

**DESSERTATION REPORT ON**

**“Patient Satisfaction Study at Eye-Q Hospital, Surat”**

**A dissertation submitted in partial fulfillment of requirements**

**For the award of**

**Post Graduate diploma in health and hospital management**

**by:**

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**PG/11/052**



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**May, 2013**

COMPREHENSIVE EYE EXAMINATIONS & LATEST FACILITIES FOR

- PHACO (STICHLESS CATARACT SURGERY)
- ZYOPTIX LASIK LASER (SPECTACLE REMOVAL)
- PHAKIC IOL
- TRAUMA
- CONTACT LENSES

SUPER-SPECIALITY CLINIC FOR

- CORNEA
- RETINA
- GLAUCOMA
- SQUINT & OCULOPLASTY
- PAEDIATRIC & NEURO OPHTHALMOLOGY



**EYE-Q**  
SUPER-SPECIALITY  
EYE HOSPITALS

**Certificate of Internship Completion**

Date: 2-5-2013

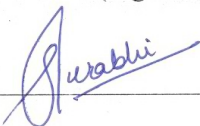
**TO WHOM IT MAY CONCERN**

This is to certify that '**Dr.Nandini Juneja**' has successfully completed her 3 months internship in our organization from January 22, 2013 to April 24, 2013.

During this internship she has worked on '**Analyzing patient satisfaction and identifying bottlenecks at Eye-Q hospital**' under the guidance of me my team at **EYE-Q Vision Private Limited.**

We wish her good luck for her future assignments

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## FEEDBACK FORM

Name of the Student: Nandini Juneja

Dissertation Organisation: Eye-Q Vision Private limited

Area of Dissertation: Administration

Attendance: 98%

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Deliverables: Outstanding

Strengths: Positive approach,

Suggestions for Improvement: Nothing

Signature of the Officer-in-Charge/ Organisation Mentor (Dissertat

Date: 2-5-2013

Place: Gurgaon

### Certificate from Dissertation Advisory Committee

This is to certify that **Ms Nandini Juneja**, a graduate student of the **Post- Graduate Diploma in Health and Hospital Management**, has worked under our guidance and supervision. She is submitting this dissertation titled "**Patient Satisfaction study at Eye-Q Hospital, Surat**" in partial fulfilment of the requirements for the award of the **Post- Graduate Diploma in Health and Hospital Management**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.


  
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### Certificate of Approval

The following dissertation titled "**A study to assess Patient Satisfaction at Eye-Q Hospital**" is hereby approved as a certified study in management carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for the award of **Post- Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.  
Dissertation Examination Committee for evaluation of dissertation

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## **Abstract**

**Background:** A study on patient satisfaction was carried out at a private eye care service provider in Surat, Gujarat. The catchment area of the hospital has 80% urban population while some proportion of rural population is also catered. The hospital has many renowned ophthalmologists of the city and is also considered one of the best eye hospitals in town. An attempt has been made to understand the level of satisfaction among the patients who have availed the services of the hospital. With the increase in the competition and the expectations level of the patients, it is very important to understand the satisfaction of the patients and also take necessary steps for the causes of distress to the patients.

**Methodology:** Primary data was collected from 100 patients and their attendants through telephonic interviews. Pre structured questionnaire was used for random cross-sectional study. Various factors affecting patient satisfaction were studied.

**Result:** 39% patients are very satisfied from the technical care provided at Eye-Q while 81% are very much satisfied with the waiting time. For cleanliness 91% patients rated it to be excellent and 87% patients showed satisfaction with the explanation about the cost of diagnosis. There are 89% patients who are not much satisfied with the post-discharge care provided to them. In all 43% patients are very satisfied by the care provided at the hospital.

**Conclusion:** The majority of patients are highly satisfied with the hospital. The major reason being the renowned surgeons and the goodwill of the hospital,



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### **Abbreviations**

OPD	Outpatient department
IPD	In patient Department
OT	Operation Theatre
CHRO	Chief human resource officer
CMD	Chief Medical Director
PSQ	Patient Satisfaction Questionnaire

## **ACKNOWLEDGEMENT**

Any attempt at any level cannot be satisfactorily completed without the support and guidance of learned people. I owe a great debt to all the professionals at EYE-Q Vision Private limited, for sharing generously their knowledge and time, which inspired us to do our best during our summer training.

I would like to express my immense gratitude to **Mr. Rajat Goyal (CEO)** Eye-Q Vision for providing his support and guidance for our learning in the hospital and for directing my thoughts, goals and objectives towards the attitude that drives to achieve and other aspects that one as novice needs to be acquainted with. It has been a privilege to work under his dynamic supervision at the hospital.

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Above all I thank almighty and my parents for the constant support strength and everything.

Dr. Nandini Juneja(PT)

# **CHAPTER 1.0**

# **ORGANISATION**

# **PROFILE**

## **1.1 INTRODUCTION OF THE ORGANIZATION:**

**The Eye-Q** hospital chain is committed to providing best quality eye care at affordable cost across India. It is an ISO 9001-2000 registered organization operating under the leadership of our Founder and CMD- Dr. Ajay Sharma- one of the most renowned eye surgeons in India, aided by a team of specialists with rich experience in their respective specialties from top hospitals across the country.

Presently we have Hospitals at Gurgaon (DLF & New Railway Road), Rewari, Haldwani, Rohtak, Saharanpur, Muzaffarnagar, Yamunanagar, Hissar, Roorkee, Fatehabad, Surat and Lucknow, thus making the best of eye care available to a substantial segment of the population across Haryana, Uttarakhand, Uttar Pradesh and Gujrat.

### **Hospital's Vision and Mission**

#### **Vision**

To be India's foremost chain of eye hospitals in terms of both Quality of eye care and the Number of patients handled.

#### **Mission**

To make every patient an Ambassador for Eye-Q through a combination of

- Highest level of quality and technology in eye care.
- Exceptional personal care.
- Complete integrity to the patient and his/her needs.

**Services provided at EYE Q are:** Eye-Q provides numerous services like comprehensive eye examination, Cataract services, and Refractive services. The hospital conducts all kinds of eye surgeries and with specialization in Lasik, retina services, glaucoma services, pediatric service and oculoplasty services

Eye-Q also offers various programmes like: for old aged people above 60 years of age. In which the hospital provides discount on consultation fees and also gives free review visits after cataract surgery. Another programme is the executive program for the corporate offering free vision screening and examinations along option for cashless treatment for empanelled corporate. Eye-Q also stress upon Eye care for the children providing quality eye care services for children screening them for refractive errors and other eye diseases.

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# **CHAPTER 2.0**

## **ABOUT THE PROJECT**



## **2.0 ABOUT THE PROJECT:**

<sup>(1)</sup>Peter Drucker says that ‘Organizations are created to create and retain customers.’ The patient and patient-party’s satisfaction about the services provided and the relationship with the provider of the services is of utmost importance for any hospital. Patient and patient party satisfaction not only depends on the medical care, but also on how the hospital staff interacts with them, the environment and the responsiveness of the staff.

The project undertaken was an attempt to understand the patient satisfaction level at Eye-Q and analyze major factors that can cause dissatisfaction among the patients. For growth of the hospital it is very necessary to understand the expectations of the patients and also fulfill them. Hence the patients who had availed the services of the hospital were contacted and inquired about their experience in the hospital. This helps in better understanding of the patients and their expectations from the hospital. It would decrease the distress level among the patients and improve the quality care at Eye-Q

# CHAPTER 2.1

## RATIONALE

## **2.1 RATIONALE OF THE STUDY:**

Customer satisfaction in a hospital is the ability of the hospital service to meet the expectations of the patient. If the performance falls short of expectations, the customer is dissatisfied; if the performance matches the expectations, the customer is satisfied or delighted. Care cannot be considered to be of high quality unless the patient is satisfied. <sup>(2)</sup>

As Eye-Q is the growing phase attempting to make its mark in the industry it is very important for the hospital to analyze and understand the level of satisfaction among the patients who have availed services in the hospital. Inconsistencies in expectations and experiences can adversely affect the services performance and would lead to patient offering negative word of mouth comments about the hospital. In contrast, congruently perceived experiences are likely to bond the patients to the hospital. To measure the satisfaction levels of patient in hospitals survey was done as a very small percentage of patients voluntarily provide feedback on service received. Hence survey was conducted through telephonic interviews of the patient to measure quality of care and also a predictor of desired outcomes.

# **CHAPTER 3.0**

## **REVIEW OF LITERATURE**

### **3.0 Review of Literature:**

The purpose of doing Patient Satisfaction is eventually delivering Quality Health Care. Before starting work on the study, I researched and reviewed material published on healthcare, quality, customer satisfaction etc. I have summarized below some key concepts and approaches to satisfaction assessment and measures that I came across and found relevant. I have used this research of literature as a guide to plan and design my study. Quality is defined in terms of both technical standards and patient's expectations.

