

Digital Marketing in a Tertiary Care Hospital

By

Balvinder Kaur Nagpal

*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 Balvinder Kaur Nagpal, student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone internship training at Fortis Escorts Hospital, Jaipur from 6th February to 4th May 2019.

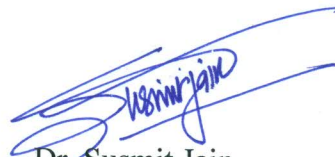
The candidate has successfully carried out the study assigned to her during internship training and her approach to the study has been sincere, scientific and analytical.

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 'A. Kaushik'.

Dr. Ashok Kaushik
Dean, Academics and Student Affairs
The IIHMR University, Jaipur

A handwritten signature in blue ink, appearing to read 'S. Jain'.

Dr. Susmit Jain
Associate Professor
The IIHMR University, Jaipur

16 May 2019.

Ref./FEHJ/HR-Comm./TRN/035

04-May-2019

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Balvinder Kaur** worked as a **Trainee** with us in the **Dept. of Marketing** from 06th Feb 2019 to 04th May 2019.

Her performance during the period in the department was good. She comes across as a willing, sincere and intelligent person who has a strong drive and zeal for learning.

We wish her the best for all her future endeavors.


Subrata Das
Unit Head HR

THE IIHMR UNIVERSITY, JAIPUR

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled A Study on Digital Marketing in a Tertiary Care Hospital and submitted by Balvinder Kaur Nagpal Enrollment No IIHMR-U/01/2017-2019/0548 under the supervision of Dr. Susmit Jain for award of MBA in Hospital and Health/Pharmaceutical/Rural Management in Health and Hospitals of the University carried out during the period from 6th February 2019 to 4th May2019 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.



Balvinder Kaur

ABSTRACT
A STUDY ON DIGITAL MARKETING IN A TERTIARY CARE HOSPITAL

Submitted By: BALVINDER KAUR

MBA HM 22, ROLL NO: 0548

Guided By: Dr. Susmit Jain

Introduction:-

Digital marketing is a form of direct **marketing** which links consumers with sellers electronically using interactive technologies like emails, websites, **online** forums and mobile communications.

Components of Digital Marketing-

Web design, Search engine optimization, Pay per click, Social media marketing, E-mail marketing, Display advertising, Affiliate marketing, Content marketing, online reputation management

Benefits of DM over traditional marketing-

Puts the consumer in control, Provides convenience, Increase satisfaction, Drives brand loyalty, Reduces selling cycle, Builds your brand, and provides targeted results, Measurable, Cost effective.

Objectives:-

- To identify the factors that plays an important role for Fortis website and mobile app visits.
- To create and update the profiles of clinicians on Fortis website and application.
- To study the relationship between the demographic characters and usage of services through website/app.
- To calculate Net Promoter Score related to website/app.

Methodology:-

STUDY DESIGN: -Descriptive and Exploratory Study

SETTING: - Fortis Escorts Hospital, Jaipur

DURATION OF THE STUDY: - 6thFebruary to 4th May 2019

SAMPLE SIZE: - 120 OPD patients

SAMPLING TECHNIQUE: - Convenience Sampling.

DATA COLLECTION PROCEDURE: - Structured Questionnaire.

DATA ANALYSIS PROCEDURE: -Data will be analyzed using Microsoft excel and graphical analysis viz. Bar Graphs, Pie charts, etc. of the results will be done as per the need of the study.

Results:-

Relationship between demographics (age, gender) and usage pattern of website/app was studied and it came out that out of 54.17% males 44.2% were using Fortis website/ application and amongst the females out of 45.83% females 30.8% were using Fortis website/app for availing the services. Relationship between different age groups and there usage pattern for website/ app

showed that out of 43.33% customers below age 30 years, 39.2% of them were using website/app, out of 40.83% customers in age group 30-60 years, 25% were using website/app and out of 15.83% customers in age group above 60 years, 10.8% were using website and application services.

Regarding the question on ranking of features that customer's check online prior to selection of a hospital- it showed that physician's profile was ranked 1st with 47% customers giving it 1st priority, online appointments was ranked 2nd with 23%, patient's feedback/reviews ranking 3rd with 18%, hospital online rating was 4th with 11%, and then preventive healthcare information with 6% priority by customers.

For question on ranking of characteristics related to physician's profile – physician's experience was given utmost importance by 78% of customers, physician's reviews 21%, and physician's fees 18% priority. 73% of customers find the preventive healthcare information which is available on Fortis website/ app relevant and useful while only 25% of customers find it to be irrelevant.

