, Branding, MRD, Quality Department, Housekeeping department, Housekeeping Inventory, Purchase Department, Pantry

Table 1: Department of Fortis Hospital

(Source: Self-Created)

The study's primary aim is to enhance the revenue of pharmacy, radiology and pathology departments. In the current scenario, by assessing the different departments of the healthcare provider, it has been observed that in Fortis Hospital, in OPDs, there is a lengthy waiting period. As a result, I found that the patients are getting frustrated regarding the long queues; hence, earning revenue is hampered. On the other hand, from the departmental observational, it has also been found that there is an improper sequence of patients at the time of consultations in the OPD, Radiology and Pathology Lab. Apart from that, in the context of the critical factors, it has also been observed that confusion among the patients' families regarding the Health Schemes has created enormous confusion. As an outcome, the entire process became time-consuming. Additionally, due to a shortage of employees and technical issues, there was an issue in the billing process in the Billing Center (Level 1). The most crucial that I observed was the unavailability of medicines in the pharmacy, which created a massive loss of revenue for the Fortis Healthcare provider. Compared to the rival hospitals like Ruby General Hospital, patients are getting fewer facilities of medicines from the pharmacy of Fortis. Apart from that, it has also been observed that patients are not purchasing drugs due to more occasional discounts in pharmacies. As per the analysis, it has been observed that most of the patients have complained about the facilities in every department. In the context of the information, it has been found that the analysis was selected randomly. However, after the analysis, it has been found that the departmental points mainly indicate the Pharmacy Department. On the other hand, it has also been found that in the radiology and pathology lab, the firm lacks in establishing the neighbourhood diagnostic centre along with the home collection of the samples. Apart from that, a pain point has also been observed in the OPD Consultation in light of the health-check issue.

Section 4: Conclusive Learning, limitations and suggestions for improvement

4.1 Conclusive Learning

Based on the analysis, it has been observed that after executing the departmental wise observational along with analysing the complications, various measures have been considered for increasing the revenue. As per the observation, it can endeavour that focusing and prioritising the care coordination, and patient engagement has been lacking. On the other hand, patients and their families are facing problems in understanding the impact of the new care delivery models on the patient to answer outcomes. Additionally, as per the observation, the section of the report

concludes that the development of the robust measurement approaches is delivering timely and actionable neighbourhood to facilitate organisational modification. Furthermore, as per the analysis, it has also been found that the firm is enhancing the data collection procedures to deliver fair and accurate assessments of the individual providers.

4.2 Financial Assumptions

As per the analysis, I found that Fortis Hospital is planning to make a clear coverage around a 2km perimeter around Fortis Anandapur. On the other hand, the firm is also intended to deliver medicines with a minimum cost of Rs.100. In the context of the COVID-19, the firm mainly assumed that once the model is launched in the market, the traffic of the consumers will reach from 100 per day to 3000 consumers per month.

4.3 Limitations

In the context of the limitation, in the initial stage, patients were not ready to answer the survey questions. Moreover, I found that patients thought their names would be disclosed after the survey. In this scenario, I assured them that their terms would never be disclosed in front of the board and at my university, even after completing the survey. On the other hand, while visiting all the departments in order to understand the availability of different programs, I did not get the authorization due to security protocol. However, I got the license by assuring and explaining to them my purpose of visit. Additionally, the official staff of the hospital became very irritated after hearing my goal for a visit and took long hours to clarify all my details.

4.4 Suggestions for improvement

In the context of the pharmacy, some of the problems have been identified, based on which some crucial recommendations have been suggested.

Identified Problems	Suggested Solution
1] Fewer discounts	<ul style="list-style-type: none">● Based on the analysis, tracking the patients and convincing them about the importance of buying medicine from a hospital pharmacy is essential.● Discount coupons could be provided at the source (billing counter) after physician consultation.
2] Prefer neighbourhood stores	<ul style="list-style-type: none">● Customer loyalty programs could be incorporated into the hospital to earn loyalty points; customers need to order or pay with Fortis App.● Moreover, customer loyalty programs will develop higher cart value along with mitigating the risk of unprofitable consumers
3] Medicine unavailability	<ul style="list-style-type: none">● A proper assessment has to be done regarding the reason for medicine unavailability.● The supply chain management system of Fortis Hospital has to be strengthened if the problem presents itself due to insufficient stock.
4] Prefers home delivery	<ul style="list-style-type: none">● A facility of Start on-call delivery of medicines helpline number with better man force and an online delivery app.

	<ul style="list-style-type: none"> ● Fortis Hospital can also develop a <i>Pharmacy Delivery App</i> as it could not only deliver the medicines to the house but will also assure the round-clock services
5] Issues in billing	<ul style="list-style-type: none"> ● Capacity building of staff to decrease miscommunication and mistrust. ● In order to avoid the long queues, the firm has to start with an easy-to-understand invoice process ● Apart from that, the billing design has to be adequately examined before incorporating into real-time actions

Table 2: Suggestive Solutions for enhancing Pharmacy

(Source: Self-Created)

Similarly, for the radiology and the pathology lab various pain points have been observed based on which some vital recommendations have been suggested.

Identified Problem	Suggested Solution
1,) Prefers home collection	<ul style="list-style-type: none"> ● Fortis Hospital could use the HIS to maintain patient records. The accumulation of the data can be used for further business possibilities and expansion. ● Identification of the leakage based on data gathered could be effective on individual problems
2] Prefers neighborhood diagnostic center	<ul style="list-style-type: none"> ● Continuous Communication channels could be improved in order to understand the preferences of the patients.

<p>3] Fewer discounts</p>	<ul style="list-style-type: none"> ● Based on the analysis, it is essential for Fortis Hospital in order to track the patients and convince them about the importance of undergoing tests in the hospital itself. ● Discount coupons should be provided at the source (billing counter) after physician consultation.
<p>4] Less time to do the tests</p>	<ul style="list-style-type: none"> ● Apply Queuing theory in hospital OPD to reduce waiting time. Moreover, by applying the theory, Fortis Hospital can also enhance the more efficient system, processes along with pricing mechanisms and reduce patient wait times ● On the other hand, one of the ways to reduce apparent waiting time is by consulting with doctors/physicians about their routine entry time in OPD and informing patients about the same beforehand while registering themselves for consultation.
<p>5] Issues in billing</p>	<ul style="list-style-type: none"> ● Capacity building of staff could be used effectively in order to decrease miscommunication and mistrust.

ii) Project Report

Section 1: Introduction

1.1 Rationale

Revenue from pharmacy, radiology, and pathology can be increased accurately along with adequate customer satisfaction from different medical authorities. In this case, it can be suggested that with the help of some beneficial strategies and recommendations provided in this report, the rules of pharmacy pathology and radiology would be able to gain their desired revenue generation. In the same way, it can also be suggested that rationale is the part of a report that can provide detailed knowledge regarding the purpose of performing a study by a researcher accordingly. The rationale can easily give a detailed analysis of a study along with delivering the issue of the research, and why the problem has been taken by the researcher and the significance of the study can also be included by the researcher in this part effectively (1).

What is the issue?

The issue of the paper is to identify different ways and strategies that can help the authorities of a pharmacy or pathology, as well as any other radiology centre, to gain their desired revenue generation from their different business activities. For this purpose, the researcher has included the case of Fortis hospital by accurately identifying all the hospital details.

Why is it an issue?

Several times it has been seen that different medical sectors from other countries have not been able to gain their desired revenue generation from their pathology, radiology as well as pharmacy departments (2). As a result, they require some modern and advanced strategies and analysis of their current and future activities to gain their desired revenue generation. Hence, it can be suggested that with the help of performing this study and getting the proper analysis of all the different missions, vision, patient treatment capabilities, and other features of this hospital can improve its effectiveness. Moreover, they could gain their desired strategic framework for adequate revenue generation from their business activities.

What light does the research shade on?

In this case, it can be suggested that with the help of performing this study, the researcher would be able to identify the capacity of gaining desired revenue generation by different pharmacy, radiology as well as pathology departments belonging to a specific medical institution. In case to achieve adequate information regarding these sectors, the researcher has taken the instances of Fortis hospital. In the same way, it can be suggested that with the help of performing this study, the audiences of this paper would be able to get the knowledge regarding all the details of this hospital and their capabilities of revenue generation along with customer satisfaction simultaneously. The researcher has gathered all the detailed information regarding this hospital for a better understanding of its audiences, such as the logo of this hospital, mission, vision and values that help gain desired brand image from the target market accordingly. In this case, it has also been identified as gaining maximum support from the audience. The researcher has included different activities of this hospital regarding customer satisfaction so that they would be able to achieve their desired market growth and customer retention possibilities in the same way. As proposed by Baashar (3 p 103442), different medical sectors from other countries try to gain maximum customer retention possibilities with the help of including full customer satisfaction possibilities from their service-giving activities accordingly. As a result, the researcher of this paper has also included this hospital's values in maintaining patient centricity, teamwork, ownership, innovation and integrity.