A review of the medical literature relating to the term "patient satisfaction" shows little research on the topic in the 1960s and 1970s. However, things began to pick up dramatically in the early 1980s. Between 1980 and 1996, there was a five-fold increase in the number of articles devoted to this topic. Perhaps this burgeoning interest was a natural outgrowth of the consumer movement begun in the 1960s and 1970s or may be it reflected the maturation of the family medicine research agenda. Equally plausible might be emerging competitiveness of managed care, which led HMOs to begin using patient satisfaction surveys to distinguish between providers. <sup>(3)</sup>

It is worth noting that most patient-satisfaction studies are based on patient's experiences at one-time encounters rather than their experiencing over time. In addition, discussions in the literature make it clear that quality of care is not what is being measured in patient's surveys. In many surveys patients are not in a position to judge their physicians' technical skill. It appears that what is being measured is typically a combination of the patient's expectations before the visit, the patient's experience at the visit and the extent to which

The patient experienced a resolution of the symptoms that lead him or her to make the visit.

## **1. Five Key Elements of Satisfaction**

- 1. Expectations:** The seeds of patient satisfaction are sowed during the pre-purchase phase when consumers develop expectations of beliefs about what they expect to receive from the product. These expectations are carried forward and again activated at the time of reusing.
- 2. Performance:** During the usage of services the patients experience the actual product in use and perceive its performance on the dimensions that are important to us.
- 3. Comparison:** It will be done after usage with pre-usage expectations.
- 4. Confirmations//Disconfirmations:** Comparison of expectations with actual performance results in satisfaction or dissatisfaction.
- 5. Discrepancy:** if the performance levels are not equal discrepancy results. <sup>(4)</sup>

## **2. Factors influencing Patient Satisfaction:**

**Patient-related factors:** The literature appears mixed on the importance of patient's demographic and social factors in determine satisfaction. Some studies stated that patient demographics are a minor factor in patient satisfaction while others concluded that demographics represent 90-95% of the variance in rates of satisfaction, factors like. :

- **Age:** the most consistent finding has been related to age. Older patient tend to satisfied more with health care.
- **Gender:** study on the effect of gender are contradictory, with some studies showing that women tend to less satisfied other then study showing the opposite
- **Socioeconomic status:** most studies have found that individuals of lower socioeconomic status and less education tend to be less satisfied with their healthcare. However, one study found that frequent visitors to a family practice had lower educational status, lower perceived quality of life, and higher anxiety and depression scores and where more satisfy with their family physicians. Five other studies have shown the poorer satisfaction with care is associate with experiencing worry depression fear or hopelessness, as is having a psychiatric diagnosis such a schizophrenia, post traumatic stress disorder or drug abuse.
- **Health status:** looking at patient with chronic disease has shown some consistent patterns. Patients with two or more chronic
- Illnesses reported more has less. With the health care system then those with a single chronic illness.<sup>(5)</sup>



**3. Physician-related factor:** Physicians can promote higher rates of satisfaction by improving the way interacts with their patients, according to the literature.

- 1. Expectations:** Perhaps the most important lesson for physician is to take the time and effort to elicit patient's expectations, satisfaction. When physician recognize and address patient expectations, satisfaction is higher not only for the patient but also for the physician; it may help to remember that patient often show up at a visit desiring information more than they desire a specific action. In addition, approximately 10% of patients in one study had one or more unvoiced desires in a visit with their physician.
- 2. Communications Doctor:** Patient communications can also affect rates of satisfactions. When patients who presented to their family physician for work-related, low –back pain felt that communication with the physician was positives (i.e. the physician took the problem seriously, explained the condition clearly, tried to understand the patients job and gave advice to prevent rein jury), their rates of satisfactions were higher than could be explained by symptom relief.
- 3. Control:** Physicians can also improve patient satisfaction by relinquishing some control over the encounter. Studies have found that when physicians exhibited less dominance by encouraging patients to express their ideas, concerns and expectations patients were more satisfied with their visits and more likely to adhere to physician's advice.
- 4. Decision-making:** Patient satisfaction can also be influenced by physician's medical decision making. Patients expressed a preference

for physicians who recognized the importance of their social and mental functioning.

- 5. Time spent:** Time spent during a visit plays a role in a patient satisfaction, with satisfaction rates improving as visit length increases. Time spent chatting during the visit was also related to higher rates of satisfaction. Physicians with high volume practices were efficient with their time but had lower rates of patient satisfaction, offered fewer preventive services and were viewed as less sensitive in the doctor patient relationship
- 6. Technical skills:** Several studies have looked at patient's assessment of their physician's technical skills and the effect on satisfaction, but the findings are contradictory. In a survey of 236 "vulnerable" older patients, better communication skills were linked to higher patient satisfaction but technical expertise was not. However, another study found that when forced to make a trade off, participants expressed a strong preference for physicians who have high technical skills. Patients also indicated that a physicians ability to make the correct diagnosis and craft an effective treatment plan were more important than his or her "besides manner". <sup>(6)</sup>

#### **4. Patient satisfaction with the cataract surgery by: Ehab I Wasfi<sup>1</sup>, P Pai and Alaa A Abd-Elsayed**

A retrospective study on 150 patients who underwent cataract surgery at Barrow General Hospital, UK. The study used postal questionnaires as the tool and collected data from the theatre lists for the period of 4 months. The study evaluates patient satisfaction with cataract surgery services and identifies any areas of improvement, determines patient satisfaction with referral, outpatient consultation, pre-assessment clinic, and surgery and post operative care. The study showed that the response rate of the patients was 72%. Most patients were referred from their general practitioners i.e. 86.1%. And these patients were happy with the time interval from seeing their GP to eye clinic. In an eye out patient department many factors significantly affected the level of patient satisfaction; in general more the information provided to the patient the more was the satisfaction.<sup>(7)</sup>

#### **5. The Bristol shared care glaucoma study-validity of measurement and patient satisfaction.** A study by: Selena F. Gray, Ian C. Spencer, Paul G. Spry, Sara T. Brookes, Ian A. Baker, Tim J. Peters, John M. Sparrow and David L. Easty.

The study was conducted to determine whether community optometrists are able to make valid measurements of visual parameters in patients with established or suspected primary open angle glaucoma and patient satisfaction with follow-up by community optometrists. The study was undertaken on 403 patients with established or suspected primary open angle glaucoma attending Bristol eye hospital.

The results depicted that the community optometrists were able to make measurements of comparable accuracy to those made in the hospital eye service. Patient satisfaction was assessed by a questionnaire developed with patients which collected information about the time spent at appointments, travel costs and perceptions of quality of services. In the hospital 190 of 200 (95 per cent) completed baseline and 141 (70.1 per cent) follow-up information. Patients were significantly more satisfied with a number of aspects of care provided by community optometrists, particularly those relating to waiting times, compared with those from the hospital eye service.

(8)

# **CHAPTER 4.0**

## **OBJECTIVES**

## **4.1 Objectives**

To assess the level of patient Satisfaction for patients availing services at Eye Q hospital, identify factors responsible for dissatisfaction.

## **4.2 Specific Objectives:**

- a) To study overall patients satisfaction level in EYE Q Hospital
- b) To Find the inter dependence between factors considered for study and the overall patient satisfaction.
- c) To identify the factors causing dissatisfaction and provide necessary recommendations.

# **CHAPTER 5.0**

## **REASEARCH**

## **METHODOLOGY**



## 5.0 Research Methodology

**Study Design:** Retrospective Study

**Sample Size:** 100 patients (Patients according to services availed)

**Population Size:** 4665 patients

**Sampling method:** Convenient Sampling

**Study Period:** 22<sup>nd</sup> January to 28<sup>th</sup> February'2013

**Tools and Techniques:**

***Tool:*** A written Patient Satisfaction Questionnaire (PSQ) was designed for data collection (attached as appendix). Suggestions, comments and recommendations were welcomed. People were assured about the confidentiality of feedback given by them. The format of the questionnaires has been prepared to cover the following aspects:

- a. Demographic characteristics of patients
- b. Technical care given
- c. Overall ambience and cleanliness
- d. Over all experience
- e. Comments, suggestions and recommendations

***Technique:*** Telephonic interview with the patient:

The patients who had visited in facility for the treatment were telephonically interviewed to analyze their satisfaction level among them.

**Data Collection Plan:**

**Personal Interview:** Primary data was collected from patients and their attendants in the through telephonic interviews.

**Observation:**

An overview of the functioning of the hospital and its facilities was first sought and then the registration process, admission and discharge process were also observed.

**Analysis of Data:**

Statistical data analysis such as percentage analysis, mean, co-efficient of variance and Pearson's correlation was used in analyzing the collected data and observations were depicted in tabular and graphical form.

**Findings:** Data was analyzed for inferences, summary of findings has been provided for review

# **CHAPTER 6.0**

## **DATA ANALYSIS**

## 6.0 Data Analysis:

Information was elicited from the patient. The important parameters covered include personal profile, reception, medical services by doctors ,diagnostic services, housekeeping services, discharge process, facilities, behavior of staff, outcome of treatment, overall hospital experience, willingness to recommend hospital to family and friends and desires to revisit this hospital for treatment in future if needed.

### 6.1 Age wise distribution of the patients

*Table 1: Age wise distribution of the patients between January and February*

Age Group	Male	Female	Total
0-20	9	6	15
20-30	14	11	25
30-45	10	7	17
45-60	12	6	18
>60	14	11	25
TOTAL	59	41	100

The maximum patients interviewed were between the age group of 20-30 years and above 60 years which is 25 patients followed by 18 patients between age group of 45-60. Minimum patients are from 0-20 age group which is 15.

