

Comparative Study Between Single and Multi Speciality Hospitals

By

Akanksha Chaturvedi

*Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Hospital and Health Management*

Academic year, 2017-2019



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TO WHOMSOEVER MAY CONCERN

This is to certify that Ms. Akanksha Chaturvedi student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at Cocoon hospital from February 1st, 2019 to May 3rd, 2019.

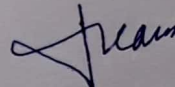
The Candidate has successfully carried out the study assigned to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.

A handwritten signature in blue ink, appearing to read 'Ashok Kaushik'.

(col). Dr. Ashok kaushik
Dean, Academics and Proctor
The IIHMR University, Jaipur

A handwritten signature in blue ink, appearing to read 'Ashok Kaushik'.

(col). Dr. Ashok Kaushik
Professor
The IIHMR University, Jaipur

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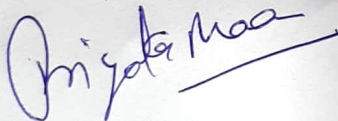
4th May, 2019

CERTIFICATE OF COMPLETION

This is to certify that **Ms. Akanksha Chaturvedi**, MBA student of IIHMR, Jaipur has satisfactorily completed a project on “**Comparative Study between Single and Multi Speciality Hospitals**” in our organization under the guidance of **Dr. Priyanka Maan** (General Manager) from 1st February, 2019 to 3rd May, 2019.

During the period her conduct and performance towards provided responsibilities were excellent.

For Lineage Healthcare Limited

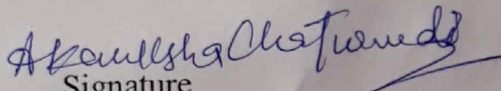


Authorized Signatory

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled Comparative study between single speciality hospital and multispecialty hospital submitted by Ms. Akanksha Chaturvedi, Enrolment No 0530 under the supervision of col. Dr. Ashok Kaushik for award of MBA in Hospital and Health of the University carried out during the period from February 1, 2019 to May 3, 2019 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institution of higher learning.


Signature

ABSTRACT

This study aims towards comparing the different single speciality and multispecialty hospitals based on Emile Heskey(1) has stated that consumer behavior that have been studied by the help of different variables like personal, social, psychological, and geographic on the basis of various parameters, Which will give us an overview of the Paramita Chatterjee(2) has stated that preference of patients regarding the selection of single and multispecialty hospitals. So that it can help single speciality and multispecialty hospitals to include those services which patients and their relatives are seeking under Mother, Women and Child healthcare.

The study is both qualitative and quantitative cross-sectional study in nature. Methodology included a questionnaire-based survey circulated among respondents above 18 years of age with average monthly household income above Rs. 40,000. The sampling technique used for the study is Purposive Sampling.

The questionnaire comprised of 15 close ended questions pertaining to different aspects of the study. The questionnaire was distributed among 40 people across single speciality hospital like cocoon hospital and 120 people across multispecialty hospitals including Surya, Fortis and C.K Birla hospital.

The analyses of the collected data show the age wise distribution of patients in Cocoon hospital as Single speciality and in Surya, Fortis, CK Birla as Multi speciality hospitals, Cocoon is doing good in younger age groups while at the same time lagging in the older age groups.

One probable reason is its customized health care facilities where many multi speciality health care units are lagging, and the majority of new comers fall in the younger age groups so a higher percentage of younger population can be seen in single speciality hospitals.

Patients from higher salary groups ranges from 70k to 100k prefers cocoon as their first choice for the treatment for their wives and child because of its ailed services and unmatched home like ambience for a child.

58% of the patients who are going for the first-time pregnancy to single speciality hospital (Cocoon) because of the friends and relative's suggestion whereas reason for choosing of multispecialty hospital for the first time is doctor. Moreover, it can also be seen that some specific health facilities like 3D Sonography, in multi speciality hospitals are also contributing in attracting the patients.

For Single speciality hospital. Location is playing an important role when it comes to maternity patients. Also, the customized facilities and home like ambience facilities are doing well as expected.

Another finding was patients shifted their hospitals because the doctors were also shifted from the single speciality to multispecialty hospitals.

Cocoon is lagging in terms of cleanliness and hygiene as the hospital is still not fully set up and There is always some piece of work going on in the hospital premises which make patients a little uncomfortable. But at least there is a scope in improving in this field to give patients more comfortable ambience.

10% patients shifted their hospitals because the doctors were also shifted from the single speciality to multispecialty along with that location preference is also a reason. And 7.5% patients shifted from multi to single speciality hospitals.

Aim of visit for the patients to these hospitals were like most of the patients chooses CK Birla hospital for planned delivery whereas cocoon has been preferred mostly for the purpose of check up and consultation. Most of the patients chooses Fortis hospital for emergency delivery but then chooses Surya hospital for 3-D sonography, which itself signifies that according to the preference of choices for the different purpose of visits to hospitals patients chooses that hospital which according to their satisfaction gives them the most desirable comfort.

ACKNOWLEDGMENT

I convey my heartfelt gratitude to Dr. Priyanka Maan General Manager, Cocoon Hospital, for giving me the opportunity to work with Cocoon and allow me to conduct the project during the dissertation period.

I would like to convey my thanks to Mr. Anurag Gupta Head (Accounts department), and for mentoring and guiding me and for their constant encouragement and continuous support when it came to guidance, suggestions and their expertise during my dissertation period.

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Last but not the least, I would like to express my gratitude for my parents and for their constant encouragement and faith in me during my summer internship.

Above all, I would like to thank God for giving me the strength to manage the difficulties which I faced during this period.

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INTRODUCTION

The study will help in understanding consumer attitude and perception towards single speciality healthcare and thereby help in developing a way by which single speciality healthcare can be made accessible to the mother, women and child patients so that customized and professional healthcare services can be delivered to them in the comfort of their home like ambience.