All the different features of this hospital, along with the institution's structure in terms of providing the best impact among their patients, have been included in this paper so that identifying the measurements of gaining desired revenue generation would be possible simultaneously. A temporary floor directory has been included with this paper so that the audiences can quickly identify different facilities for achieving customer satisfaction along with revenue generation possibilities simultaneously. Some general and significant issues have been placed in this paper, which has created massive challenges before gaining desired revenue generation from the target market. For example, it can be stated that the audiences of this paper would get to know the pain points of the patients that are going to take services from Fortis hospital, which should be mitigated as soon as possible to achieve their desired revenue accordingly.

1.2 Research Questions

The research paper has taken the below-mentioned research questions that have been observed and followed up throughout the study:

1. What are the strategies to improve the revenue of the pharmacy, radiology and pathology departments?
2. What are the patients' pain points that can reduce revenue generation for the Fortis hospital?
3. What are the root causes of the problems that reduce revenue generation from the medical sector's pharmacy, radiology, and pathology departments?
4. Which strategies can be included as the solutions for improving the conversion range for different medical sectors within the context of Fortis hospital?

1.3 Specific Objectives

- To identify the root causes of problems that reduce revenue generation of a medical sector within the context of Fortis hospital.
- To investigate the patients' pain points that are reducing revenue generation possibilities for the pharmacy, pathology, and radiology department of Fortis hospital.
- To recommend some beneficial strategies that can help to improve the conversion range of different medical sectors within the context of Fortis hospital.

Section 2: Mode of data collection

Data collection or methodology is the chapter that can help the audiences of a paper to know the reliability and validity of the research process accordingly. As proposed by Heath (4 p 30-35), with the help of performing a proper methodology or Data collection method within a research paper, the researcher can easily provide different strategies that have been included for gaining adequate information regarding the research topic to its audiences. Several strategies can be observed that can help a researcher gain desired knowledge and data from different sources per the requirement of the research topic. As suggested by Sherif (5 p 26-42), both the primary and secondary data collection methods can be used by a researcher to gain critical data within provided resources. In terms of providing examples, it can be stated that the researcher of this paper has included a primary data collection method in which the researcher has taken some numeric data with the help of surveys. In the same way, it can also be suggested that the researcher has included 480 patients in terms of identifying the problems associated with the

service-providing features of this hospital. On the other hand, it has been proposed by Dannels (6 p 402-416) that researchers of different research topics use an accurate Research design which can help them to identify desired data collection sources as per the resources provided to them. Exploratory, explanatory and descriptive are three kinds of research designs that the researcher uses to gather data easily and effectively. For this research paper, the researcher has included an exploratory research design so that exploring all the different knowledge and data associated with patient satisfaction and the service-providing features of Fortis hospital could be easily identified. Along with this, it can also be suggested that with the help of this design in this research, the researcher has been able to identify the issues of the patients.

In terms of providing examples, it can be stated that the issues associated with their pathology department, radiology department, and pharmacies have been able to be identified in this paper simultaneously. Contradictorily it has been mentioned by Opie (7 p 137), that researchers also use some beneficial research approaches in terms of gaining the help of selecting data from different sources, such as inductive and deductive research approaches. Using the inductive research approach, the research easily inducts useful data from different primary and secondary sources. On the other hand, with the help of a deductive research approach, the researcher easily deducts all the irrelevant information effectively. For this research case, the researcher has included a deductive approach in deducting all the irrelevant information not associated with the research topic of identifying the revenue generation proportions of pharmacy radiology and pathology departments of the medical sector. For example, it can be stated that the researcher has deducted all the information gathered from primary data collection methods that are not associated with the pharmacy, radiology and pathology departments of Fortis hospital accordingly.

On the other hand, it has been advised by Žukauskas (8 p 121) that research philosophy is another aspect of the Data collection method or a methodology chapter within a research paper that can help a researcher select required information from different sources per the resources provided for the study. Positivism, post-positivism, realism and interpretivism are the four most popular research philosophies that different researchers use to select required data from their selected sources. In this case, the researcher has included an interpretivism research philosophy for gaining data from the selected primary data collection method. In this case, it can also be suggested that with the help of this philosophy, the researcher has included personal experiences

gathered from different phases of life with the data taken from the survey process of the patients of Fortis hospital. In the same way, it has been identified by Lê (9 p 308-36), researchers also use specific research methods for selecting and gathering data from required data collection sources, among which qualitative, quantitative and mixed-methods are the most popular. With the help of a qualitative data collection method, the researcher can easily gain descriptive knowledge from the participants or the samples taken for collecting data regarding a specific research topic. On the other hand, with the help of including quantitative data collected from both the primary as well as secondary sources, the researcher can easily gain some numeric data regarding specific research topics along with following all the different aspects associated with the objectives taken in the initial phase of the paper effectively.

Contradictorily it has been mentioned by Längler (10 p 25-37), that by applying a mixed-method within a research paper and data collection process, the research easily combines the quantitative and qualitative data collection method with both descriptive and numeric data as per the requirement of the research topic effectively. For this research paper, the researcher has used the mixed method in which both the qualitative and quantitative data have been gathered by the researcher from the primary data collection process accordingly. In the same way, it can also be assessed that researcher of different research papers use different tools and technologies for gaining data from different sources, such as surveys, questionnaires, graphs, and recorders are the data collection tools of the primary data collection methods.

On the other hand, newspaper reports, journal articles, scholarly articles, previously submitted research papers, business reports, and other e-sources can be addressed as the tools and technologies used for gaining data from the primary data collection methods. For this study, the researcher has included a survey for obtaining data from primary sources of a data collection method in which 480 patients have been included as the participants of this data collection mode. All the data gathered from the patients from Fortis hospitals have been analysed properly to achieve desired information regarding the revenue generation possibilities of different pharmacy, radiology and pathology departments within the particular context of Fortis hospital.

Section 3: Data Compilation, analysis and interpretation

3.1 Data Compilation

Data compilation is the part of a research paper or report in which the researcher can easily compile all the data gathered from different data collection strategies as per the requirement and resources of the study effectively. As proposed by Pasquetto (11 p 1-34), with the help of compiling all the data gathered from different sources, all the team members of a research group and individual researchers can easily store those data accurately and effectively. In this case, it can be suggested that with the help of compiling different data in a single storage, the researcher, along with all the research paper associates, can easily access the information at the time of their necessity. For example, it can be stated that with the help of compiling all the different data gathered from other sources as well as using different methods in a single storage, the researcher can get the access to the collected data in the time of analysing them as per the requirement of the reservation report. In the same way, it can also be suggested that in terms of submitting the research paper as well as the time of analysing the effectiveness of the research paper, both the researcher and the observer can get the easy excess of the data from the single storage of compilation.

In terms of providing examples, it can be stated that the research has used a primary mixed Data collection method in which a survey tool has been used for gaining both the qualitative and quantitative data from its participants. In terms of separating all the data gathered from these specific data collection methods, the researcher has used different strategies such as deductive research approach, interpretivism research philosophy and explorative research design. As a result, while separating all the data gathered from the primary sources, the researcher has accessed data easily in each data separating strategy. For example, it can be stated that the researcher has obtained the positive impact of compiling all the data in single storage while deducting that data per the deductive data collection approach. As a result, the data compilation process has made the researcher able to make the whole process time-effective and cost-effectively.

In the same way, it has also been identified that in terms of compiling all the data accessed from those 480 patients from the Fortis hospital, the researcher has followed up different categories of information accurately. With the help of separating different types of information accurately within the same storage and compilation mode, the researcher can analyse those data appropriately. In the same way, it can also be suggested that in terms of compiling all the different categories of data individually and separately, the observer of the people has also

obtained the opportunity of reviewing all that data in a time-effective way. For example, it can be stated that the researcher has compiled all the primary qualitative data in a single storage folder. On the other hand, all the preliminary quantitative data were saved in a separate folder of the same storage accordingly. In terms of identifying the compilation method, it can be stated that in the folder of quantitative data, the researcher has stored the information on all the major problems facing the hospital patients mentioned above. All the numeric data include the percentage of patients that preferred home sample collection in the pathology department, the percentage of patients that prefer neighbourhood diagnostic centres, and the percentage of patients that have complained of fewer discounts in the pharmacy considerably.

On the other hand, in the same folder of including numeric data regarding the issues that the patients have faced, the researcher has included the percentage of patients that have shown the point of providing less time to do the test as well as the issue of billing in the pharmacy for the better understanding of its audience as well as observer simultaneously.

In the same way, the researcher has stored the compilation of all the descriptive data gathered by the researcher in a separate file other than the quantitative data to make it easier to find and access the information during requirements. For example, it can be stated that the participants have also provided information regarding the service-providing features of the pharmacy belonging to Fortis hospital separately, which have been compiled in a single folder. In this folder, the researcher has included the information associated with identified problems of the patients regarding the pharmacy service capabilities such as providing fewer discounts, medicine unavailability, preferring neighbourhood stores, and preparing home delivery of the medicine. With this, the researcher has also included the issues of billing faced by different patients of this hospital from their pharmacy in the same folder of the descriptive data.

On the other hand, the researcher has included the evidence of the issues taken from all the participants associated with the radiology and pathology lab in a single sub-folder. Moreover, with the help of separating the information of the problems faced by different patients of the Fortis hospital, the researcher has gained the opportunity to access all the required information quickly in the analysis phase of this study. For example, it can be stated that in this folder, the researcher has included the identified problem of the radiology and pathology lab along with the preference of their home collection facility, preferred diagnostic centres or pathology centres in neighbourhood places of those patients, as well as providing fewer discounts during the test.