## **6.2 Income wise classification of respondents in EYE Q:**

*Table 2: Income wise distribution of patients*

<b>2. Income wise distribution</b>	
<b>Income (Rs per month)</b>	<b>% of Patients</b>
<b>5000-10,000</b>	18
<b>10,000-15,000</b>	21
<b>15,000-20,000</b>	15
<b>20,000-30,000</b>	21
<b>Above 30,000</b>	17
<b>Cannot tell</b>	8

The table explains the income wise distribution of the patients, according to which maximum patients were between income strata of 10-15K and 20-30K

### **6.3 Education wise classification of the patients**

*Table 3: Education wise distribution of the patients*

EDUCATION	MALE	FEMALE	TOTAL
PRIMARY	11	6	17
SECONDARY	19	10	29
GRADUATION	28	7	35
PROFESSIONAL	14	5	19
TOTAL	72	28	100

The maximum patients that visited had done graduation out of which 28 were males and only 7 were females. While minimum patients were 17 who had only primary education out of which 11 were males and 6 were females.

#### **6.4 Satisfaction with the Technical care and Relationship Building at Eye**

##### **Q**

The parameters taken into consideration are:

- Reassurance given to the patient while treatment
- Care given to the patient
- Approachability
- Proper Information provided to the patient

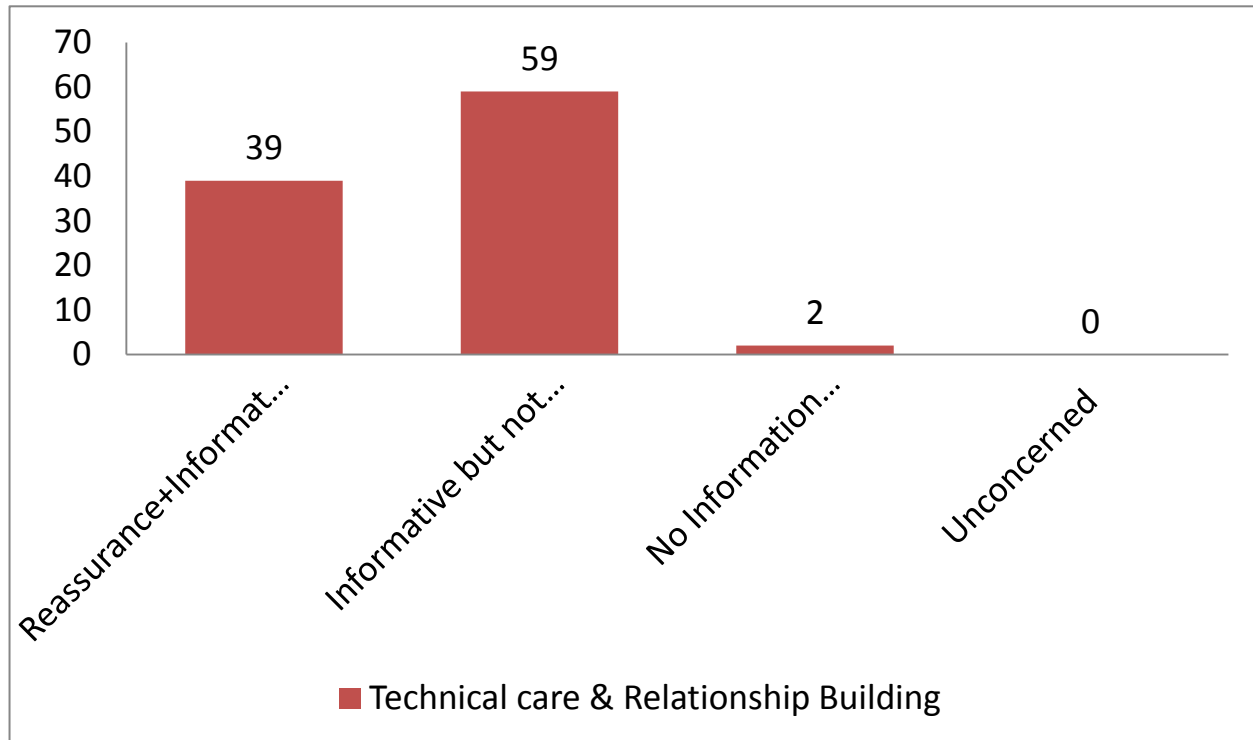
*Table 4: Satisfaction of the patients with Technical care and Relationship Building*

Parameter	Mean	Coefficient of Variance
1. Technical Care and Relationship Building	3.37	15.59

The mean for satisfaction with technical care and relationship building is 3.37 which shows majority of patients are satisfied and the coefficient of variance is 15.59 which shows a low variation in the overall results.



*Figure1: Satisfaction of the patients with Technical care and Relationship Building*



Among 100 patients Interviewed 59 patients said that the staff provided them correct and proper information but were not approachable. While 39 found the staff both re-assuring and information providing. Only 2 patients had the complaint of not providing proper information though being approachable.

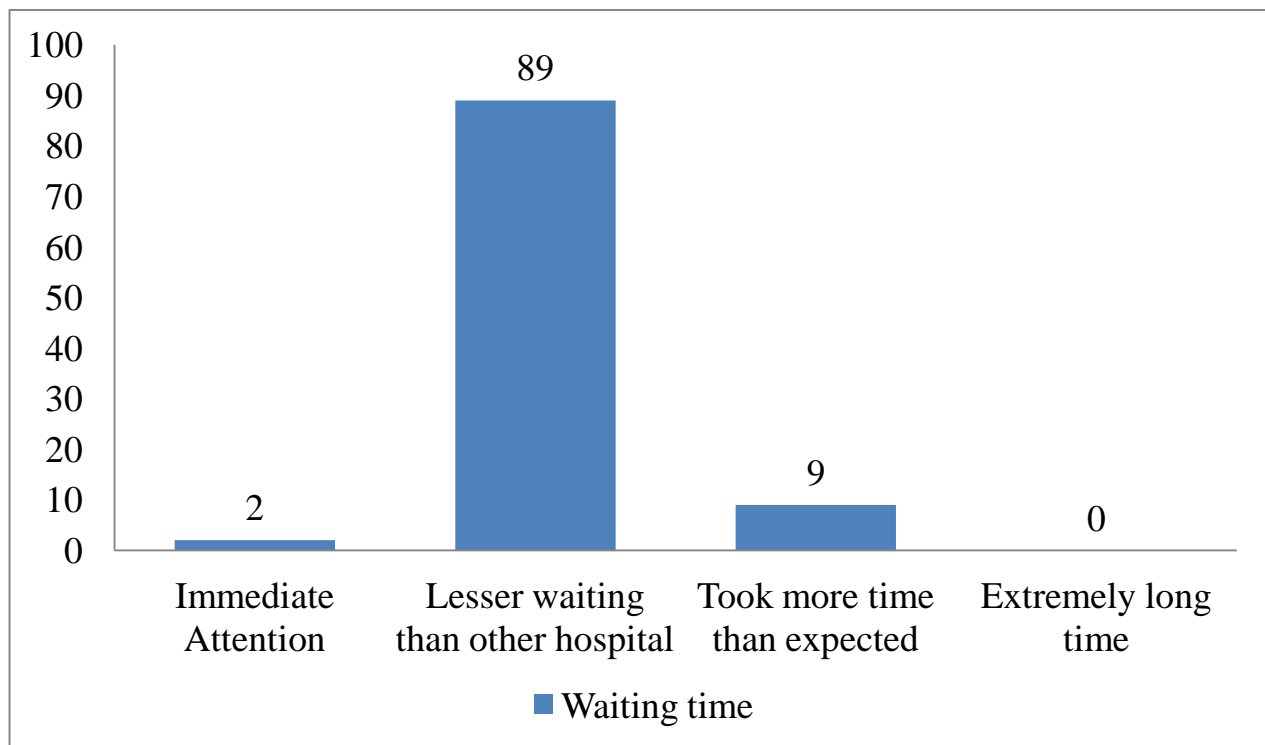
## **6.5 Satisfaction with Waiting time at EYE Q Hospital:**

*Table 5: Satisfaction with the Waiting time in Eye-Q*

Parameter	Mean	Coefficient of Variance
<b>2. Waiting time</b>	2.93	11.12

The mean of the waiting time comes out to be 2.93 showing a lower satisfaction with the waiting time. And the co-efficient of variance is 11.12 depicting the lower variation and hence majority of patients are unsatisfied with the waiting time.

*Figure 2: Satisfaction with the Waiting time in Eye-Q*



The Graph explains the response of patients for the waiting time at Eye-Q Hospital. 89 patients gave the feedback that the waiting time at Eye-Q is lesser than any other hospital. 9 among 100 patients had a complaint that the process took more time than they had expected.