Net Promoter Score was calculated based upon 11 point rating scale to know the percentage of customers that are satisfied with the overall services provided to them and that they will recommend Fortis to their peers, NPS score came out to be 36(Positive score) which shows that the organization is liked by the customers and the company generates a lot of positive word-of-mouth referrals.

Conclusion:-

- Increasing website and application usage by providing offers and discounts on online appointment booking.
- Using Search Engine Optimization (SEO) as promotional strategy to reach larger population.
- Increasing website traffic by providing downloadable preventive healthcare information to increase customer engagement.
- Conversion of leads to customers by regular tracking mechanism.
- Providing e-mail and text message alerts to customers regarding their scheduled appointment.
- Continuous monitoring and evaluation of website/ mobile app performance

ACKNOWLEDGEMENT

Words put on paper are mere ink marks, but when they have a purpose there exist a thought behind them.

I too have a purpose to express my gratitude towards those individuals without their guidance the project work would not have been possible.

It is with a deep sense of gratitude that I acknowledge the cooperation and support of “Fortis Escorts Hospital, Jaipur” which gave me the unique privilege of completing my project and provided me an opportunity to interact with the various personnel.

The structure and content of this topic has been deeply influenced by many people for whom I wish to express my gratitude. I am deeply beholden to the Zonal Director, Mr. Vivan Gill and the management of Fortis Escorts Hospital Jaipur (FEHJ) for providing me with the opportunity to undergo my summer internship in the organization.

I am particularly grateful to Mr. Sachin Singh (HOD- Marketing, FEHJ). It was indeed very gracious of him to spare his valuable time and to give an elaborate insight into the functioning of the company and also to answer all my queries patiently.

I would like to express my intellectual debt of gratitude to my corporate guide Ms. Pragya for their continued interest and valuable guidance in my work. They have really devoted their precious time in guiding me in the project from starting till the end.

I am also thankful to the other members of the Marketing Department and the staff as they supported me throughout my work. They guided me and gave their time to help me directly or indirectly with the report work.

Also, I would like to thank Col. Dr. Ashok Kaushik (Dean Academics and student affairs, IIHMR Jaipur) to provide me such a great learning opportunity. Finally, my sincere regards to my mentor Mr. Susmit Jain (Associate Professor) for his support. A Special thanks also goes to all the teaching and non-teaching staff of my institute and my friends.

Balvinder Kaur

MBA HM 22

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LIST OF ABBREVIATIONS

- F& B- Food and Beverage
- USG – Ultrasound
- FEHJ- Fortis Escorts Hospital Jaipur
- GE- Gastroenterology
- FD- Facility Director
- ZD- Zonal Director
- QA- Quality assurance
- FOS- Fortis Operating system
- MS- Medical Superintendent
- HOD- Head Of Department
- CTVS- Cardiothoracic Vascular Surgery
- CSSD- Central Sterile Supply Department
- BMW- Biomedical Waste
- SICU- Surgical Intensive Care Unit
- ENT- Ear Nose Throat
- NICU- Neonatal Intensive Care Unit
- MICU- Medical Intensive Care Unit
- LDR- Labour and Delivery
- OT- Operation Theatre
- HDU- High Dependency Unit
- CCU- Cardiac Care Unit
- PICU- Paediatric Intensive Care Unit
- HR- Human Resource
- MRD- Medical Records Department
- IT- Information Technology
- PWD- Patient Welfare Department
- NGW- Neuro General Ward
- OPD- Outpatient Department
- IPD- Inpatient Department
- NSI- Needle Stick Injury
- HH- Hand Hygiene
- CSR- Corporate Social Responsibility
- PR- Public Relations

CHAPTER-1

INTRODUCTION

Chapter1. - INTRODUCTION-

1.1 ABOUT FORTIS ESCORTS, HOSPITAL

- Fortis Healthcare is a leading integrated healthcare delivery service provider in India.
- Fortis Escorts Hospital, Jaipur is the first NABH accredited multi-super specialty hospital at Rajasthan, established in 2007 with the mission to bringing quality medical care to Rajasthan.
- The hospital has a global recognition for its clinical team and world class medical amenities to match that.
- Over the years, the hospital has established numerous clinical benchmarks with many firsts to its credit like Rajasthan's first water birthing, first laparoscopic whipple's case etc.
- It is a 250 bedded hospital offering multi-super specialty care.

1.2 OVERVIEW OF THE HOSPITAL:



Figure1: Fortis Hospital View

1.3 DIGITAL MARKETING IN HEALTHCARE

Introduction-

In the course of the most recent couple of years, we have seen a boon in digital marketing. It has begun infusing in pretty much every industry. While it was conceivable before to get things done without computerized showcasing and go for progressively customary techniques, today, in any case, medicinal services advanced advertising are irreplaceable. We should view the job of Digital Marketing in Healthcare Industry.