Hence, the researcher correctly analysed the challenges faced by this hospital's pathology and radiology departments to gain desired revenue generation by separating the data into a single compilation form.

Along with this, it has also been identified that the data compilation format can quickly help the researcher and the observer determine the reliability of the data gathered throughout the data collection process. As per the opinion of Sieg (16 p 947-61), with the help of identifying the accurate data compilation method and structure, the researcher can easily separate different data that are associated with other aspects of the objectives that have been taken by the researcher in the initial part of the paper. In this context, it can be advised that by accumulating different data in different places, researchers can get the chance to complete the whole methodology process along with the data analysis process efficiently and effectively. For example, it can be stated that with the help of separating primary data from a secondary one, the researcher can quickly analyse both the preliminary and secondary data effectively without being concerned with searching primary or secondary data from a single place. It can also be suggested that separating description numeric data can be addressed as the most helpful approach a researcher takes to analyse all the data and gain a conclusion quickly. In terms of providing instances, it can be stated that with the help of separating all the numeric and descriptive data, the researcher of this report has been able to quickly provide detailed information regarding different opinions of its participants transparently.

Similarly, it can also be assessed that by separating and compiling the numeric and descriptive data differently in a single folder, the researcher has been able to provide full details regarding not gaining adequate efficiency in revenue generation by the pharmacy, pathology and radiology sectors of Fortis hospital. It can also be suggested that with the help of including the most effective data compilation method of separating all the different data differently by putting them in a single folder, the researcher has also been able to access detailed knowledge regarding Fortis hospital. It also helps the researcher identify the efficiency of this hospital and their staff to gain their desired customer satisfaction possibilities in the analysis part and provide detailed recommendations for their improvement. In terms of achieving a successful and effective data compilation method in this paper, the researcher has been able to compile different knowledge regarding the performance of this hospital for a better understanding of its audiences. However, all the knowledge collected in a single folder has helped the researcher analyse each of this

hospital's performances, such as the structure and features of the building, to gain customer satisfaction. At the same time, the characteristics of all of their pharmacy, radiology and pathology departments have been accessed and appropriately analysed with the help of the compilation method. The beneficial recommendations that the researcher in this paper has provided have also been accessed effectively by exploring all the primary as well as secondary data that have been compiled differently in single storage accordingly.

3.2 Analysis

Data analysis is part of a research report in which the researcher can quickly and effectively analyse all the data gathered in the data collection process to provide detailed knowledge regarding the research topic effectively. In this case, it can be suggested that with the help of going through the data analysis part of a project report or description, the audiences can quickly get to know a descriptive account of knowledge regarding all the specs of the objectives that have been taken by the researcher in the initial part of the paper. Along with this, it can also be stated that with the help of analysing all the primary and secondary data correctly, the researcher can quickly gain the reliability and validity of the data collection process not only to the audiences but also to all the observers simultaneously.

In this study, the researcher has included a primary data collection method in which qualitative and quantitative data have been included per the resources provided for this paper. For the immediate data collection process, the researcher has used a survey questionnaire for taking the survey of 480 patients belonging to the Fortis hospital. Along with this, it has also been identified that from the survey method, the researcher has taken both the qualitative and quantitative data in terms of identifying and analysing the information associated with the performance of this hospital.

Moreover, with the help of including this mixed data collection method with both the numeric and descriptive knowledge, the researcher has been able to identify the efficiency of this hospital in terms of providing the services associated with the pharmacy radiology and pathology department at the same time. As a result of gaining both the descriptive and numeric opinions of all the participants included in this data collection method, the researcher has been able to provide the knowledge of the world performance of the employees of this hospital. As a result,

all the impacts and features responsible for not gaining adequate revenue generation of the Fortis hospital have been appropriately identified through this primary mixed Data collection method. All the issues creating pain for the patients from the service-providing features of the hospital have been able to be analysed in this part properly with the primary mixed Data collection method that the research has included for this report. For example, it can be stated that this method has been able to access the data associated with the issues in billing as well as providing less time to the employees of both the pathology and radiology departments of the hospital along with providing fewer discounts are mainly responsible for not gaining required revenue generation by this hospital.

In order to understand the issues of the Fortis Hospital, a primary quantitative survey has been performed with 480 patients.

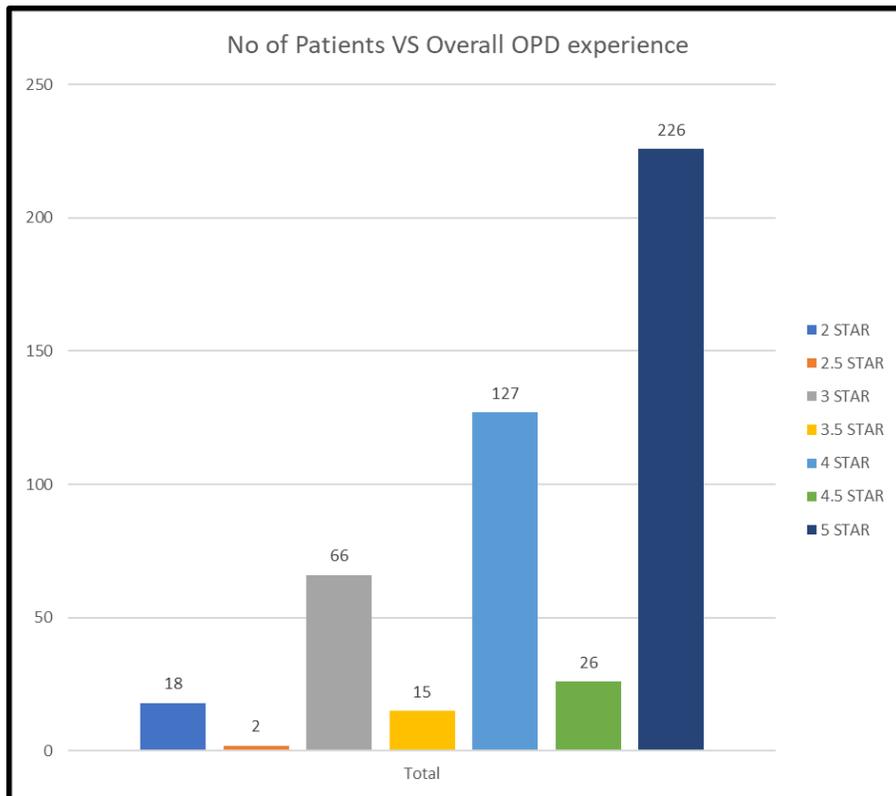


Figure 1: Opinion of Patients regarding the OPD experience

(Source: Self-Created)

Based on the above graph, it has been observed that out of 480 patients, 47.08% of patients gave a rating of 5-star experiences. On the other hand, 31.88% rated the experience between 4 stars and 5 stars. In this context, it can be elicited that some of the patients did not like

the OPD facilities of Fortis Hospital. Apart from that, it has been also observed that out of 480 patients, 21.04% of patients gave a rating of 2 stars specifying, along with the benefits, that the OPD facilities of Fortis Hospital are not up to the mark. Assessing the findings of Naaz (18 p71-6), it has been observed that the common problem that mainly hampers the OPD of the hospital is the arrival pattern in the waiting room. On the other hand, it has been also observed that in the hospital, OPD patients are mostly dissatisfied due to the complications arising from the human resources. Apart from that, it has been also witnessed from the findings of Sengupta (17 p427-42), that OPD is considered an ambulatory care centre that delivers the whole scope of services but fails to maintain a professional appearance. Taking an instance, in the context of Fortis Hospital, it has been found that some of the patients gave them a 5-star rating due to high benefits but some of the patients gave them a 2-star rating due to lack of professional experience. According to the findings of Naaz (18 p71-6), it has been witnessed that the waiting time of the patients is recognised as the length of the time starting from the entry of the patient into the clinic to the patient leaving the area of OPD.