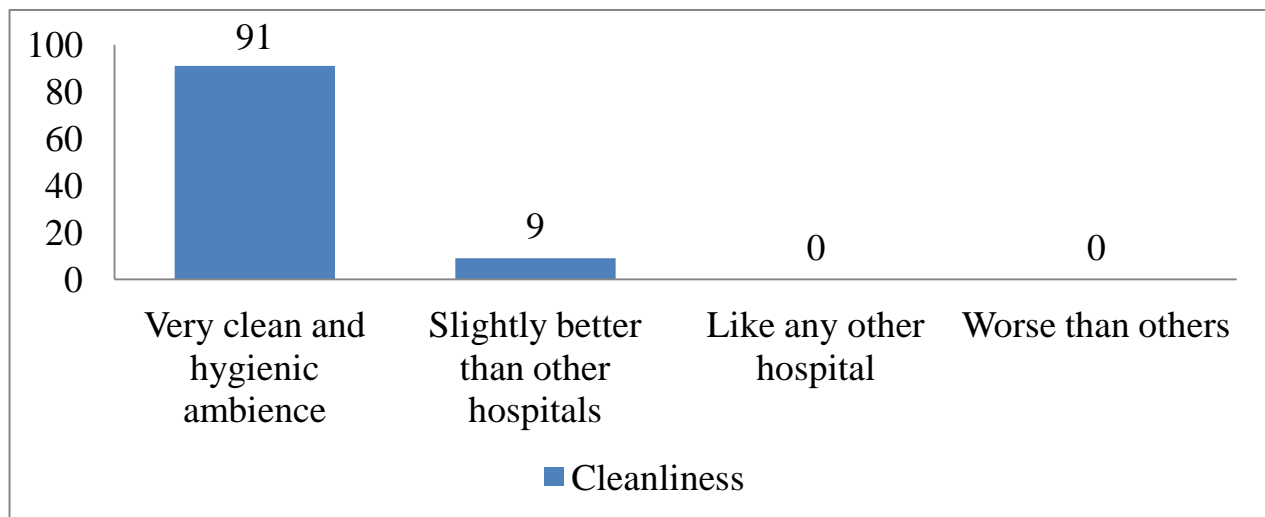
## 6.6 Satisfaction with the Cleanliness and general upkeep of the hospital

*Table 6: Satisfaction of patients with Cleanliness of the hospital*

Parameter	Mean	Coefficient of Variance
<b>3. Cleanliness and general upkeep of the hospital</b>	3.91	7.35

The mean for satisfaction with the cleanliness and general upkeep of the hospital is 3.91 which shows majority of the patients is very satisfied with the cleanliness. And the co-efficient of variance is 7.35, hence depicting that there is low variation among the patients.

*Figure 3: Satisfaction of patients with Cleanliness of the hospital*



The graph explains the responses of the patients for the satisfaction with cleanliness of the hospital. Among 100 patients 91 thought that hospital was very clean and had hygienic ambience. While 9 thought the hospital was better than the other hospitals. None thought it like other or worse than others.

## **6.7 Satisfaction with the Explanation of Cost of diagnosis in Eye-Q**

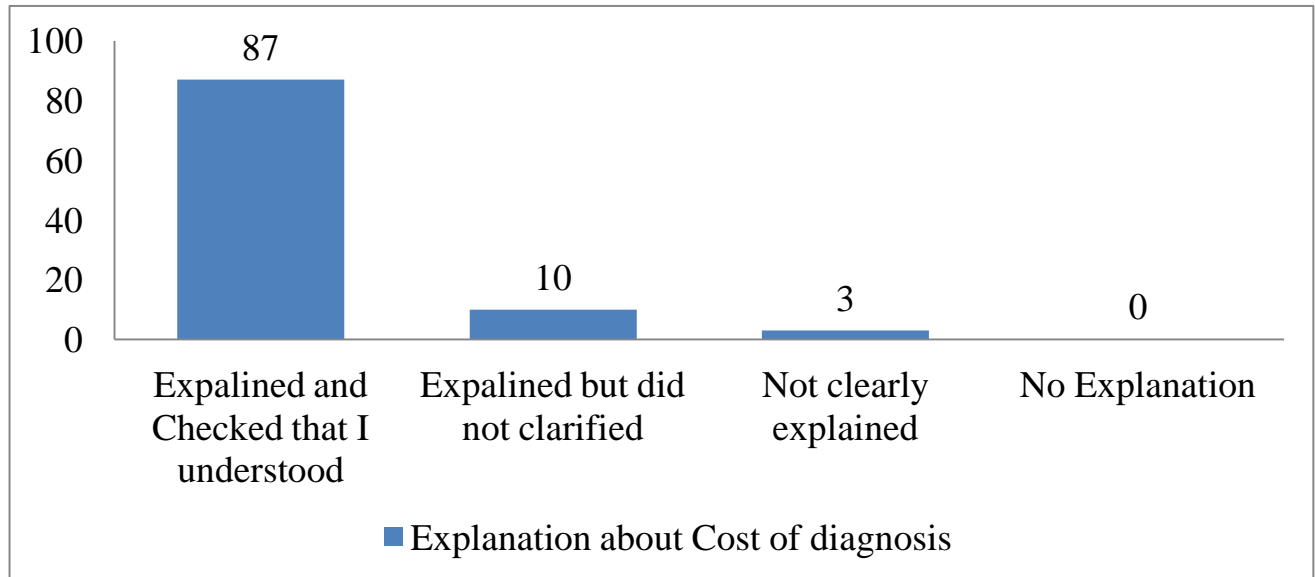
The patients were asked if they were satisfied with the way the whole cost of diagnosis and treatment was explained to them.

*Table 7: Satisfaction with the Cost of diagnosis in Eye-Q*

Parameter	Mean	Coefficient of Variance
<b>4. Explanation of the Cost of diagnosis</b>	3.84	11.54

The mean for explanation of the cost of diagnosis is 3.84 which show most patients are satisfied by the explanation provided to them. The co-efficient of variance is 11.54 depicting low variation in patient responses.

*Figure 4: Satisfaction with the Cost of diagnosis in Eye-Q*



The graph explains the satisfaction of the patients with the explanation about cost of diagnosis. 87 out of 100 patients said that they were well explained and also they were cross checked by the staff that they understood. While 10 patients were explained but not clarified.

### **6.8 Satisfaction with Post-Discharge Follow up at Eye-Q hospital**

The patients Post –discharge follow up are judged on following parameters:

1. If the patient was cared during the follow up visit.
2. Given a call post-operatively

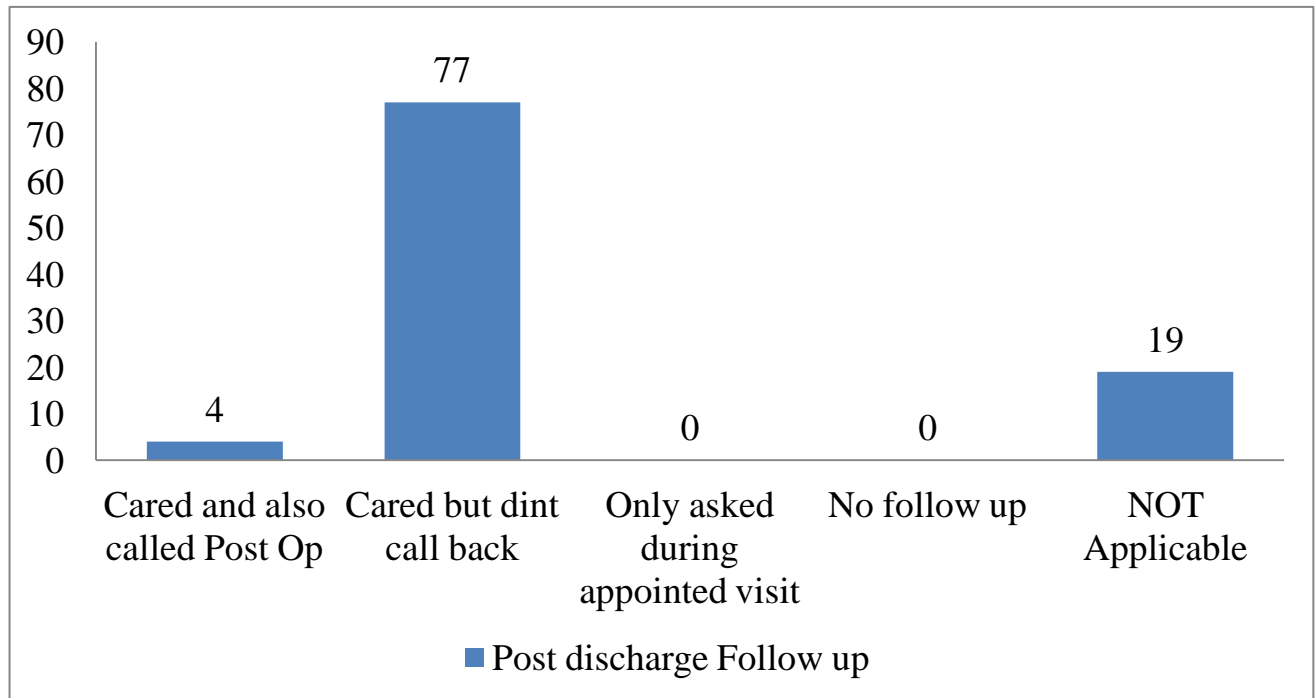
*Table 8: Satisfaction with the post Discharge Follow up at in Eye-Q*

Parameter	Mean	Coefficient of Variance
<b>5. Post discharge follow up</b>	3.05	7.14

The mean of satisfaction with the post-discharge follow up is 3.05 explaining low satisfaction. The Co-efficient of variance is 7.14 which depicts majority of patients had low satisfaction with the post-discharge follow up.