The fundamental reason is an immense number of individuals are getting to be dynamic online as well as searching for answers for their issues on the web. This being the situation, healthcare services industry can't or in certainty ought not to disregard computerized promoting. It is sheltered to expect that digital marketing joined with healthcare services has a pool of opportunities in it.

Definition of Digital Marketing-

“Digital marketing is a form of direct marketing which links consumers with sellers electronically using interactive technologies like emails, websites, online forums and newsgroups, interactive television, mobile communications etc.” (Kotler and Armstrong, 2009).

1.3.1 Components of Digital Marketing-

1. Web design
2. Search engine optimization
3. Pay per click
4. Social media marketing
5. E-mail marketing
6. Display advertising
7. Affiliate marketing
8. Content marketing
9. Online reputation management

1.3.2 Benefits of DM over traditional marketing-

- Puts the consumer in control
- Provides convenience
- Increase satisfaction
- Drives brand loyalty
- Reduces selling cycle
- Builds your brand

- Provides targeted results
- Measurable
- Cost effective

1.4 Some of the reasons why a hospital requires a user friendly website/app-

1. A hospital website/app is currently one of the most important channels of marketing of medical services. More and more potential patients are looking for the relevant information on the internet while choosing a specific service provider.
2. Website acts as an important point for branding strategy, it not only plays a role as communication channel with the potential costumer but also as an opportunity to create a distinctive image of the brand that employs variety of services with highly qualified medical personnel.
3. Through web portals hospitals can stay in touch with its customers using feedback forms, they can constantly interact with the patients and find out their opinion about the level of provided medical services. The information obtained would help to correct errors in time and meeting the expectations of customers.
4. The consumers are no longer satisfied to blindly accept what a doctor tells them. They prefer doing homework before visiting a doctor. This means that the doctor no longer has the only say on medications, hospitals, treatment, and more. Healthcare is more like the collaboration between the doctors and consumers, thus catering to the needs of digital marketing for hospitals.
5. Most of the customers nowadays use search engines like Google to review and get an overview about the services, clinicians, facilities provided by a healthcare organization prior to making an appointment.

CHAPTER-2

LITERATURE REVIEW

Chapter2.-Literature Review

1. According to research conducted by Ascend 2 Research marketing organization, to study the most effective channels for digital marketing plan showed that-

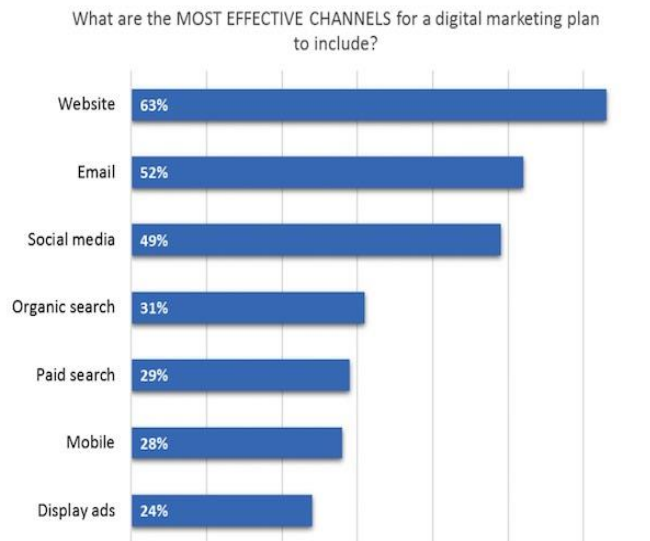


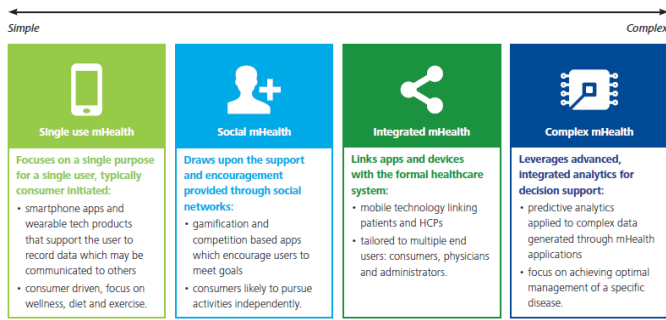
Figure:2 Ascend2 Survey results

(2018 Digital Marketing plans survey, Ascend2 and Research Partners, December2018)

Websites play most effective channel for DM, “a hospital web resource is currently one of the most important channels of sales of medical services and related products. More and more potential patients are looking for the necessary information on the Internet when choosing a particular hospital.”