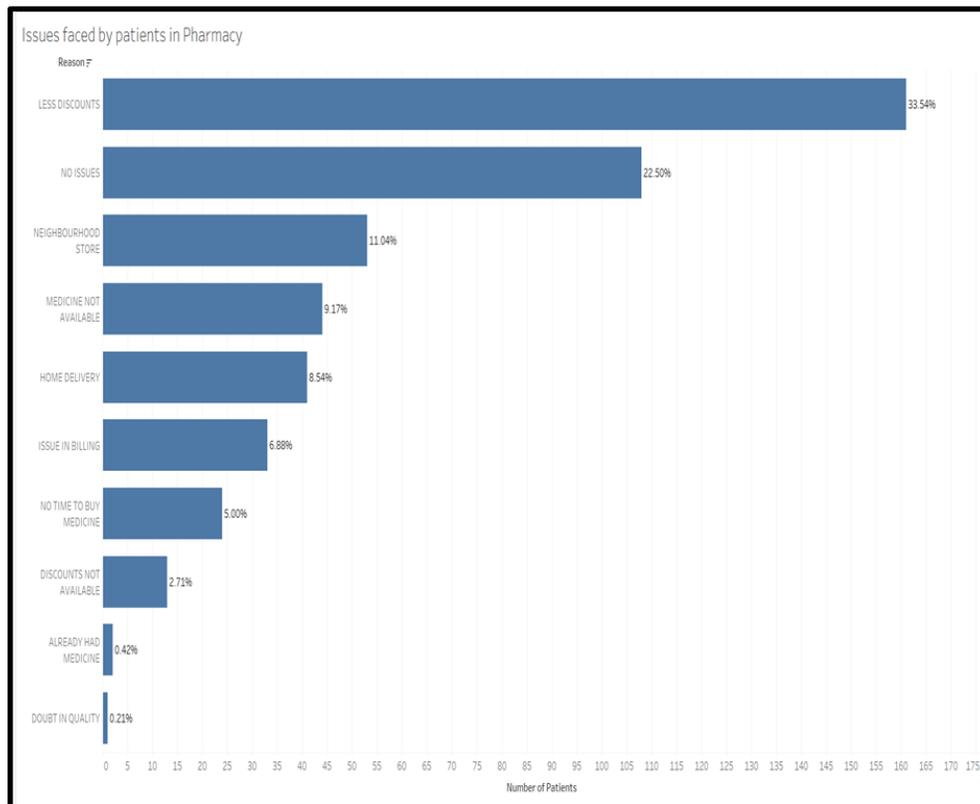


Figure 2: Issues faced by patients in Pharmacy

(Source: Self-Created)

In this scenario, it has been observed that out of 480 patients, almost 33.54% have complained regarding the issue of getting fewer discounts. In a general context, it can be asserted that whenever patients take clinical opinions from the OPDs, they prefer to get the prescribed medicines from the associative pharmacy with vast discounts. However, in the scenario of Fortis Hospital, it has been observed that most of the patients are not satisfied with the services of the pharmacy due to a lack of discounts. Considering this fact, by assessing the opinions of Barlas (19 p73), it has been found that in Indian healthcare sectors, the prospect of pharmacy and proper discount is considered as a counter rebate and it has created fireworks. As per the survey analysis, it has been also found that the potential regulatory changes in the pharmacy operations have created a huge chaos in the Medicare Advantage Program. On the other hand, considering the cabinet policies of India, the large-scale healthcare centres are focusing in order to deliver a discount at the pharmacy counter so that the healthcare centres can earn a high amount of revenue.

On the other hand, evaluating the viewpoints of Barlas (19 p73), it has been also observed that the highest-cost related to the medication non-adherence rates in the industrialized world has created a risk among the patients. As per the analysis, it has been found that most patients in India fail to afford their out-of-pocket prescription costs and due to this reason, they prefer to get a suitable rate of discount from the pharmacy. Furthermore, nowadays, pharmacists are focusing on direct-to-consumer coupons and insisting that patients use various types of discount cards so that pharmacists can earn large amounts of discounts. Gernant (20 p1130-7) articulated that the discount card vendor influences the community pharmacy to remain associated with their preferred networks and due to this reason, most pharmacists are giving fewer discounts to the patients and giving different discount cards. On the other hand, out of 480 patients, it has been observed that 9.17% complained regarding the unavailability of medicine which also created a huge issue in the pharmacy of Fortis Hospital. According to the findings of Gernant (20 p1130-7), it has been found that community pharmacies showcase a vital role for the purpose of ensuring the continuous and rational supply of medicines to large-scale hospitals. However, due to Covid-19, most of the community pharmacists faced a huge problem in supplying the medicines and due to these reasons, the large-scale hospitals like Fortis faced the issue of medicines unavailability.

Furthermore, analysing the survey responses vividly, it has been found that, 6.88% of the patients also faced issues in the billing process. The billing process is considered one of the vital factors in maintaining patient satisfaction in the hospital. Romano (21 p1876-81) elicited that nowadays, a large and growing group of insured patients in the large-scale hospitals are also being considered an unfairly burdened by the hospitals. As an outcome, it has been also found that the burden has created a huge issue for the patients through a process known as billing. On the other hand, it has been also elicited by Romano (21 p1876-81), that in the era of unprecedented partisan enmity, surprise billing only reduces patient satisfaction but also reduces the brand image of the healthcare centres. Taking an instance, in the context of Fortis Hospital, it has been found that inefficient billing processes have showcased a huge failure in the healthcare market. Apart from that, an inefficient billing process created a less intrusive option for Fortis Hospital along with an independent dispute between the staff and the patient.

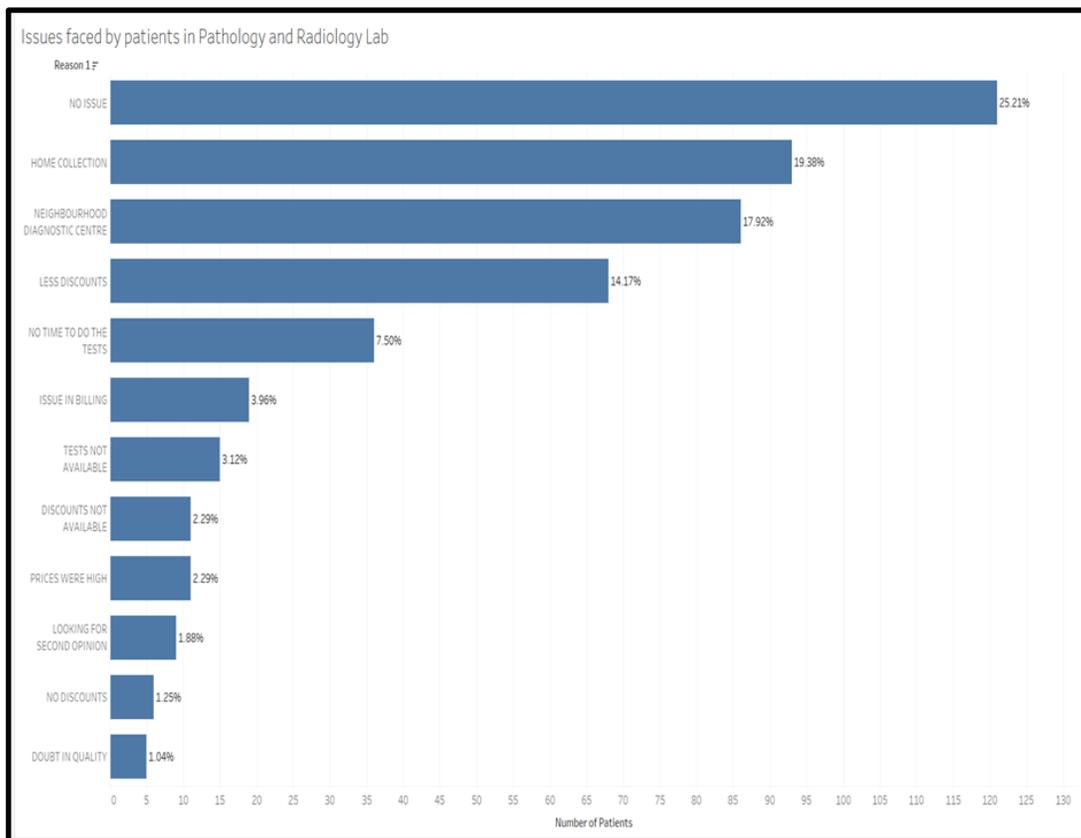


Figure 3: Issues faced in the pathology and radiology lab

(Source: Self-Created)

Assessing the survey, it has been found that out of 480 patients, 19.38% of the patients prefer home collection. Considering the scenario of Covid-19, most of the patients and their

families do not prefer the collection of medicines as well as pathological samples coming into the healthcare centre. However, getting facilities from various online apps like *Healthians, Tata Img, Phable and Apollo 247* patients are not preferring the facilities of the pathology of Fortis Hospital. According to the findings of Nation III (22 p61-153), it has been observed that the home-based collection of the specimens has been considered feasible and acceptable. On the other hand, it has been also found nowadays consumers are preferring for home-collection as it is recognised as an efficient tool for increasing efficiency. On the other hand, evaluating the opinion of survey participants, it has been found that out of 480 patients, 17.92% prefer neighborhood diagnostic centres. Brannon (23 p28) opined that with the help of the community diagnostic centre, crucial tests of the patients can be brought closer to the home. Additionally, neighbourhood diagnostic centres also help in the earlier diagnosis by allowing the patients more accessibility making the patients much easier through reduced waiting times and tackle the backlog of diagnostic activity created by the pandemic. Additionally, assessing the findings of Bouzid (24 pe000648), it has been also found that neighbourhood diagnostic centres deliver a vast range of elective diagnostic facilities like quick scans and tests compared to acute facilities. As an outcome, it also minimizes the pressure of the large-scale hospitals along with delivering vast convenience to the patients. Gradually, assessing the survey scenario, it has been found that 7.50% of patients out of 480 have less time to do the tests. In this era of the contemporary business world, it has been found that people have less time as they are bound by tight schedules. Considering this fact, in the context of Fortis Hospital, it has been assumed that patients are preferring for a quick medication where they do not have to do the tests and wait for its reports based on which the diagnosis process can be initiated. Simon (25 p519-25) elicited that nowadays, due to the scenario of the Covid-19 pandemic, in the context of the pathological tests, anxiety disorders are highly associated. Moreover, the disorder is associated with emotional processing and decision-making regarding pathological tests.