It has been investigated that mothers are always anxious about how their 9 months will unfold for them. Some mommies are fortunate to have a safe and smooth pregnancy. However, some may face complications like developing gestational diabetes, high or low B.P, vomiting and persistent nausea. As motherhood comes with lots of responsibilities, so it is advisable to choose a best maternity hospital and gynecologist for a smooth delivery of a mother. ‘Specialized Maternity & Children Hospital’ will offer complete end-to-end services that include-

Vishal Bali has stated that Specialization infertility treatment- about rapid changes in food, lifestyle and physical activity and dedicated doctors equipped with latest technology to handle any emergency or complications during delivery like pre-term labour, low-lying placenta or neural-tube defects, excruciating abdominal pain, gestational diabetes, and giving birth to conjoint twins. Neo-natal and paediatric specialties like NICU, nephrology, oncology, cardiology, orthopaedics and neurology. Comprehensive care for women’s health advanced techniques like hysteroscopy, urogynaecology, minimal invasive techniques, menopause clinic and cancer screening under one roof.(3)

Nevin John has argued that Single speciality hospitals could provide best therapeutic procedures and clinical protocols due to repository knowledge and experience in their speciality.(4)

for example, The American oncology institute, which has scaled to a network of severe cancer hospitals in south Asia, leading provider of cancer care offering oncology treatment.

For example, a Motherhood women & children network of hospitals have pan India presence. In conclusion single speciality hospitals delivers more value to their consumers and attractive returns to shareholders.

AIM OF STUDY

The aim of this study is to compare the services provided by single and multispecialty hospital with respect to patient's preferences in order to further enhance the scope of services formothers,women and children healthcare. The study aims to understand the healthcare seeking behavior ofthe maternal patients and understand if single speciality healthcare can address the growing healthcare needs of the women by providing affordable and quality healthcare to the women. The concept and model of single speciality healthcare is to impart compassionate and personal healthcare and at the same time providing the comfort to the women. This gives a sense of security to the patients also. Members of the family are primarily responsible for the healthcare and wellbeing of the women at their homes. (5) Ekta has stated that, single speciality healthcare can be tailored according to the needs of every individual patient, reduces the cost of hospitalization, time spent in transferring the patient to the hospital and back to their homes. Another major advantage of single speciality maternity hospital is that it provides customized ambience to the toddlers which multi speciality hospitals cannot provide.

OBJECTIVES OF STUDY

The study has tried to address the following research objectives:

- To study the distribution of patients among single and multispecialty hospitals based on personal variables(age and income).
- To study the preference of maternal patients toward single and multi speciality healthcare services.

LITERATURE REVIEW

“The popularity of single specialty healthcare centers over the past few years is increasing. Prominent chains such as Fortis healthcare and Apollo Hospital have set foot in the single specialty category and have launched exclusive maternity chains that currently operate under brands Fortis La Femme and Apollo Cradle, respectively. As per sources, even Max Healthcare is stepping towards this industry.(6)

Initially, under single speciality, healthcare categories such as eye care, dental care were gaining popularity. However, now, with the success of model itself, other categories like fertility and oncology and maternity are also coming up. Single speciality hospitals or day care centers as they are typically known focus on specialty care services in any one area of healthcare.”

Where else in multispecialty hospitals the loss of nimbleness related to large size, potential risk of sharing fee with other specialties and administrative complexities are there which are not seen in multispecialty hospitals.

The Single speciality hospitals provide doctors to develop their individual talents and emerge as an accountable care organization. Since hospital industry is consumer driven industry patients prefer to go the specialist even for a minor ailment.

For instance, if the patient is having a simple ailment like cough, he will run to the pulmonologist instead of going to a general practitioner.

This segment of hospitals focusses upon a set of diseases. They have leverage over the health plans, avoid complicated management issues, possesses capital to invest in new technology and equipment, have more agile in decision making and have higher compensation.

Avnish Bajaj has stated that "For certain healthcare procedures, it's always more comforting for patients to walk into single specialty centers as they typically look less intimidating than tertiary multi-speciality hospitals where patients walk in with (major ailments)."(7)

Based in Hyderabad, Rainbow Children’s Hospitals is India’s leading childcare hospital chain having over 17 years of proven excellence in offering high quality healthcare services in the areas of childcare, women care and fertility.

Dhanraj Chandrani has stated that they are more profit earning models as there is less capital needed than the multispecialty hospitals and exit can also be done in much shorter time.(8)

The breakeven of a large hospital can be achieved in 5 to 7 years but in case of single speciality hospitals the breakeven can be achieved much earlier.

The patients in the single specialty hospital; need not to stay in the hospital, e.g., dialysis and chemotherapy patients, hence the investment per bed decreases in these hospitals.

The actual quality of healthcare no longer depends on how well qualified a doctor is but how adequate his team is and how well equipped his hospital is.

There are few notable trends in Indian healthcare from past few years.

The few of them are listed below –

There is a shift from the communicable to lifestyle diseases with increasing urbanization and problems related to modern day living. This has increased the demand for the specialized care. More lifestyles diseases are caused by high cholesterol, high blood pressure, obesity, poor diet and alcohol.

There is expansion of healthcare tier-II and Tier-III cities. there is a demand for high quality and specialist care in these cities. The government has also relaxed the taxes on these hospitals for first five years.

Many healthcare providers are entering into the management contracts for additional revenue.

The luxury offering is a new trend emerging in the healthcare sector. The healthcare providers are offering the luxurious services, apart from the essential requirements of the patients. (9)

RESEARCH METHODOLOGY

RESEARCH QUESTIONS

Q-1 What is the distribution of patients among single and multispecialty hospitals based on personal variables (age and income)?

Q-2 Why mother, women and child choose single speciality and Multi speciality hospitals?