*Figure 5: Satisfaction with the post Discharge Follow up at in Eye-Q*



The graph explains the response of the patients regarding the post discharge follow up at Eye-Q hospital. Regarding post discharge follow up given to the patient, 77 patients said that though they were cared but they did not get any call asking about their condition. For 4 patients the response was favorable that they were cared and also given a follow up call. Among them 19 patients were only Consultation and hence this parameter was not applicable for them.

## 6.9 Overall Experience of the patients in the hospital

*Table 9: Overall Experience of the patients in the hospital*

Overall experience	No. of respondents
Very Satisfied	43
Satisfied	55
Not much satisfied	2
Dissatisfied	0

The overall experience for 43 patients was Very Satisfying while for 55 patients it was Satisfactory. Only for 2 patients it was not much satisfactory

*Figure 6: Overall Experience of the patients in the hospital*



The graph represents the overall experience of the patients visiting the Eye-Q.

#### **6.10      Number of patients who would recommend Eye-Q to others**

*Table 10: No. of patients who would recommend Eye-Q*

Recommendation	No of patients
Yes	98
No	2

Among the 100 patients asked 98 would recommend Eye-Q to other people while only 2 would not recommend.

#### **6.11      Number of patients who would like to Re-visit Eye-Q for their own treatment**

*Table 11: No. of patients who would revisit Eye-Q*

Self Revisit	No of patients
Yes	98
No	2

Among the 100 patients asked 98 would like to revisit Eye-Q again while only 2 would not like to revisit again

## **6.12     Average of all the overall parameters of patient satisfaction**

It includes the average of all the major parameters that affect patient satisfaction.

It includes:

1. Technical care provided to the patients
2. Waiting time
3. Cleanliness
4. Cost of diagnosis
5. Post Discharge follow-up of the patients
6. Overall satisfaction the patient with the services provided.

*Table 12: Overall Parameters of patient satisfaction*

Overall Parameters	Mean
Technical care	3.37
Waiting time	2.93
Cleanliness	3.91
Cost of diagnosis	3.84
Post discharge follow up	3.05
Overall satisfaction	3.41

The table gives the average of all major parameters studied for patient satisfaction. The lowest average is given to waiting time while maximum is given to the cleanliness in the hospital.

### 6.13 Analyzing the Interdependence between the parameters

*Table 13: Analyzing the interdependence between the parameters*

Name of the Parameter	Interdependence With	Correlation Value
<b>1. Technical Care and Relationship building</b>	<b>Overall Satisfaction</b>	<b>0.787</b>
<b>2. Waiting time</b>	<b>Overall Satisfaction</b>	<b>0.283</b>
<b>3. Cleanliness</b>	<b>Overall Satisfaction</b>	<b>0.374</b>
<b>4. Cost of diagnosis</b>	<b>Overall Satisfaction</b>	<b>0.451</b>
<b>5. Post discharge Follow up</b>	<b>Overall Satisfaction</b>	<b>.019</b>

The table depicts the correlation between the given parameters. All the parameters have dependence with the overall satisfaction But the strongest dependence comes out to be between Technical care and Relationship building and overall satisfaction of the patients. Lowest correlation is between post discharge follow up and satisfaction of the patients.

# **CHAPTER 7.0**

## **FINDINGS**

## **7.0 Findings:**

This study was done to determine the factors which influence patient satisfaction in a private hospital in EYE Q Hospital. The hospital primarily caters to the population of Gurgaon and TIER 2 cities. About 100 patients were interviewed personally and telephonically.

### **“Observations ”**

#### **Reasons for the choice of hospital**

Most of respondents opts for the hospital due to the hospital reputation. The hospital is a merger and the consultant whose set up has been acquired has been practicing since 22 years and is one of the renowned ophthalmologists in the city.

#### **Reception**

The reception procedure followed in the hospital had an overall favorable response of 95% but 5% gave neutral response. Satisfied respondents found the registration process easy and were contented with the administrative services and behavior of the staff of at the admission, billing and cash counter. It was found that sometimes the patients had to wait for few minutes for registration as they came to the hospital on Peak hours. But all the patients found the registration process as efficient and they were given proper and correct information.

**Medical services:** About 98% patients gave overall positive feedback about professional attention provided by doctors. Neutral response was given by rest of patients.



## **Findings from the Data Analysis**

### **Technical Care and Relationship Building:**

Among 100 patients Interviewed 59 patients said that the staff provided them correct and proper information but were not approachable. While 39 found the staff both re-assuring and information providing. Only 2 patients had the complaint of not providing proper information though being approachable.

### **Waiting time:**

89 patients gave the feedback that the waiting time at Eye-Q is lesser than any other hospital. 9 among 100 patients had a complaint that the process took more time than they had expected.

### **Cleanliness and general upkeep of the hospital**

Among 100 patients 91 thought that hospital was very clean and had hygienic ambience. While 9 thought the hospital was better than the other hospitals. None thought it of like other hospital or worse than other hospital

### **Explanation of Cost of diagnosis**

87% patients were satisfied by the way the cost of diagnosis was explained to them. They were satisfied with the explanation and also ask for clarifications if they had any. According to 10% patients cost was explained well but not clarified while for 3 % patients the cost was explained well enough.

### **Post discharge Follow Up**

Regarding post discharge follow up given to the patient, 77 patients said that though they were cared but they did not get any call asking about their condition. For 4 patients the response was favorable that they were cared and also given a follow up call. Among them 19 patients were only Consultation and hence this parameter was not applicable for them.

### **Overall Hospital experience**

Considering all factors 98% of the patients found the overall service experience at the hospital from excellent to good. They felt they got value for the money.

98% of the respondents provided provide positive responses for revisiting the same hospital for treatment in future if needed. It was found that most of the patients had availed services of the same health care provider n past as well.

98% of the respondents were found willing to recommend the hospital to family and family.

### **Overall Parameters**

The lowest average comes out to be 2.97 for the waiting time. Hence it shows most of the patients have issue with the waiting time. While maximum satisfaction is from cleanliness of the hospital for which the average comes out to be 3.97.

### **Interdependence with other Parameters:**

Maximum dependency is seen between the Technical care and relationship building with the overall satisfaction of the patient. The value of

correlation coefficient comes out to be 0.787 which is the maximum of all. While the lowest comes out between the overall satisfaction and post discharge follow up.

# **CHAPTER 8.0**

## **DISCUSSIONS**

- It has been studied that out of all parameters, the least satisfaction comes out to be for the 'Waiting time' which is 2.93
- 9 patients who rated waiting time as more than expected but all of them had a positive feedback for revisiting the hospital again and recommending the hospital.
- The reason for long waiting time is the process followed by the hospital.

Once the patient is registered —————> He is sent to the waiting area —————>

He is seen by the optometrist for initial eye exam (Refraction) —————>

All most all patients are dilated (except with chronic infection) —————>

It takes 1 hour for complete dilation to occur —————>

Again seen by the Optometrist —————> Again goes to waiting area  
to wait for his turn to meet the doctor

- Hence waiting time comes out high due to the process followed.
- In some cases when the patient has taken a prior appointment and he comes up early. He is not registered until his turn comes up. In that case also he may have to wait, raising his waiting time.
- Another parameter which has low satisfaction rate is 'post discharge follow up'. Although the patient is cared for but prior surgery follow up calls are not made

- Out of 100 patients 2 patients said they would not like to re visit the hospital neither will they recommend the hospital to others.
- These patients were not satisfied with the clinical outcomes, The medicines prescribed to them by the doctor had caused an allergic reaction and hence the patient is highly dissatisfied.
- The maximum correlation is found between the technical care & relationship building and the overall satisfaction of the patients. This depicts that more is the technical care, more will be the patient satisfaction of the patients. Among technical care 61 patients out of 100 were found not much very satisfied. Hence the hospital needs to work on this parameter in order to improve the overall satisfaction among the patients.

# **CHAPTER 9.0**

## **Recommendations**

- To reduce the waiting time complaint of the patient process map should be displayed at the registration counter wherein all the steps should be enumerated that a patient has to undergo during the check up. That will make a patient mentally prepared of the total time that will be consumed during the eye examination process.
- The appointment system should be structured in such a way that the appointment patients are called during the lean hours and hence reducing their waiting time.
- Sometimes the patient has to wait for his check up from the doctor after the initial optometrist check up. As the doctor has gone to Operation theatre. To avoid such situations OT list should be revised in the evening to avoid any kind of emergency by the OT assistant and accordingly inform the doctor about the time when the Surgery should be started.
- The OT days are fixed hence on the day of more surgeries the patient should be explained in advance about the waiting time so that later he cannot complaint about the waiting time. Also he should be given an option of showing to other available consultants.
- For reducing the complaint of the patient regarding post discharge follow up, IPD staffs are told to set up a day when they will give follow up calls to the patients
- For better technical care provided to the patients the staff is provided training on soft skills, so that they can provide better care to the patients with empathy.



- The counselors were asked to take the follow up of the surgery patients. Once the patient has undergone with the surgery the counselor should also call back the patients about post operative condition.

As counselor is the person that explains the patient in detail the processes and cost of the treatment

# **CHAPTER 10.0**

## **CASE STUDY**

Case study: A market survey to analyse the preference of eye q hisar among the locals.