Simultaneously, from the graphical representation, it has been observed that 2.29% of the patients articulated that the prices of the activities of the radiology as well as the pathology are very high. Considering this fact, it has been also found that most of the patients are not satisfied with the services received by Fortis Hospital. Assessing the findings of Abbasi-Moghaddam (26 p1-7), it has been noticed that patient satisfaction in healthcare is considered a clear implication of proper service usage and health outcomes. On the other hand, it has been also observed that

patient satisfaction is highly asserted with several questionnaires and with high expectations that are overestimated. Assessing the findings of Yaduvanshi (27 p165-74) it is also found that patient satisfaction is considered a fundamental indicator of healthcare quality along with the clinical outcomes and the patient retention. Apart from that, sometimes it is also recognised as a reliable measure in order to understand the preferences of the patients and to develop more strategic decisions for the purpose of enhancing the care quality. Taking an instance, in the context of Fortis Hospital it has been found that most of the activities in various departments are not satisfactory. This made the overall quality of the health care system much more negative and hampered the overall patient satisfaction.

Furthermore, from the survey analysis, it has been found that out of 480 patients, 1.88% look for a second opinion. However, the rate is very negligible compared to the sample size but if Fortis Hospital fails to meet the preferences of the patients, then the rate might increase in the growing years. Bhangale (28 p229-33) articulated that negative interaction with the hospital staff along with receiving insufficient facilities drives the minds of the patients and their associative families to look for a second opinion. In the context of Fortis Hospital, it has been found that in radiology and in pathology, patients are not satisfied with the services that forced them to look for a second opinion.

3.3 Interpretation

The entire study has focused on the revenue development process of Fortis Hospital through the growth of pharmacy, radiology, pathology, and patient satisfaction. In this research paper, the research has conducted a survey analysis within 480 patients of Fortis Hospital who have visited there in the OPD section. The study has interpreted data collected from 480 patients in Fortis Anandapur, Kolkata, India. The researcher has personally visualized the issues and the sample size of the research project has supported the questions asked by the researcher. Moreover, this 480-sample size has been used to reflect on the pain points of the patients visiting the OPD consultation section for health issues and treatments. In order to conduct this important and real-time research, the researcher has used the Simple Random Sampling method and selected the patients randomly on a daily basis. Within 8 weeks of internship at Fortis hospital, the researcher has developed hand-outs of close-ended questionnaires given to the patients who were visiting the Radiology, Pathology, and Pharmacy departments to know their experience.

The highlighting factors of the research were raised after the survey analysis and the researcher got to know about the pain points of the above-mentioned departments.

In the data analysis section, the first question asked by the researcher was “How was the overall OPD experience? and from 1 to 5 what rating would patients like to provide?”. During the interpretation of this question. The researcher has found that out of 480 patients 47.08% of patients have provided 5 stars rating, 31.88% of patients have given 4-star ratings and less than 5-star ratings. In the context of the rating process in the healthcare setup, Takeshita (40 pe2024583) articulated that for patient-centric processes in healthcare organizations it is necessary to focus on the individualistic process of consultation. The suggestive paper has conducted a cross-sectional analysis of the patients to know about the pain points in the healthcare organizations. Moreover, from the research, it is seen that 21.04% of patients have provided a 2-star rating and less than 4-star ratings to the OPD section services of Fortis hospital. Moreover, Gupta (21 p28) asserted that knowing the competitive aspects and payment rates in the healthcare industry the rationing process is essential. Therefore, it can be elaborated that rating systems can manipulate the systematic growth of healthcare organizations. Fortis hospital can take this initiative to manage customer satisfaction issues from the OPD section, thus, it can help to cure the pain points of the patients and their family members.

Moreover, the researcher has asked about the prescribed medicines of the doctors and also asked the patients if they buy medicines from the ground floor pharmacy counter to know the issues associated with the pharmacy department. In response to these questions, the researcher has developed a segment where patients need to show reasons in case, they are not purchasing medicines from the pharmacy department of Fortis hospital. In order to support this context, Bokam (42 p398-401) emphasized that World Health Organization has declared that hospitals need to develop their pharmacy department as pharmacists are playing a vital role as frontline warriors in case of health evolution. The study has exemplified that after the covid-19 scenario, different hospitals have developed their pharmacy departments as the medications for covid-19 virus need to be available in the hospitals so that patients can get proper treatment. Moreover, it is found that with the help of growth in pharmacy departments the Super Speciality hospitals like Fortis can grow patient satisfaction as well as generate more revenue from the pharmacy department.

On the other side, the researcher has asked the question of the sample size that they visited the hospital pharmacy for the medicines? In reference to this matter, the researcher has given two options. The first one is patient parties are looking for the pharmacy counters, however, there is no one to guide them. And the last one is the patients are not searching for the pharmacy. In response to the second question, the researcher has developed several options so that patients can easily address their own issues.

Nearly 8.54% of patients have declared that they would like to prefer home delivery in case of medicines. On the other hand, 11.04% of patients have stated that they are getting more discounts in their neighbouring stores so they will get the medicines from those shops. In order to support this context, Figliozzi (43 p102760) commented that after the COVID-19 context the online delivery system has increased in every sector, thus, it has impacted the offline purchasing process. The study exemplifies that recently online medicine delivery applications in India like IMG, NetMeds, PharmaEasy, and Practo have developed different offers over medicine purchase as the organizations are directly connected to the manufacturers. Moreover, the reliability of online applications is increasing day by day as people don't need to face extreme queues in the medicine shops. In this context, the researcher has found that long queues and waiting times at the pharmacy counter of Fortis hospital have impacted the interest level of the patients in hospital pharmacy departments. Moreover, Harikumar (44 p1134-47) asserted that people with disability and mobility issues are unable to go outside for necessary products, therefore, this online option and doorstep delivery opportunity has developed the interest of people. Besides this, by setting addresses people from international settings can easily order medicine for their family members, therefore, gradually this online purchasing process has created a strong position in the healthcare industry and patients are feeling facilitated through this.

According to the survey of 480 patients of Fortis Hospital from the OPD section, the researcher has identified that 6.88% of patients have complained that in the pharmacy section they need to face tremendous billing issues due to lack of staff coordination and slow working process. In this context, Gupta (41 p28) asserted that India has a huge population base and people belonging to the upper-middle class and middle class always prefer private and super speciality nursing homes for the treatment process. In this context, nursing homes need to take effective actions so that patient parties don't need to wait too long for the billing process of the medicines

as it can create a negative image and diminish the sense of emergency in the healthcare organizations. Apart from this, it is seen that about 9.17% of patients have complained that unavailability of the medicines is another major issue in the hospitals in India, therefore, they don't prefer the pharmacy of the hospitals. By supporting this context, Takeshita (40 pe2024583) articulated in India shortage of healthcare equipment and medicines is a common issue due to lack of concern of the government and excessive rate of corruption. Taking an instance of the current COVID-19 situation, it is found that where the entire world was fighting against COVID-19, the Indian healthcare industry was losing its ground and patients were dying due lack of medicines, facilities and oxygen supplies. Moreover, 33.54% of patients have complained that they are not getting adequate discounts.

According to the findings of Prinja (36 p1-1), it has been also observed that due to the acceleration of the covid-19 pandemic in India the healthcare system is under tremendous workload pressure in patients seeking testing and proper care. However, due to this reason, the large-scale private hospitals also faced a crisis in using adequate amounts of health equipment for the patients. Moreover, the supply chain scenario of the health care also fell drastically due to the covid-19 pandemic and it has been also observed that most of the time it was not possible for the suppliers of the private hospitals to increase the production and distribute the required equipment due to huge transportation cost.

On the other hand, according to the findings of Fleming (37 p1079-88), it has been observed that the provision of affordable as well as high-quality essential medicines is considered a vital component of a well-functioning health care system in India. Moreover, almost 10 million lives are saved with the help of improved access to essential medicines. However, in the context of Fortis Hospital, it has been found that patients have more complaints regarding the lack of availability of medicines and as a consequence, it created a negative brand image of the hospital not only in Kolkata but also in overall India.

Assessing the findings of Manzoor (39 p3318) it has also been observed that the threshold situation on the availability of medicines in the pharmacy of large-scale private hospitals served as a prior establishment towards the evaluation of the effect of the new procurement system as well as the cost-effectiveness system. Based on the findings of the World Health Organization, Bhattacharyya (34 p1-3) opined that in India almost 68% of the people have no access to the essential medicines. Additionally, the less availability of medicines in the

public sector has also forced the people of the rural areas to make out-of-pocket expenditures. Furthermore, access to free-of-cost medicines is essential and hence it is considered an essential component of universal health coverage.

Apart from that, it is also recognised from the findings of Levy (29 p45) that the free access to the medicines is recognised as the key intervention in the Government of India proposed the National Health Insurance mission in 2014. As per the mission, it has been found that the ensuring availability of essential medicines significantly minimized the burden on private expenditures. In addition, the less availability of medicines in the pharmacy of large-scale private hospitals also generates a financial risk to the patients and it is most vulnerable to the execution of catastrophic health expenditures. However, most Indian states have an independent procedure for procurement of medicines and they are bound to follow the norms of the Health Commission.