DATA COLLECTION PROCESS

The study is a **descriptive, cross-sectional** study in nature. Methodology included a questionnaire-based survey circulated among respondents above 18 years of age with average monthly household income above Rs. 40,000. The sampling technique used for the study is **convenient Sampling**. The questionnaire comprised of **15 close ended questions** pertaining to different aspects of the study. The questionnaire was distributed among **40 people across single speciality hospital** like cocoon hospital and **120 people across multispecialty hospital** like Surya, Fortis and C.K Birla hospital. Primary data was collected from 160 respondents some of the respondents were also contacted by telephone to validate their responses. and the data collected was analyzed on MS-Excel.

ETHICAL CONSIDERATIONS

Ethical consideration has been taken by respondents to protect their privacy before filling of the questionnaire and the respondents were informed about the study that has been conducted under our guide for the purpose of research only and have told them for not continuing with our study at any time if they feel uncomfortable during the study period.

RESULTS

The graphical representation of the results is:

Age Distribution of patients in single and multispeciality hospitals

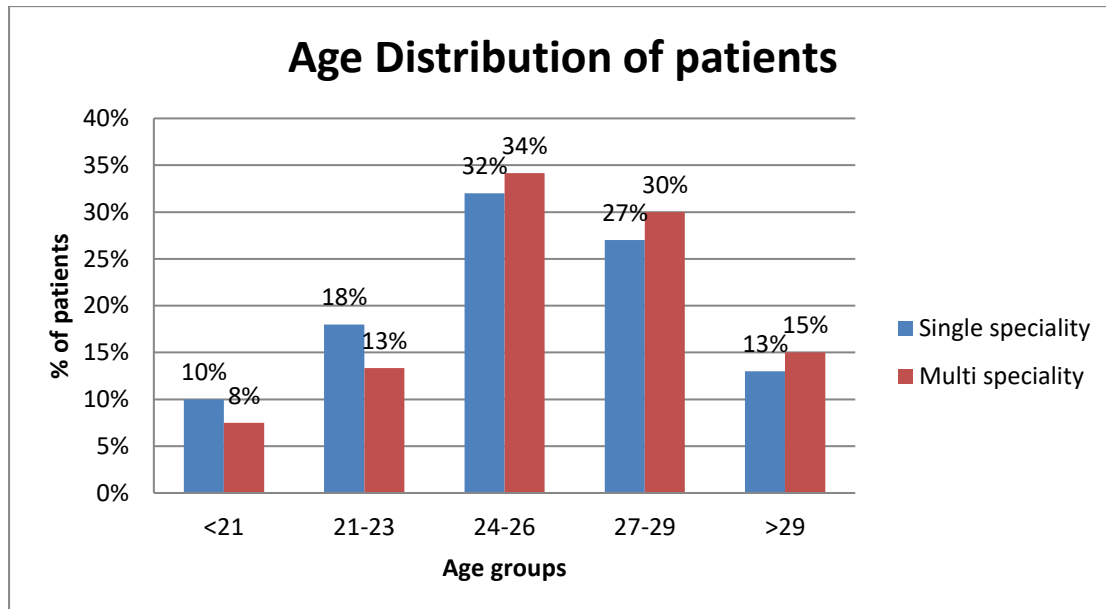


Fig 1: Above chart represents the age distribution of patients in single and multispecialty hospitals.

Observations: -

1. The above graph depicts the age distribution of patients in Cocoon hospital as Single speciality and in Surya, Fortis, CK Birla as Multi speciality hospitals.
2. Overall, from the graph, it can be said that Cocoon is doing good in younger age groups while at the same time lagging in the older age groups

Salary wise distribution of patients in single and multispecialty hospitals

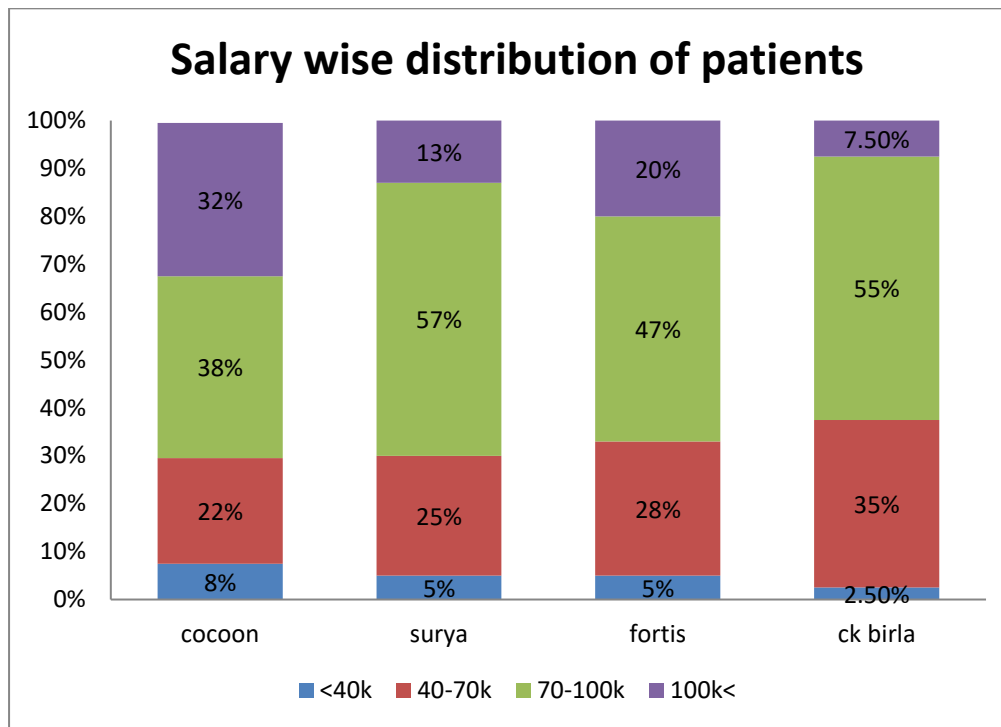


Fig.2: The above graph shows the monthly Income distribution of the patients in Cocoon, Surya, Fortis and CK Birla hospitals.