### Introduction:

A market survey is an important requirement for initiating any successful business. The objective of a market survey is to collect information on various aspects of the business. This survey is a tool through which we can minimize risk. After the market survey, the results must be analyzed in order to finalize a business plan. (<http://www2.unescobkk.org/elib/publications/clcneo/06market.pdf>)

Through a market survey we can obtain information in the following areas:

- Size of market
- Pattern of demand
- Buying habits and motives
- Past and present trends for this or other products.

### Steps involved in market survey

Define objectives and specify information to be collected.



Select a sample



Prepare a questionnaire for the survey



Collect data and analyze the information obtained



Prepare a report based on the date analyzed

## **Methodology:**

Study setting: the study was done at Eye-Q Hisar in the month of March.

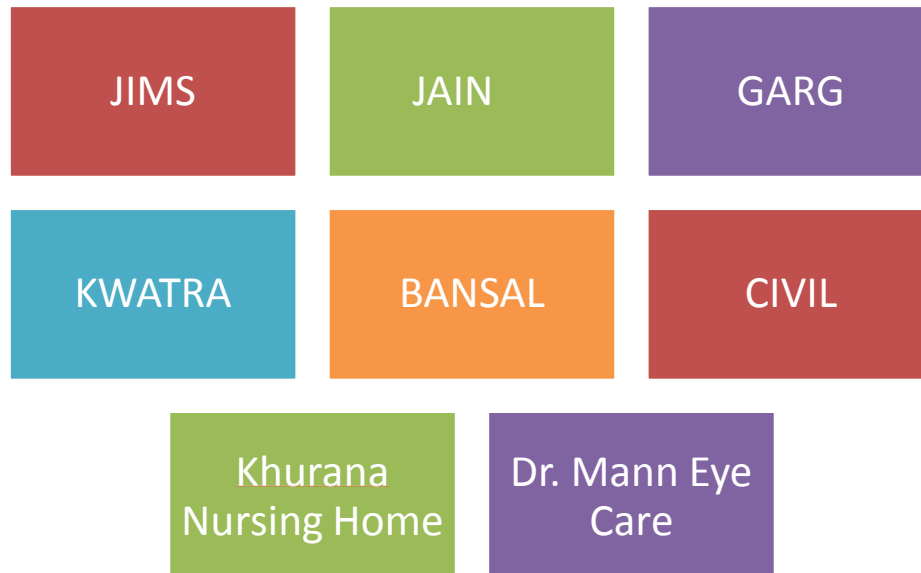
Sample size: 34 optical and medical shops

Study Method: personal interviews and discussions with the local optical and medical shop owners.

## **Observations:**

- 34 medical optical and medical shops were covered to understand the preference given to Eye Q Hisar
- They were asked to :
  - ✓ Name the eye hospital in hisar according to them
  - ✓ Provide their preference for referring the patient suffering from cataract to the above mentioned hospitals
  - ✓ Provide the preference for LASIK
  - ✓ And also mention their personal preference.

1. The major other eye hospitals in Hisar are :



## 2. The choice of Preference for cataract

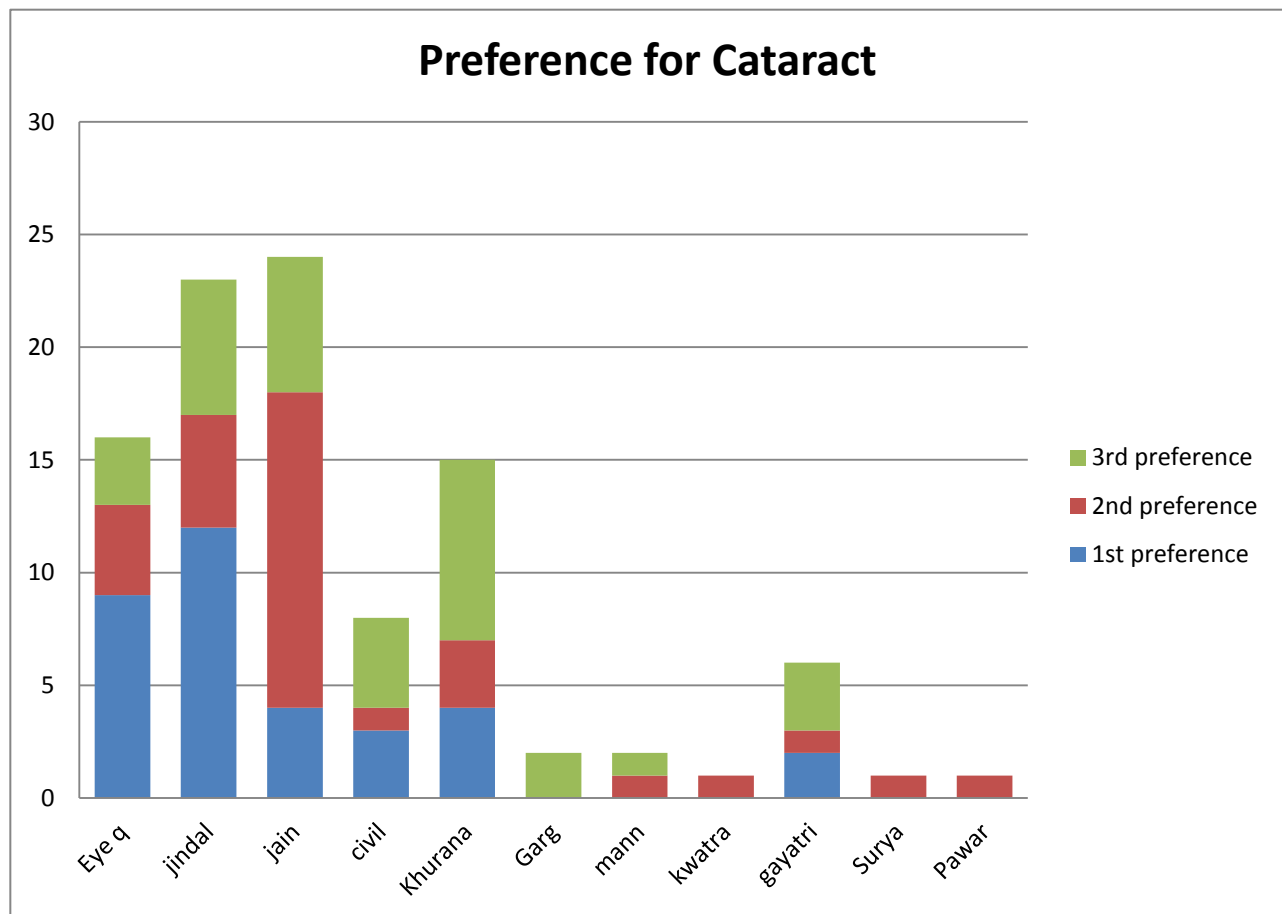
*Table 14: Preference for Cataract*

HOSPITAL	1ST PREFERENCE	2ND PREFERENCE	3RD PREFERENCE
Eye Q	9	4	3
Jindal	12	5	6
Jain	4	14	6
Civil	3	1	4
Khurana	4	3	8
Garg	0	0	2
Mann	0	1	1
Kwatra	0	1	0
Gayatri	2	1	3
Surya	0	1	0
Pawar	0	1	0

The table explains the preference of each hospital by the local optical and medical vendors.

Each was to specify their 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> preference of sending the patients in case their opinion is sorted for the treatment of cataract.

*Figure 7: Preference for cataract*

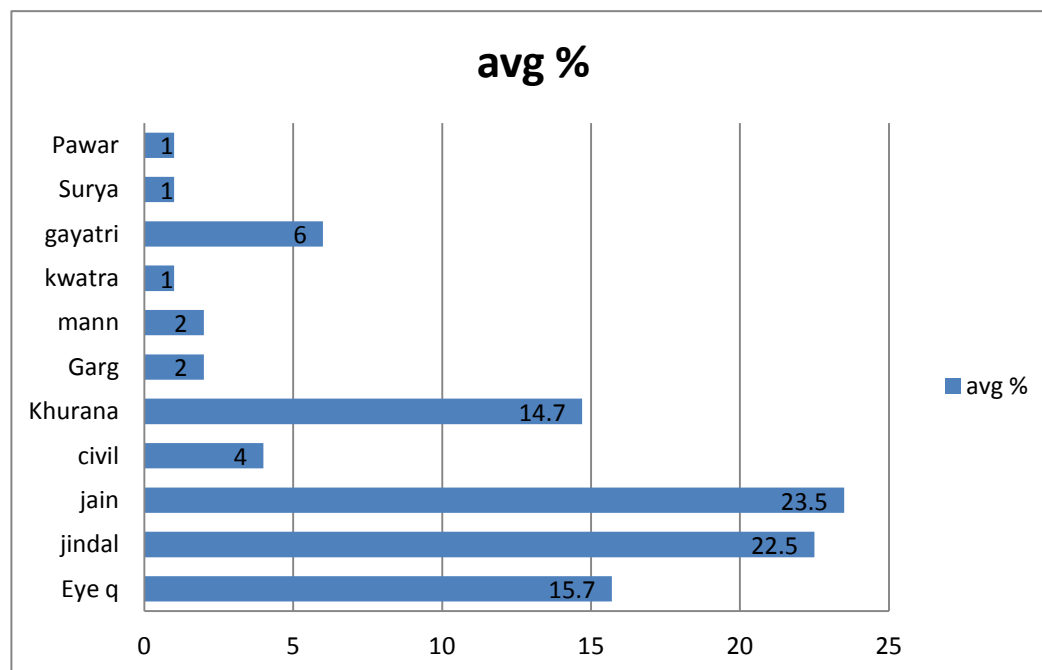


### 3. Overall average preference for each hospital

*Table 15: Average Preference for Cataract*

Hospital	avg %
Eye q	15.7
Jindal	22.5
Jain	23.5
Civil	4
Khurana	14.7
Garg	2
Mann	2
Kwatra	1
Gayatri	6
Surya	1
Pawar	1