Alarifi (30 p1-9) elicited that the dynamics of the neighbourhood pathological test centres have been recognised as high demand in the rural environments nowadays considering the scenario of the Covid-19 pandemic. On the other hand, it has been also observed from the findings of Mohanan (33 p1753-8), that the presence of the neighbourhood pathological test centre is considered to the well-being of the residents and hence, it is vital in the history of the social sciences. Despite the growth in the neighbourhood, it has been found that the features of the local environment are considered as a bundle of spatial attributes which are highly linked with the cluster of residences that makes a high impact on the community pathological centres. On the other hand, considering the covid-19 scenario, it has been found from the opinion of Bhattacharyya (2015 p1-3) that most the patients prefer neighbourhood pathological tests to avoid the many scenarios of the high crowds along with maintaining the norms of the social distance.

According to the findings of Fleming (37 p1079-88), it has been found that the provision of high-quality service is considered a prerequisite for the success of healthcare organizations. Apart from that, the high-quality services are also considered the greatest factor for the service organizations influencing patients' perceived value along with their satisfaction and faithfulness. Henceforth, the improvement of service quality has been a crucial agenda for the top management of the Healthcare centres. Moreover, as per the opinion of Prinja (36 p1-1), it has been also found that due to the growing demand for healthcare in India and due to increased cost

along with a variety of clinical interventions most of the health care systems in India are intended to make a clear focus on measuring and enhancing the quality of services.

On the other hand, it has been also observed from the findings of Bhattacharya (35 p223) that the constant monitoring of health services is very crucial for the HealthCare industry. Moreover, the measuring of patient perception of healthcare is considered a vital attribute of the quality assessment. In this contemporary business world, it has been found that the quality assessment has gained much attention and due to this reason, the service quality is considered a unique and an abstract concept that is pretty complicated in the context of defining and measuring.

Bhattacharya (35 p223) articulated that the Global competition in health care services triggered the curiosity of the patients and their families towards the delivery of high-quality healthcare services. Moreover, the growing concern about health, as well as elevated economic levels of the modern civilization of India, have gradually increased as well as promoted the healthcare demands. Alongside it also shifted the trends of the population towards receiving a Healthy lifestyle. However, considering the scenario of the covid-19 pandemic, it has been found that the global competition regarding the provision of the Healthcare services has not only created a rigorous situation in the brand image but also influenced the patients' mindsets. On the other hand, improved patient care is considered the priority for all the health care services in India along with an optimal objective of gaining a high degree of patient satisfaction.

Additionally, in the context of large-scale health care service providers like Fortis Hospital, it has been found that patient feedback and the perceptions of the patient are the vital requirements for many active accreditation and monitoring programs for the hospital services. Nowadays, it has been observed that the patient's perceived quality is considered highly effective and positive and is mostly associated with financial performance and high profitability of the healthcare institutions. On the other hand, Simon (25 p519-25) opined that the hospital clinics are also the most important source of patients for the inpatient department. Furthermore, it has been found that the provision of services in the hospital makes a great impact on the overall perception of the patient along with the choice of hospital.

In the context of Fortis Hospital, it has been found that waiting time is considered an inherent attribute of the healthcare service sector of India. Moreover, it is highlighted as a major challenge for almost every big hospital. Nowadays, most people complain about the waiting time

in the OPD section. However, assessing the findings of Yaduvanshi (27 p165-74), it has been observed that the OPD of a hospital mainly works as an intermediate between the hospital and the community. As per the analysis it has been found that there is a lot of research available regarding the queuing analysis as it is mostly associated with the variety of hospital services such as the cardiac care unit operating rooms as well as the emergency services. On the other hand, Bhangale (28 p229-33) opined that due to the lack of real-world validation it has been found that most the large group hospitals are now intended for the adoption of queuing models. Compared to the Fortis Hospital of Jaipur, it has been found that the analysis of waiting time in the significant health Healthcare centers has mathematically used the ideology of queuing theory. Apart from that, it is also observed that with the help of the queuing theory the significant branch of Fortis Hospital is enhancing the waiting time of the patient in the hospital operations.

Regarding the issue of earning revenue, Barlas (19 p73) articulated that due to the increased competition, the healthcare marketing sector of India is undergoing a thorough transition from effective service providers' dominance to the service seekers' preference. Moreover, as per the analysis, it has been found that the Indian Healthcare market has earned a revenue of \$35 billion and in 2012, the sector earned a revenue of \$75 billion. However, compared to the past years, it has been found that gradually the rate of revenue is decreasing. In the era of high competition, it can be articulated from the opinion of Manzoor (39 p3318) that every consumer nowadays prefers the getting service based on their customized demands as well as individual needs. Due to this, most large-scale health care centres are focusing on delivering customised solutions and optimizing their services depending on the actual consumer demands.

Considering the questionnaire, it has been asked whether the patient has visited the department of radiology or not. As per the survey, it has been found that 3.12% responded that tests were not available. According to the analysis, it has been observed that radiology has become an effective paradigm of globalisation. Due to this, most large-scale hospitals are increasing the price of the tests or removing various tests. Based on the various analysis, it has been witnessed that more than 1 billion radiologic examinations are executed globally, and among them, most of the results are not satisfactory for the patients In this context, it can be articulated that the radiological error has forced the large-scale hospitals like Fortis and Apollo to remove various types of radiological tests. In real life, the frequent room for legitimate differences of opinion about diagnosis or treatment is mainly used to identify the abnormality

that can be observed in the context of a retrospective scenario of the healthcare industry. On the other hand, as per the view of Simon (25 p519-25), it can be stated that within the coming five years, the role of the radiologist as well as various radiological tests will become obsolete. In the era of healthcare 4.0, where smart vision is connected with health care has emphasized that the engagement of the patients in the therapeutic and diagnostic stage has earned affirmative benefits. However, Romano (21 p1876-81) articulated that the unavailability of radiology tests reduces the brand image of the healthcare sector.

As per the analysis it has been observed based on the opinion of 2.29% of patients that the prices of tests are much higher in the Fortis Hospital. Assessing the report of Hindustan Times, it has been found that in the post-covid-19 scenario, the test prices of radiology capped in the large-scale hospitals by the Indian government due to the complaints of overpricing by the hospitals and the private labs (31). Moreover, it has been found that the fixed rate in the pathological departments mainly deals with the diagnostic expenses along with the taxes and documentation. Considering this fact, during the covid-19 scenario most the private hospitals and the private labs increased their radiology test price. Concerning this fact, as per the report of Hindustan Time, it has been found that the Indian government in the initial stage reduced the rates of the test (31). However, in the initial stage, the revised rates were not applied to the diagnostic rather than the labs as well as the hospitals removed some vital tests.

Based on the survey analysis, it has been found that out of 480 patients, 1.04% stated that the quality of the treatment in the radiology and the pathology of Fortis Hospital is not up to the mark. Assessing the report of First Post, it has been observed that the poor quality of diagnosis in the Indian Healthcare sector is killing more rather than killing due to the lack of access to vast treatment facilities (32). According to the norms of Ayushmam Bharat Yojana, it has been observed that the Indian Government is focusing over the measurement of the quality of the health system. According to the *president of the Public Health Foundation of India, Mr Srinath Reddy*, it has been found that some elements of quality mainly in maternal and child health are being monitored properly under National Rural Health Mission (32). Furthermore, it is considered as a composite measure of the health system. Considering this fact, the various departments of the Fortis Hospital have also focused on the enhancement of the diagnosis process as some of their patients are making complaints regarding their quality.

According to the findings of Manzoor (39 p3318), it has been found that one of the striking features of India's Healthcare sector is the range of quality in available services. However, India is mostly considered as the Global leaders in innovation as well as in the quality of healthcare such as the Narayana Hospital, Apollo and many others. On the other hand, in the context of criticism, it has been also found that many Indians especially the people of the rural areas receive an unacceptable low-quality primary and hospital care and as an outcome, it is rapidly increasing the burden of chronic diseases in India along with making the low quality of care which is highly salient for the health policy. Considering this fact, Fleming (37 p1079-88) opined that the Indian government is putting high effort to enhance the quality of healthcare services, especially in the low-resource setting. Additionally, it has been also found that the lack of capacity or knowledge in the Healthcare sector is also a primary reason for the incorporation of low-quality care and along with the lack of incentives in the health system or information complications in the Healthcare market. Nevertheless, as per the opinion of Bissonnette (38 p841-53), the provision of quality care mostly refers to the structural aspects like *improper referral of problematic cases in the lower facilities along with the shortage of gynaecologists as well as inadequate medicines*. Taking an instance, according to the findings of the Telegraph India, it has been found that if any private hospitals provide adequate quality of services, then the firm has to give at least a 10% discount on medicines to the consumers and a 20% discount on the number of pathological and radiological tests. In the context of Fortis, it has been found that the Hospital was asked to prepare a fresh bill of Rs.7.08 lakh with all discounts advised by the health commission of a 65-year-old man (46). However, the bill again has been instructed to be prepared as in the initial stage, Fortis did not provide the discount on the consumables as well as on the medicines to the above-specified patient.