Observation: -

As expected from the single speciality hospital, owing to its customized healthcare facilities and home like ambience it can show a better distribution and is doing well in attracting the high salary group.

Preference of patients regarding multispecialty and single specialty hospital for the first-time comers

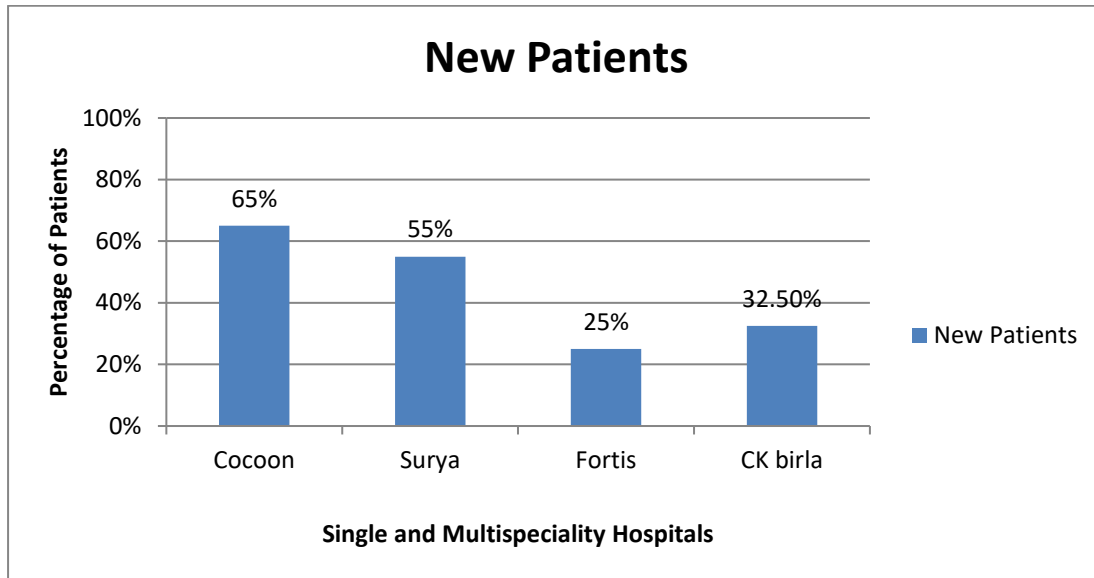


Fig. 3: This chart represents the percentage of patients going for delivery for the first time to single and multispecialty hospital.

Observations: -

1. The above figure shows the percentage of patients that are having first ever treatment in their life and chose the above listed hospitals for their first visits.
2. It is clear from the figure that most of the patients coming to the Cocoon are new patients which implies that Cocoon is successful up to a limit in alluring the new patients by its various facilities.

Reason for choosing single and multispecialty hospital for the first time

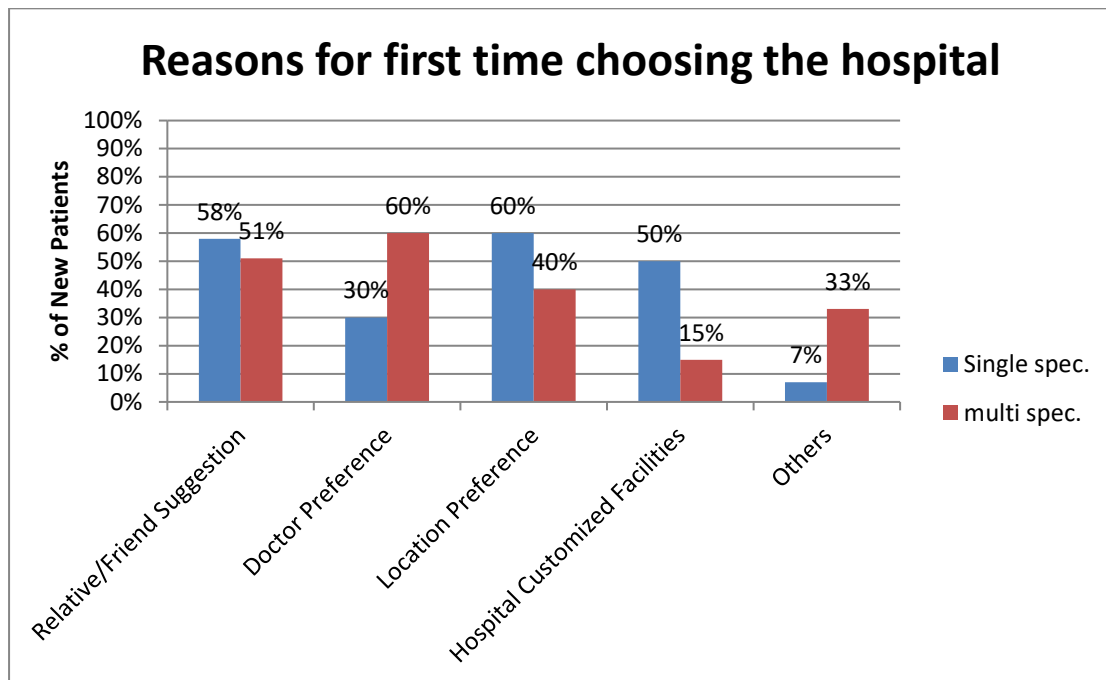


Fig. 4: The above chart represents the reasons of the patients for choosing single and multispecialty hospitals.

Observations: -

1. From the graph, it can be said that patients are choosing multispecialty over single speciality because of their doctor preferences. As expected from the health care market, patients give slightly more preference to a renowned doctor.
2. For Single speciality hospital, Location is playing a vital role when it comes to maternity patients.