*Figure 8: Average Preference for Cataract*



#### 4. The choice preference for LASIK

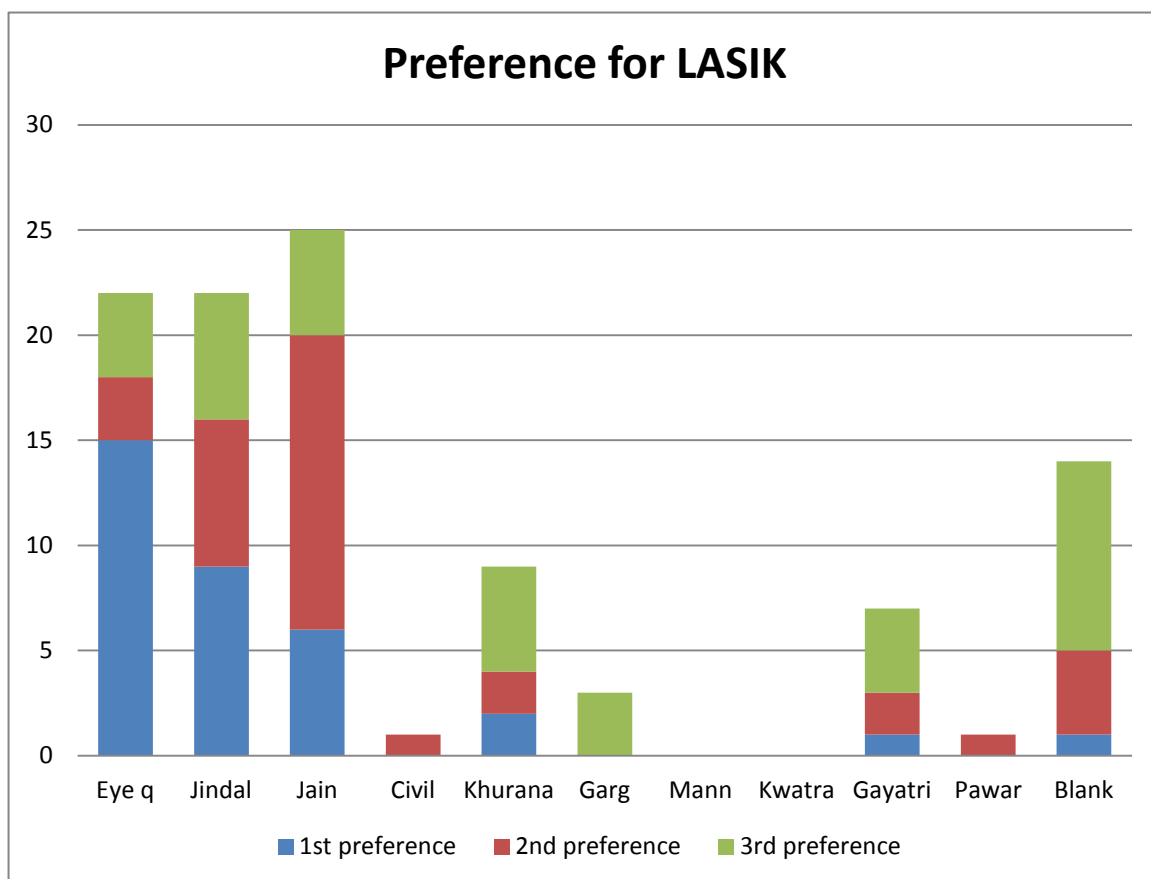
*Table 16: Preference for LASIK*

<b>Hospital</b>	<b>1st preference</b>	<b>2nd preference</b>	<b>3<sup>rd</sup> preference</b>
Eye q	15	3	4
Jindal	9	7	6
Jain	6	14	5
Civil	0	1	0
Khurana	2	2	5
Garg	0	0	3
Mann	0	0	0
Kwatra	0	0	0
Gayatri	1	2	4
Pawar	0	1	0
Blank	1	4	9

The table depicts the preference choice of the local optical and medical vendors for sending the patient to the different hospital in case they ask their opinion for LASIK.



*Figure 9: Preference for LASIK*

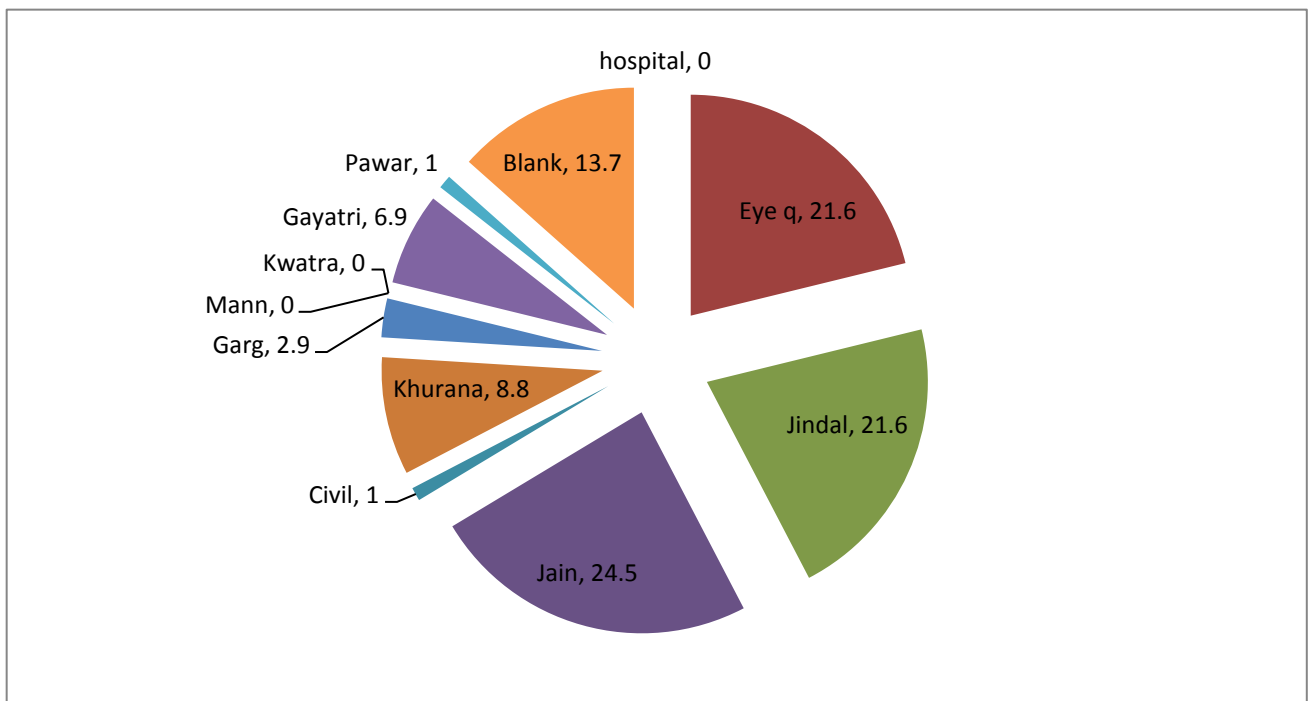


## 5. The overall choice for LASIK

*Table 17: Average Preference for LASIK*

hospital	avg %
Eye q	21.6
Jindal	21.6
Jain	24.5
Civil	1
Khurana	8.8
Garg	2.9
Mann	0
Kwatra	0
Gayatri	6.9
Pawar	1
Blank	13.7