Section 4: Recommendations and conclusion

4.1 Recommendations

It has been identified throughout the paper that pharmacy radiology and pathology departments of different medical sectors suffer from a severe case of decreasing revenue generation, which also significantly impacts the overall revenue generation possibilities accordingly. In the

different phases of this report, the researcher has identified all the other aspects associated with decreasing revenue generation from the departments mentioned above in the medical sector considerably for a better understanding of its audiences. The researcher has identified the medical industry's structural issues and the patients' pain points that are creating customer satisfaction possibilities among these institutions within the context of Fortis hospital. In terms of identifying the problems, it has been assessed by the researcher that in several cases, the patients have to wait for a long time to get their required medicines from the hospital pharmacy. On the other hand, it has also been identified that the employees of the pharmacy radiology department and pathology departments are not providing good discounts provided by local stores of that specific target market. As a result, customers and patients of this hospital are turning reluctant to get services from the pharmacy, pathology and radiology departments in recent times.

In the same way, in terms of identifying the root causes of decreasing revenue generation of this hospital, it has been stated by the researcher that several online medicine and pathology service providing start-ups are also taking advantage of customer satisfaction by providing home services in contemporary time. Some additional discounts provided by these home service delivery start-ups are also taking away the possibilities of achieving desired revenue generation from the hospital's target market mentioned above. In this context, the researcher has provided some beneficial recommendations for this hospital's authorities and other medical sectors going through this adverse situation of decreasing revenue generation possibilities considerably from their target market. In this case, it can also be suggested that with the help of identifying all the root causes of decreasing revenue generation of pharmacy, pathology and radiology departments of Fortis hospital, the researcher has provided the below-mentioned recommendations as per the requirement of this hospital.

The paper has identified that pharmacy radiology and pathology departments of different medical sectors suffer from a severe case of decreasing revenue generation, which also significantly impacts the overall revenue generation possibilities. In the different phases of this report, the researcher has identified all the other aspects associated with decreasing revenue generation from the departments mentioned above in the medical sector considerably for a better understanding of its audiences. The researcher has identified the medical industry's structural issues along with the patients' pain points that are creating customer satisfaction possibilities among these institutions within the context of Fortis hospital. In terms of identifying the

problems, it has been assessed by the researcher that in several cases, the patients have to wait for a long time to get their required medicines from the hospital pharmacy. On the other hand, it has also been identified that the employees of the pharmacy radiology department as well as pathology departments are not providing adequate discounts provided by local stores of that specific target market.

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In the same way, it can also be stated that the researcher has provided all the beneficial recommendations as per the data taken from the primary data collection method with the help of including 480 patients of Fortis hospital as per their experiences of taking services from this medical sector accordingly. For example, it can be stated that 19.38% of patients have reported that they prefer the home sample collection process. In comparison, 17.92% of patients reported preferring neighbourhood diagnostic centres, and 14.73% complained of having fewer discounts from all the departments mentioned above in this hospital. Hence, it can be suggested that by going through all the different issues that are creating significant challenges in gaining required and desired revenue generation by the authorities of Fortis hospital, the researcher has been able to provide accurate recommendations for the future purpose of revenue generation possibilities effectively.

The researcher recommended using patient satisfaction as a balance measure and not as the outcome driver. As per the opinion of Zhang (12 p 1605-20), with the help of targeting customer satisfaction as the key objective of a service-providing sector can quickly gain customer retention and revenue generation possibilities simultaneously. In this case, it has been suggested by the researcher that with the help of improving patient experiences, such as providing their best services to each of their patients, the authorities of Fortis hospital would be able to gain their desired customer satisfaction possibilities accordingly. In the same way, it has also been identified in this paper that with the help of reducing all the issues associated with their service-providing facilities, they would also be able to regain their trust and effectively attract customers. For example, it can be stated that the authorities of this hospital would have to reduce the issues of lowering discounts and providing features to their customers compared to the local shops in terms of attracting more customers to their pharmacy and lab centres. On the other hand, it can also be suggested that in terms of having a positive experience from the doctors and pathology experts, patients can easily trust this hospital to gain service from this institute accordingly.

Contradictorily it has been mentioned by Kleinaltenkamp (13 p 53-69) that a service-providing sector also should enhance their teamwork during managing and dealing with their customers so that they can quickly achieve the transparency from this sector accordingly. For example, it can be stated that with the help of providing effective services from all the team members of pathology, radiology or pharmacy, patients can quickly try to take services from these institutes. Along with this, it has also been identified by the researcher that by creating a solid relationship with all the team members, the authorities of Fortis would easily be able to reduce any issues that are coming across in their service-providing features. In the same way, service-providing parts of this hospital would be effectively increased by communicating with each other among the team members to provide their best effort in satisfying their customers as per their requirements. The researcher has also recommended that with the help of eval waiting for the intercourse teams appropriately by the authorities of Fortis hospital, they would be able to gain their desired customer satisfaction possibilities accordingly.

In evaluating the entire care team, the power would understand the strengths, weaknesses, and issues in their service-providing features. And at the same time, the authorities would also reduce the problems from their care team members, who can create some significant challenges

in gaining required customer satisfaction from the target market. In terms of enhancing their service-providing features, the authorities of Fortis hospital should also try to evaluate all the individual team members so that all the dissatisfaction issues can be reduced appropriately. As per the data collected by the researcher in the data collection process, it has been identified that several patients have reported the poor service providing facilities of this hospital, including providing less time in the testing procedure, which includes trust issues in their test results. On the other hand, it has been proposed by O'Cathain (14 p 1. e029954) that the medical service sector should use healthcare analytics to understand different acts on data they have gathered to enhance their features. For example, it can be stated that with the help of acquiring additional data on customer satisfaction possibilities, the authorities of Fortis hospital should include healthcare analytics which would make them able to improve the service providing qualities accordingly. By having these analytics, they would be able to understand the data of their patient's satisfaction measurements. They would make them able to improve their activities to gain their desired patient experiences effectively. In this case, they can also use an enterprise data warehouse and a patient experience application to identify the relationship between patients' experience and clinical outcomes and employee satisfaction. This Data analytics process can help the authorities of Fortis to improve their service providing features not only for gaining required customer satisfaction and revenue generation but also for improving their capabilities of enhancing employee's satisfaction levels simultaneously. In the same way, it can also be suggested that with the help of improving their employees' satisfaction level, this hospital would also be able to enhance their employee retention possibilities along with growing their brand image randomly. As an overall result of all these improvements mentioned above, it can be stated that the authorities, along with the employees of the pharmacy, radiology and pathology departments of Fortis hospital, could effectively increase their revenue generation possibilities.

It has also been recommended by the researcher in terms of increasing revenue generation from pharmacy, radiology and pathology departments of Fortis hospital that they can quickly include some leverage innovative technologies in their different service providing features for improving customer experiences accordingly. For example, it can be stated that the authorities of Fortis hospital can include interactive tools for reducing stress and enhancing wayfinding for patients and visitors considerably. In this case, it can be suggested that with the help of some interactive communication tools, they can easily communicate with their patients.

At the same time, the family of their patients would also be able to communicate with the doctors as well as other authorities of the hospital as per the requirement of the patients. As a result, they would be able to enhance their patients' experiences actively and increase customer satisfaction levels simultaneously with the help of increasing the transparency level among the patient and doctors simultaneously. It can also reduce waiting times in their different service-taking departments and, at the same time, improve patient flow with active participation and satisfaction. Patients can also actively communicate with their doctors from remote places in terms of making appointments in their pathology or radiology departments with the help of the interactive tools implemented by this hospital which would also help the authorities of this organisation to improve their overall customer satisfaction possibilities along with revenue generation possibilities at the same time.

Additionally, it has been stated by the researcher in terms of increasing the revenue generated from the pharmacy, radiology and pathology departments of Fortis hospital that they should improve their employee engagement possibilities as much as possible. As proposed by Bergerum (15 p 952-64), employee engagement actively impacts patients' experiences as it can quickly increase the service-providing capacity of their different service-providing departments simultaneously. For example, it can be stated that with the help of gaining active employee engagement possibilities and improving their flexibility, the authorities of Fortis can quickly provide their best services to their patients from every department along with reducing the pain points of their patients altogether. Along with all the provided recommendations, it can be stated that the authorities of this hospital mentioned above should also take care of different requirements of the employees so that they would be able to gain their required employee satisfaction level, which can automatically increase their customer satisfaction possibilities at the same time. They would also have to try to provide a home service delivery facility for their patients in terms of attracting more customers to their hospital and effectively gaining an active recommendation from their previous patients within their target market. In the same way, it can also be suggested that with the help of maintaining the suggestions mentioned above, the authorities of this hospital would not only be able to increase their revenue generation but also, they would be able to increase their overall performance and brand image along with desired competitive advantages at the same time.

4.2 Conclusion

Pharmacy, radiology, and pathology departments of a specific medical sector are going through severe instances of lack of revenue generation from their target market. In identifying the causes of generating lower amounts of revenue from the target market, the researcher has taken this research topic which is relevant and appropriate in this contemporary society. In this case, it can be suggested that different employees from all the departments mentioned above of a medical institute are not trying to meet the requirements of their patients or customers to gain the desired customer satisfaction and revenue generation simultaneously. As a result, the researcher has tried in this paper to identify the lack of performance efficiencies in several pharmacies, pathology departments, and radiology departments of a medical sector in the particular context of Fortis hospital.