Aim of visit of patients to single and multispecialty hospitals

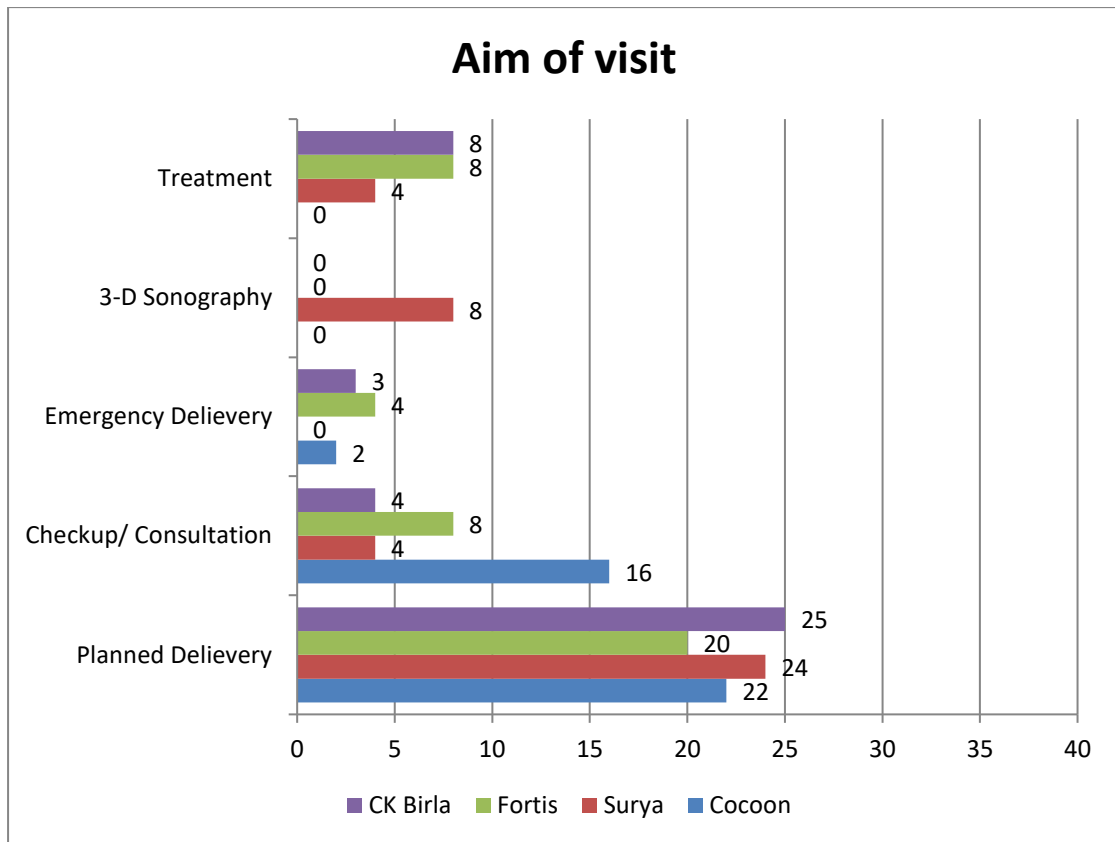


Fig. 5: The above chart represents the aim of patients to visit single and multispecialty hospitals.

Observation: -

From the above graph this can be depicted that in CK Birla, Fortis, Surya and Cocoon the amount of volume which is turning towards these hospitals is from planned delivery cases.

Percentage of shifted patients

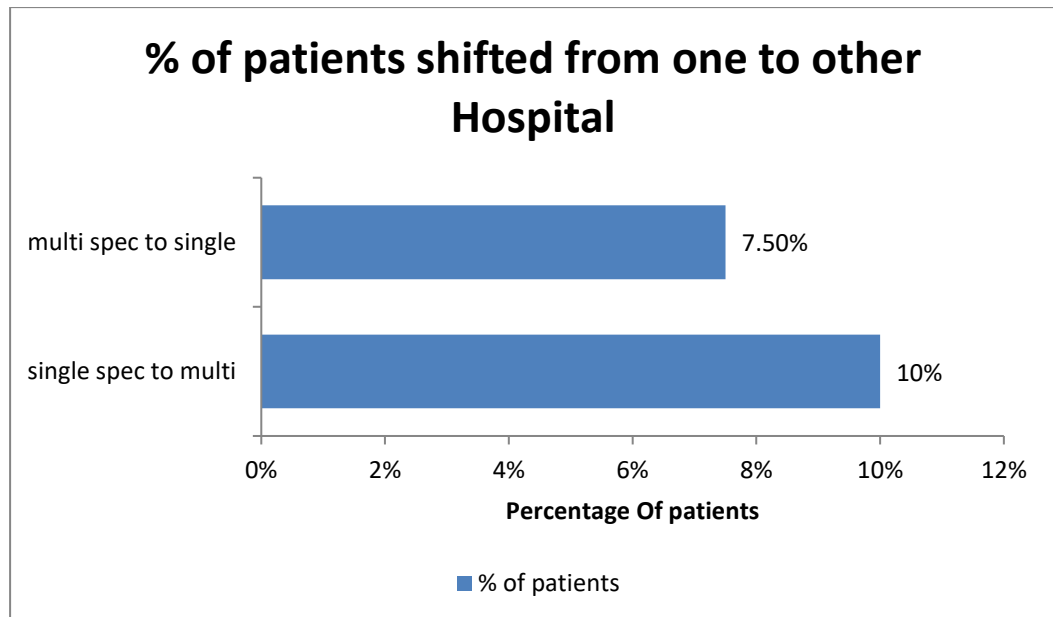


Fig. 6 The above chart depicts the percentage of patients shifted from multispecialty hospital to single speciality hospital and vice a versa.