*Figure 10: Average Preference for LASIK*

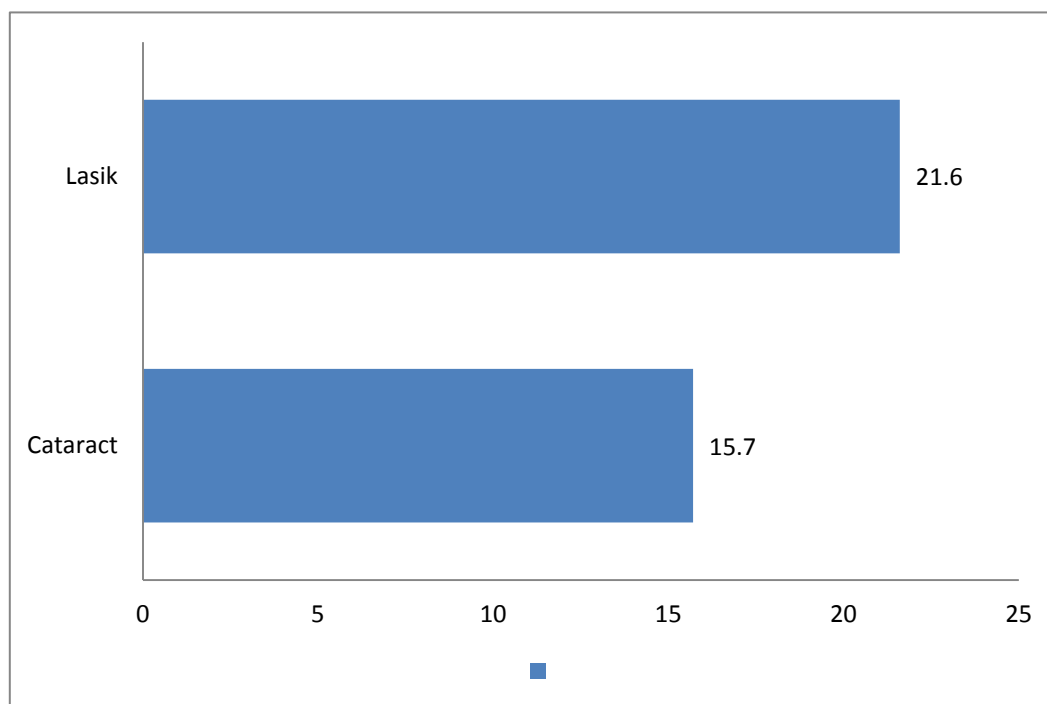


## 6. Overall Preference In market for Eye Q

*Table 18: Overall Preference for Eye-Q*

Overall Market Share	
Cataract	15.7
Lasik	21.6

*Figure11: Overall Preference for Eye-Q*



## **Cost Analysis of the Competitors**

*Table 19: Cost analysis of the competitors*

<b>Name of the hospital</b>	<b>Cataract price range</b>	<b>Lasik price range</b>
1. Jindal	9000-16000	14000-22000
2.Jain eye hospital	11000 to 19000	Only standard 17000
3. Agnihotri Eye Q	6000-1,50,000	17000-28,000

## **Patient Load of the Competitors**

*Table 20: Patient Load analysis of the competitors*

<b><u>Name of the hospital</u></b>	<b><u>Average Daily OPD</u></b>	<b><u>Average DAILY Surgery (Cataract)</u></b>	<b><u>Average DAILY Surgery (LASIK)</u></b>
<b><u>1. Jindal</u></b>	<b><u>200-300</u></b>	<b><u>12-15</u></b>	<b><u>5-10</u></b>
<b><u>2. Jain hospital</u></b>	<b><u>120-150</u></b>	<b><u>7-10</u></b>	<b><u>15-17</u></b>
<b><u>3. Agnihotri EYE-Q</u></b>	<b><u>150-170</u></b>	<b><u>10-12</u></b>	<b><u>12-15</u></b>

## **Discussions:**

- It has been seen that Eye-Q gets maximum 1<sup>st</sup> preference in Lasik which is 15% while the 1<sup>st</sup> preference in Cataract is very less (9%)
- The major competitors which have major market share in cataract are:
  - ✓ Jindal Institute of medical sciences
  - ✓ Jain eye institute
- The major reason for their market share was found out to be the lesser prices and reputation in the city.
- The major competitors of Eye-Q in terms of Lasik are:
  - ✓ Jindal Institute of medical sciences
  - ✓ Jain eye hospital
- The reason for the same are experienced panel of doctors which have been practicing in the city from past 20 years.
- The cost range though is less for EYE-Q but the Cost of the surgery using the Same lens is higher.
- Example Cataract surgery with ALCON IQ is of Rs, 16000 at Jindal while the same is of Rs, 22,500 at EYE Q
- The machine used for LASIK at Jindal is 'ALCON' , at EYE Q is "Zyoptix" while at Jain they use "NYLIK". Hence giving an competitive edge of having the latest technology machine

## **SERVICE AREA COMPETITOR's ANALYSIS**

### **Service Categories:**

Jindal Institute: A trust based multi speciality hospital having super speciality cancer wing also.

Jain eye hospital: A single speciality eye hospital provideing services for catarct, Lasik, and glaucoma

Eye-Q Hospital: A single speciality eye hospitals providing services like Catarct, Lasik, glaucoma, retina problems, oculoplasty, squint, neuro-opthamology, peadiatric eye conditions, opticals, contact lenses and medicine.

### **Service Area Boundaries:**

Jindal Institute: Near Sector 14 which is one of the most developed area of the cities.

Jain Eye hospital: Almost in the middle of the city

Eye-Q hospital: Near Bus stand of the city and hence at one corner of the city.

### **Service Profile (Majority of Patients Catered)**

Jindal Institute: Caters the major pouplation of the city and also from the nearby villages. The patients are from all strata of the economy. For catarct surgeries the major patients are from lower strata of society.

Jain Institute:most of the patients are localsfor Catarct and eye examination.

Eye-Q hospital: 80% patients are from the villages and other districts nearby hisar. While only 20% are local population.

### **Competitors Analysis**

<b><u>JINDAL Institute</u></b>	
<b><u>Strenghts</u></b>	<b><u>Weakness</u></b>
<ol style="list-style-type: none"><li>1. Multi speciality hospital with different specialities.</li><li>2. Location: one of the most developed areas of the city</li><li>3. A trust based hospital running from past 10 years</li><li>4. Very experienced panel of doctors</li><li>5. Latest technology</li></ol>	<ol style="list-style-type: none"><li>1. Individualized care to eye pateints is not given.</li><li>2. OPD load is too high</li><li>3. Very high waiting time.</li><li>4. Explanation of procedures and cost is not expalined to the patient in an efficient manner. (Poor counselling)</li></ol>



**JAIN INSTITUTE****Strenghts**

1. One of renowned eye surgeons in the city running private clinic from past 20 years
2. Clinical outcomes are excellent.
3. In the heart of the city and hence accessible to all the patients

**Weakness**

1. Poor infrastructure
2. LASIK technology is not upgraded
3. Poor counselling of the pateints
4. No post discharge follow up done.

**EYE-Q Hospital****Strenghts**

1. Best in technology
2. A chain of hospitals hence maintains quality and equity
3. Ambiance and best infrastructure
4. Personalized care to each and every patient.
5. Post discharge follow up visits are provided free of costs.
6. Dedicated Cousellors providing the answers to all queries of the patients

**Weakness**

1. High prices of the same lenses than other hospital.
2. Lesser awareness about Eye-Q (as it is a merger)
3. Slightly away from the main city.

## **Recommendations**

- For increasing the awareness among the local masses, ward activity has been started. Where in free eye check up camps will be conducted within the catchment area of the hospital.
- Different marketing activities are done to increase awareness including putting eye sign boards across the city.
- For getting more preference from the local vendors, the vendors are invited for a get together where they are made aware about the organization.
- These vendors should be met on regular basis and their queries are solved along with it they are given a memento from Eye-Q.
- This would also help in branding of the EYE-Q

# **CHAPTER 11.0**

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# **CHAPTER 12.0**

## **APPENDICES**

This is the Questionnaires we generally asked to the patients or pipeline patients to get the caller remarks.

**: 1) To capture Demographic Profile of the patient**

1. Name of the patient.
2. Age
3. Sex
4. Educational Qualifications
5. Monthly Income

2) To measure the satisfaction level of the patient in following parameters:

A. When you were attended to by the staff, how would you rate their response?

**(check for technical care and relationship building)**

- 4- They were reassuring and cared for me very well
- 3- They gave information and details to my satisfaction professionally but were not very approachable.
- 2- Though they were approachable and trying to care for me, but they were not able to give me information and details to my satisfaction.
- 1- They were too busy and unconcerned to pay full attention

B. You were attended to by them –

- 4 – Immediately
- 3 – Slightly lesser waiting compared to any other hospital
- 2 – Took more time than you expected
- 1 – Took a extremely long time

C. Now we would like to know about the upkeep and cleanliness of the hospital facilities like sitting area, doctor's chamber, optometrist's chamber and toilets.

- 4- Very clean and hygienic ambience.
- 3- Slightly better than any other hospital
- 2- Like any other hospital
- 1- Worse than other hospitals

D. Were the practices and procedures and costs of the diagnosis and treatment explained to you to the best of your satisfaction?

- 4- Yes, explained in detail and they also checked that I understood.
- 3- Explained in detail once but not clarified
- 2- Not clearly explained
- 1- Not explained properly, I had to keep asking but did not get proper response.

E. Post discharge was the staff cordial and were the follow up visits and calls satisfactory?

- 4- They were very caring during follow up visits and called me to check also.
- 3- They were very caring during follow up visits but did not call me.
- 2- They only asked about me during appointed visit.
- 1- There was no follow up visit or phone.



F. Overall satisfaction with the treatment-

- 4- Very satisfied, will recommend all my friends and relatives.
  - 3- Very satisfied, but nothing great to recommend
  - 2- Satisfied, but would not recommend (ask and note the reason)
  - 1- Totally dissatisfied (ask and note the reasons for dissatisfaction)
- 
- 

G. Would you like to visit again for your treatment? Yes/No

H. Would you like to recommend your friends & relatives at eye-q?  
Yes/No

We thank you for taking your valuable time to help us in giving feedback to serve you better.