Throughout the report, the researcher has included all the detailed knowledge regarding this Research report in terms of providing maximum outcomes to its audiences from this research paper. It has been identified that with the help of efficiently performing a research report, the researcher can quickly gain a conclusion per the requirement of the research topic effectively. In several cases, it has been seen that researchers do not tend to include maximum knowledge within a research paper as per different aspects of the objectives taken by the researcher in the initial part of the paper. Hence, it can be suggested that with the help of describing and analysing all the aspects of different objectives taken by the researcher, gaining maximum outcomes and efficiency from the Research report can be possible for a researcher effectively. Additionally,

identifying the aim, objectives, significance, rationale, and research questions are mandatory for the researcher to make the research effective and reliable to its audiences. In the same way, the researcher of this paper has also tried to include all the aspects associated with the research topic effectively to make this paper relevant and practical to its readers.

In the introduction part of this paper, the researcher has stated that it aims to identify different responsible factors within a medical sector in not gaining adequate revenue generation from their target market, especially from the department of pathology, radiology and pharmacies. In the same way, the researcher has also included the objectives of simultaneously identifying the core root of the problem, which is decreasing the revenue generation possibility within a hospital or medical sector from their pharmacy pathology and radiology department. Along with this, the researcher has also taken the object team to provide some beneficial recommendations that would help the authorities of different medical sectors reduce the negative impacts of significant issues such as lack of customer satisfaction and increase their effectiveness accordingly. The ways of gaining the maximum amount of customer satisfaction have also been addressed in this report in terms of helping the authorities of these sectors to regain their revenue generation possibilities accordingly to the particular context of Fortis hospital. It can also be suggested that the researcher has included the objective of simultaneously identifying the customers' pain points that actively reduce the effectiveness of their service-providing facilities, brand image, and revenue generation.

It has also taken the objective of improving the conversion range of Fortis hospital to provide complete knowledge to its audiences regarding the issues of lack of efficiency in revenue generation aspects accordingly. The researcher has also tried to describe the purpose of performing this research by providing detailed knowledge of the issue of this research report, why the problems are essential as well as what light the research has shown, along with giving the significance of this report simultaneously. The researcher has stated in the introduction part of this report that with the help of this research report, several industry associates could identify the deficiency, decreasing their revenue generation possibilities rapidly. In the same way, it has also been stated by the researcher that with the help of studying the recommendations provided in this report, different authorities in medical sectors would be able to reduce those issues accurately and regain their revenue generation possibilities effectively. All the various aspects of

the objectives included in the introduction have been described throughout the paper accurately to make this report practical and relevant to its audiences.

In the same way, it can also be suggested that the researcher has provided all the minor details of this hospital, such as the hospital was Commission on 9th January 2016 beds in India as one of the country's leading healthcare providers. It has also stated that the medical institute provides maximum care in cardiac science, dental science, gastroenterology, diabetes, endocrinology, internal medicine, haematology, gynaecology, nephrology, oncology, and physiotherapy rehabilitation as a multi-speciality hospital. The research paper has also addressed different features of this hospital, such as it can provide 24 hours emergency and accident services with a blood centre, trauma treatment, ambulance services, test lab, fully functional operation theatres, preventive health check-ups and diagnostic lab. The researcher included all the mission, vision, and values, as well as the purpose of designing the specific logo for this hospital, in the research paper accordingly for a better understanding of its audience. In terms of identifying the values of the hospital, it has been assessed by the researcher that, in case of providing the best services to their patients, this hospital has created itself with patient centricity along with maintaining proper teamwork, investing their services wholeheartedly, increasing their innovation capacity as well as maintaining the integrity of being transparent and principled towards their service providing features.

In the same way, it can also be suggested that the researcher has also provided a temporary floor directory for making its audiences able to identify the efficiency of the hospital in providing the best services to customers in terms of gaining customer satisfaction from that target market accordingly. Along with this, it has also been identified that the researcher has included different structures of this hospital as per the requirement of the various patients, such as four-wheeler parking, two-wheeler parking, emergency outdoors, billing centres, CT scan centre, security in-charge office, using department, day Care emergency sector, blood centre, reception, VC room along with many other facilities to its audiences for providing detailed knowledge of this hospital. The researcher provided all the different structures and facilities associated with service-providing aspects of this hospital in this report to make efficiency understandable for its audiences.

It can also help the audience, along with the observer of this research, to identify the issues that are providing a significant negative impact on the revenue generation possibilities

from their pharmacy, pathology and radiology departments accordingly. In this context, it can also be suggested that the researcher has provided all the detailed knowledge regarding the objectives that the researcher has taken in the initial part of this paper along with the research questions have also been described throughout the report effectively to make this paper effective, relevant and trustworthy to its audiences considerably. All the different objectives have been linked throughout the article extensively, especially in the analysis and data compilation chapter for providing brief knowledge of all the aspects associated with the performance of this hospital for gaining required customer satisfaction possibilities simultaneously.

It has also included different problem-solving steps for making the process relentless, which are defining the problem, clarifying the issue, defining the goals, identifying the root cause of the problem, developing an action plan, executing the action plan, evaluating the results, and continuously improving the whole action simultaneously. In the case of defining the problem, the researcher has identified the problem statement, which is to enhance the revenue of the pharmacy, radiology and pathology department of a specific medical sector within the context of Fortis hospital. On the other hand, in terms of clarifying the problem of not having adequate revenue generation from the particular departments of the medical sector, the researcher has described the fact of reduced baseline percentage of profit generation in its department, the decreasing conversion ranges of patients in each of the department of this hospital, future assumptions of gaining required revenue and percentage projection along with providing some beneficial revenue model for the above mention three departments accordingly. Along with this, the researcher has also identified and defined the pain points of the patients by including the facts of lengthy waiting periods in OPD, having confusion among patients' families regarding the health schemes, unavailability of certain medicines getting fewer discounts, issues in billing as well as the improper sequence of patience in the pathology, radiology as well as in pharmacy.

In order to acquire required data from different sources, the researcher has included a primary data collection method, including a survey to obtain data per the requirements of the objectives in this paper's initial part. For this purpose, the researcher has included 480 patients of the Fortis hospital, among which it has been identified that 47.08% of patients provided five stars to this hospital, 31.88% of patients offered four stars, and 21.04% of patients provided two leads to the different service providing facilities of this hospital accordingly. With the help of this

numeric data from all the patients taken by the researcher as samples of data, this reports the opportunity of being relevant and transparent to its audiences regarding the data collection method. After identifying all the different aspects throughout the report regarding the more minor revenue generation cases from pharmacy, radiology and pathology departments of other medical sectors within the context of Fortis hospital, it can be stated that revenue can be generated adequately with the help of the following the recommendations mentioned above from the recommendation part effectively.

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Annexure: Survey Handouts

Patient Name: _____ UHID: _____

Doctor: _____

Time of exit from OPD: _____

- 1) How was your OPD experience overall? between 1-5 with 5 being very good
- 2) Did the doctor prescribe medicine? Y/N
- 3) Did you buy medicines from the Pharmacy in the ground floor? Y/N
If not then why?

Give them some time to check if they are coming up with any reason. After 4-5 secs reinitiate conversation and ask if they had the following reasons?

Did you Visit the pharmacy?(Y/N)

If No

- a) Was looking for the pharmacy but no one guided them to the pharmacy
- b) Was not looking for pharmacy
Bcoz:
 - i) Prefers home delivery
 - ii) Prefers to buy from neighborhood store
 - iii) Already had the medicine prescribed
 - iv) Looking for 2nd opinion and hence didn't buy medicine.

Did you Visit the pharmacy?

If yes

- a) Found the pharmacy but there was a queue
- b) Found the pharmacy but had doubt in the quality
- c) Found the pharmacy but discounts were not available
- d) The pharmacy was not big enough
- e) Medicines were not available
- f) Prices were high
- g) Didn't have the time to buy the medicine
- h) Medicines had shorter expiry
- i) Has issue in billing

Did you have any experience with the Staff

- a) The staff was not supportive
- b) The staff was taking time
- c) Not enough staff to cater to
- d) Staff didn't have the right attitude
- e) Other: _____

Investigation Survey:

- 1) Did the doctor prescribed investigation? Y/N
- 2) Pathology/radiology

Did you Visit the Lab?(Y/N)

If No

- c) Was looking for the sample collection but no one guided them to the pharmacy
- d) Was not looking for investigations

Bcoz:

- i) Prefers home collection
- ii) Prefers to visit from neighborhood diagnostic centre
- iii) Looking for 2nd opinion and hence didn't go for tests.

Did you Visit the lab/radiology dept?

If yes

- j) Found the floor/room but there was a queue
- k) Found the room but had doubt in the quality
- l) Found the room but discounts were not available
- m) Tests were not available
- n) Prices were high
- o) Didn't have the time to do the tests
- p) Has issue in billing

Did you have any experience with the Staff

- f) The staff was not supportive
- g) The staff was taking time
- h) Not enough staff to cater to
- i) Staff didn't have the right attitude
- j) Other:

(Source: Self-Created)