Observations: -

1. It shows that 12 patients out of 120 patients interviewed in multispecialty hospital have shifted from single speciality.
2. It also shows that 3 patients out of 40 patients interviewed in single speciality hospital have shifted from multi speciality hospitals.

Major Reason for shifting from single to multi-speciality

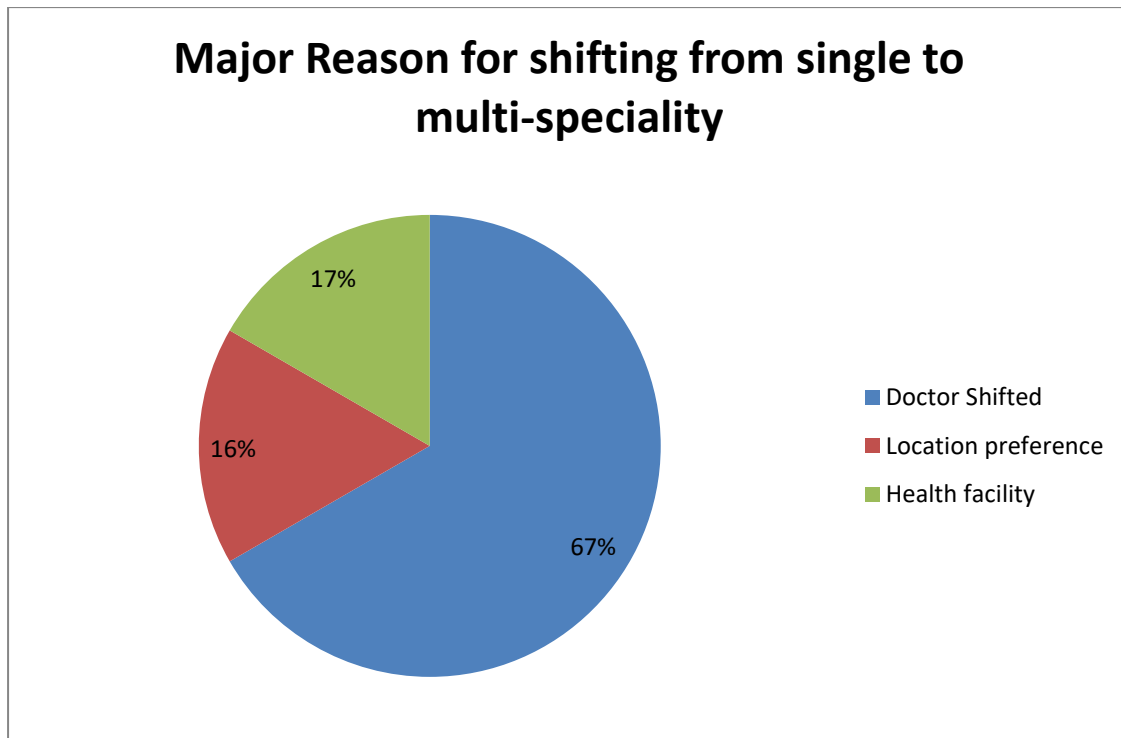


Fig. 7: The above graph shows the reasons behind percentage of patients shifting from single to multispecialty hospitals.

Observations: -

This figure shows that out of these 12 patients 8 patients shifted their hospitals because the doctors are also shifted from the single speciality to multi speciality and it's one of the major reason for the patients to shift from single to multi speciality hospitals along with that location preference is also a reason for the patients to shift as for maternal patients location or the distance from home plays a vital role in deciding the hospital moreover, some specific health facilities have also attracted patients towards it.

Major reason for shifting from multi to single speciality hospital

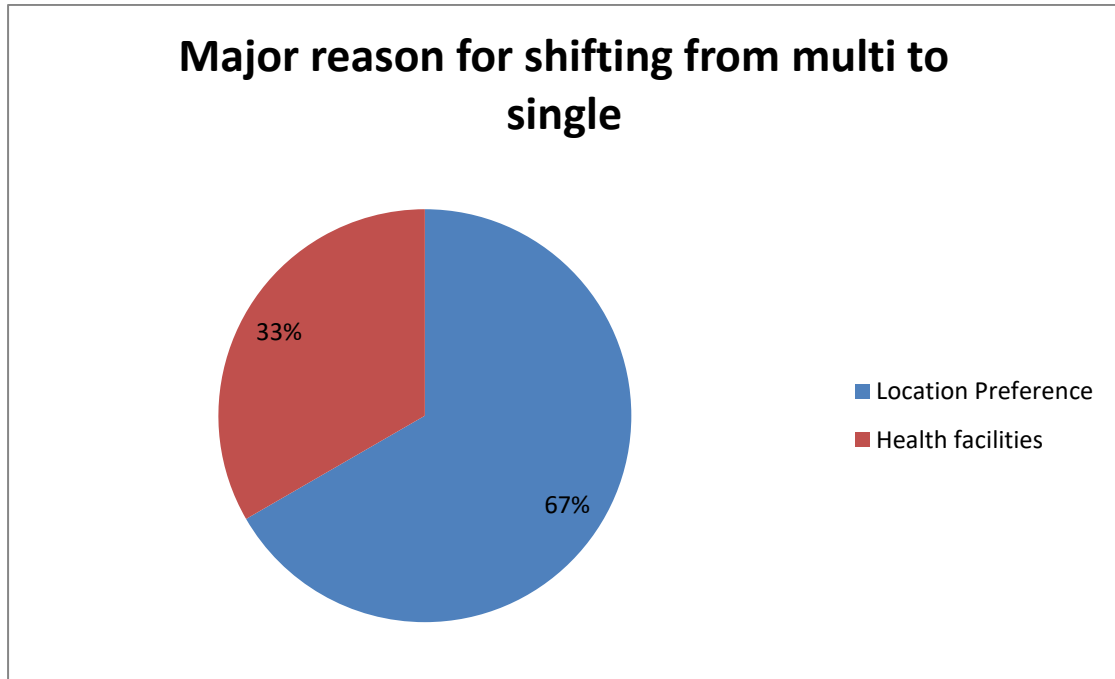


Fig. 8: The above graph shows the reason behind percentage of patients shifting from multi to single specialty hospitals.

Observation: -

Figure7 shows that out of these 3 patients 2 patients shifted because of the location while 1 patient had a bad experience or is not happy with the services of multi speciality hospital.

Ratings of single and multispecialty based on services

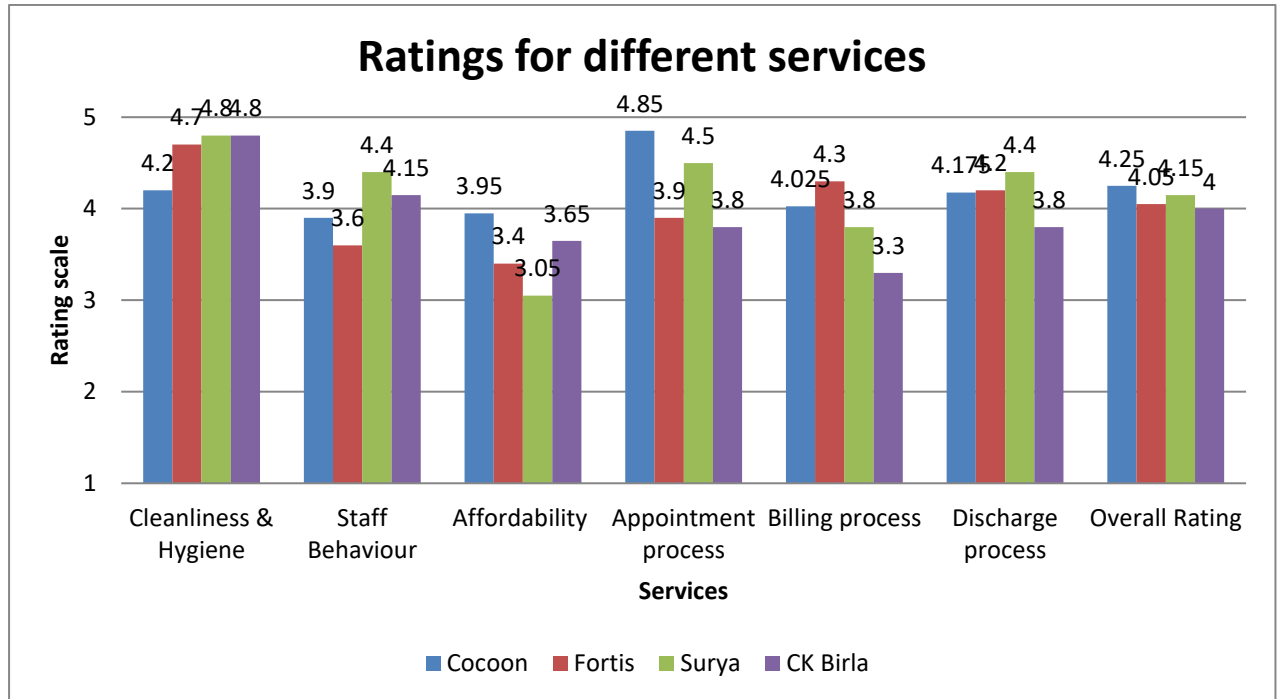


Fig. 9: This chart depicts the ratings of the services from 1 to 5 in the different multi and single speciality hospitals.

DISCUSSION

Based on the questionnaire filled by the respondents, the following inferences were made:

The age distribution of patients in Cocoon hospital as Single speciality and in Surya, Fortis, CK Birla as Multi speciality hospitals, it can be said that Cocoon is doing good in younger age groups while at the same time lagging in the older age groups.

One probable reason for this distribution might be that most of the patients coming to Cocoon hospital are first time commers and are alluded because of its customized health care facilities and other reasons where many multi speciality health care units are lagging, and the majority of new commers fall in the younger age groups so a higher percentage of younger population can be seen in Cocoon hospital.

Another fact is patient satisfaction, it is very likely that the older age group patients have been to multi speciality hospitals in their past and were satisfied with the treatment so they tend to have more trust in that particular hospital/ doctor and are likely to go in the same hospital if need arises in the future.

It is clear from that most of the patients coming to the Cocoon are new patients which implies that Cocoon is successful up to a limit in alluring the new patients by its various facilities.

It can be said that patients are choosing multispecialty over single speciality because of their doctor preferences. As expected from the health care market, patients give slightly more preference to a renowned doctor.

Moreover, it can also be seen that some specific health facilities like 3D Sonography, in multi speciality hospitals are also contributing in attracting the patients.

For Single speciality hospital, Location is playing a vital role when it comes to maternity patients. Also, the customized facilities and home like ambience facilities are doing well as expected.

Patients shifted their hospitals because the doctors are also shifted from the single speciality to multi speciality and it is one of the major reason for the patients to shift from single to multi speciality hospitals along with that location preference is also a reason for the patients to shift as for maternal patients location or the distance from home plays a vital role in deciding the hospital moreover, some specific health facilities have also attracted patients towards it.

As expected from the single speciality hospital, owing to its customized healthcare facilities and home like ambience it can show a better distribution and is doing well in attracting the high salary group.

A big advantage of single speciality hospital is that they offer a wide range of customized health packages according to the need and desires of the patients.

- This feature ensures the patients to get best health care and treatment at their affordable prices.
- Also, as we can see in the figure that Cocoon tends to be more affordable than any other multi-speciality hospital.
- Cocoon is lagging in terms of cleanliness and hygiene as the hospital is still not fully set up and There is always some piece of work going on in the hospital premises which make patients a little uncomfortable. But at least there is a scope in improving in this field to give patients more comfortable ambience.
- The amount of volume which is turning towards these hospitals is from planned delivery cases and in Surya hospital majorly it is due to 3-D Sonography.

LIMITATIONS OF STUDY

1. Due to a limited amount of time and resources involved to carry out this study was restricted to a very limited sample size. The conclusions drawn from this study, hence, may have restrained application which means that it may be subject to biasness over regions but insights into a broader aspect of current healthcare trends pertaining to the maternity can be obtained from this study.
2. The study cannot be generalized as the data is not sufficient to generalize it over a large population.

CONCLUSION AND SUGGESTIONS

Conclusions pertaining to Mother, Women and Child healthcare that are drawn from the analysis of results are as follows:

- Cocoon is lagging in terms of cleanliness and hygiene as the hospital is still not fully set up and There is always some piece of work going on in the hospital premises which makes patients a little uncomfortable. But at least there is a scope of improvement in this field to give patients more comfortable environment.
- It has been seen that Cocoon being a single speciality hospitals is differentiating itself from other hospitals because it is providing home like ambience which mother seeks for its little one right after her delivery which can give Cocoon an edge over the other hospitals.
- As cocoon is providing affordable specialized packages to its patients whereas other multi speciality hospitals are bit expensive, which signifies that volume of the patients coming to cocoon is because of its affordability, which is there plus point and can make them the market leader in terms of pricing strategy.
- As far as staff behavior is concerned cocoon is lagging in comparison to other multispecialty hospitals where people find staff polite and cooperative. So soft skill training could be provided to their staff for further improvement in support services. During the study it has been observed that the scope of services need to get increase to turn up the volume to cocoon to achieve its profitability and it can be done by the help of adding further services like oncology care specially for the women suffering from breast feeding problems and cancer.
- It was extracted out from the study that most of the people went for 3-D Sonography to Surya hospital because of the lack of knowledge regarding the same for cocoon hospital.
- From the results it has been clarified that patients finds cleanliness and hygiene much better in CK Birla hospital, which is a multi speciality hospital,

signifies that Cocoon hospital needs its staff to get trained on the monthly basis for the better results and regular trainings are required.

- As far as billing procedure is concerned turnaround time is helpful to avoid the delay in billing process and system integration-billing process like the pharmacy billing could get merged with the OPD billing can streamline the billing related activities so that patient could get what they really expect.

IMPLICATIONS OF STUDY

This study is comparing the services provided by single and multispecialty hospital to know the distribution of patients based on certain personal variables like age and income and patient's preferences in order to further enhance the scope of services for mothers, women and children healthcare. The study aims to understand the healthcare seeking behavior of the maternal patients.

The study will also help in understanding consumer attitude and perception towards maternal healthcare and thereby help in developing a way by which maternal healthcare can be made accessible to mothers, women and child so that tailor made, and professional healthcare services can be delivered to them in the comfort of their home like ambience.

SUPPLEMENTARY

This section of the study comprises of the questionnaire that was circulated to the respondents. The questions in the survey are as follows:

PERSONAL VARIABLE

Q-1 Under which age category do you fall from the below listed age groups:

- a-Below 21
- b-21 to 23
- c-24 to 26
- d-27 to 29
- e-30 to 30+

Q- 2 Have you visited this hospital for the first time?

- a-Yes
- b-No

SOCIAL VARIABLE

Q-3 If first time then why did you prefer this hospital for the first time?

- a-Relative/friend suggestion
- b-Doctor's preference
- c-Location preference
- d-Hospital customized facilities
- e-Others

Q- 4 why did you shift from single to multispecialty Hospital?

- a-Doctor's preference
- b-Location preference
- c-Health facility

Q- 5 why did you shift from multispecialty to single specialty Hospital?

- a-Doctor's preference
- b-Location preference
- c-Health facility

PSYCHOGRAPHIC VARIABLES

MOTIVATION

Q-6 what was your aim of visit to hospital?

- a- Planned delivery
- b- Checkup/ Consultation
- c- Emergency delivery
- d- 3-D Sonography
- e- Treatment

PERCEPTION

Q-7 Rate cleanliness and hygiene on the scale of 1 to 5, where 1 represents very good and 5 represents very bad.

- a- Very good
- b- Good
- c- Average
- d- Bad
- e- Very bad

Q-8 Rate your experience with Staff Behavior on the scale of 1 to 5?

- a- Very good
- b- Good
- c- Average
- d- Bad
- e- Very bad

Q-9 Rate the charges of this hospital on the scale of 1 to 5?

- a- Very good
- b- Good
- c- Average
- d- Bad
- e- Very bad

GEOGRAPHIC VARIABLE

Q-10 The distance from your home to hospital among the below mentioned options is:

- a- Within 5km
- b- 5 to 10km
- c- 10+km
- d- Out of town

PERSONAL VARIABLE

Q-11 The annual income level of the family is:

- a- Below 5 lakhs
- b- 5 to 8 lakhs
- c- 8 to 12 lakhs
- d- Above 12 lakhs

Q-12 How would you rate your experience with the appointment/admission procedure on the scale of 1 to 5, where 1 represents very good and 5 represent very bad.

- a- Very good
- b- Good
- c- Average
- d- Bad
- e- Very bad

Q-13 How would you rate your experience with the Billing procedure on the scale of 1 to 5.

- a- Very good
- b- Good
- c- Average
- d- Bad
- e- Very bad

Q-14 How would you rate your experience with the Discharge procedure rate on the scale of 1 to 5.

- a- Very good
- b- Good
- c- Average
- d- Bad
- e- Very bad

Q-15 How would you rate your experience with the Support services on the scale of 1 to 5.

- a- Very good
- b- Good
- c- Average
- d- Bad
- e- Very bad

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