2. According to a study connected by Deloitte-uk-connected-health-
“A hospital web resource is currently one of the most important channels of sales of medical services and related products. More and more potential patients are looking for the necessary information on the Internet when choosing a particular clinic.”

Figure 1. mHealth opportunities range from the simple to the complex



Source: Four Dimensions of Effective mHealth, Deloitte US Center for Health Solutions, 2014

Figure 3. (Source: Four Dimensions of Effective mHealth, Deloitte US Centre for Health Solutions, 2014)

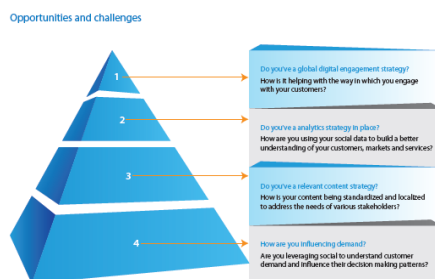
3. According to a study on “Patient Perspectives on Online Health Information and

Communication with Doctors” (By- Michelle Pannor Silver, Department of Anthropology/Health Studies, University of Toronto Scarborough Campus, Toronto, ON, Canada)

This study showed that- there are 6 general concerns which emerge while using online healthcare information were- (1) limitations in own ability,(2) credibility/ limitations of online information,(3) anxiety, (4) time consumption, (5) difficulty in seeking correct information, and lastly (6) difficulty in decision making related to related healthcare concerns.

The conclusion of this study indicated that using online consultation and applications and websites which provide the information precisely that patient requires helps in increasing satisfaction level of patients as well as their trust increases for that particular website/ application. They become more reliable users of that website/app and also the influencers for their peers for choosing the particular website/application.

4. According to a study conducted by INFOSYIS Healthcare Ltd. 2014 “Social Media and Indian Healthcare Industry: Opportunities and Challenges”



(Figure4. Source- INFOSYIS Healthcare Ltd. 2014)

Study shows that the importance and usage of digital platforms in healthcare industry is increasing with the advancement in technology. For brands and marketers in healthcare Industry, the road ahead is paved with both opportunities and challenges. Healthcare institutions have taken the first step by adoption of digital platforms as a channel to communicate with customers. It is now time to move to the next phase where they strive to offer better customer services via online platforms and also to establish their brand as a thought leader in the space. Early focus in social media has provided us the foresight to support the customers in a new, more digitally connected world. The managed services model helps the brands to maximize their social

efficacy through effective customer engagement, reliable analytics & insights and technology capabilities so that users can focus on what's most important to them.

CHAPTER- 3

RESEARCH METHODOLOGY

Chapter3. Research Methodology

3.1 Research Question- What are the factors which influence the effectiveness of Fortis website/application?

3.2 Objectives-

- To identify the factors that plays an important role for Fortis website and mobile app visits.
- To create and update the profiles of clinicians on Fortis website and application.
- To study the relationship between the demographic characters and usage of services through website/app.
- To calculate Net Promoter Score related to website/app

3.3 Research Design- Descriptive& Exploratory study design

3.4 Study Setting- Fortis Escorts Hospital, Jaipur.

3.5 Duration of the Study- The study was conducted over a period of 3 months from 6th February 2019 to 4th May 2019.

3.6 Sample Size- 120 OPD Patients

3.7 Sample Size Calculation-

400 pts.(daily OPD visits)	- 280 pts. (conventional appointment)	400-280 = 120 pts.
120 pts.(online appointment via Fortis website/ app)	10 days (Sample collection)	120pts. * 10 days= 1200 pts.
10% of 1200 pts. (booking online appointments)	120 pts.(Study Sample)	

3.8 Inclusion Criteria- Only patients that booked online appointment via Fortis website/ app were selected for study.

Exclusion Criteria- Patients through conventional appointment were excluded.

3.9 Sampling Technique- Convenience Sampling

3.10 Data Collection Procedure- Data collected for the study was primary data through structured questionnaire. For the updation of clinicians profile secondary data was also used. Secondary data was obtained through CV's of physicians by HR department.

CHAPTER 4- ANALYSIS

& RESULTS

Chapter4. Analysis & Results

4.1 Respondent's Profile-

The respondents were categorised on the basis of demographic variables categorization was done on the basis of gender (male and female), age (<30 years, 30-60 years and above 60 years). The frequency and percentage of respondents in each respective category are shown below. This will help in finding the difference in opinion between the different respondents groups regarding the usage patterns of Fortis website/application.

Table4.1.1 Percentage distribution of respondents by their Sex

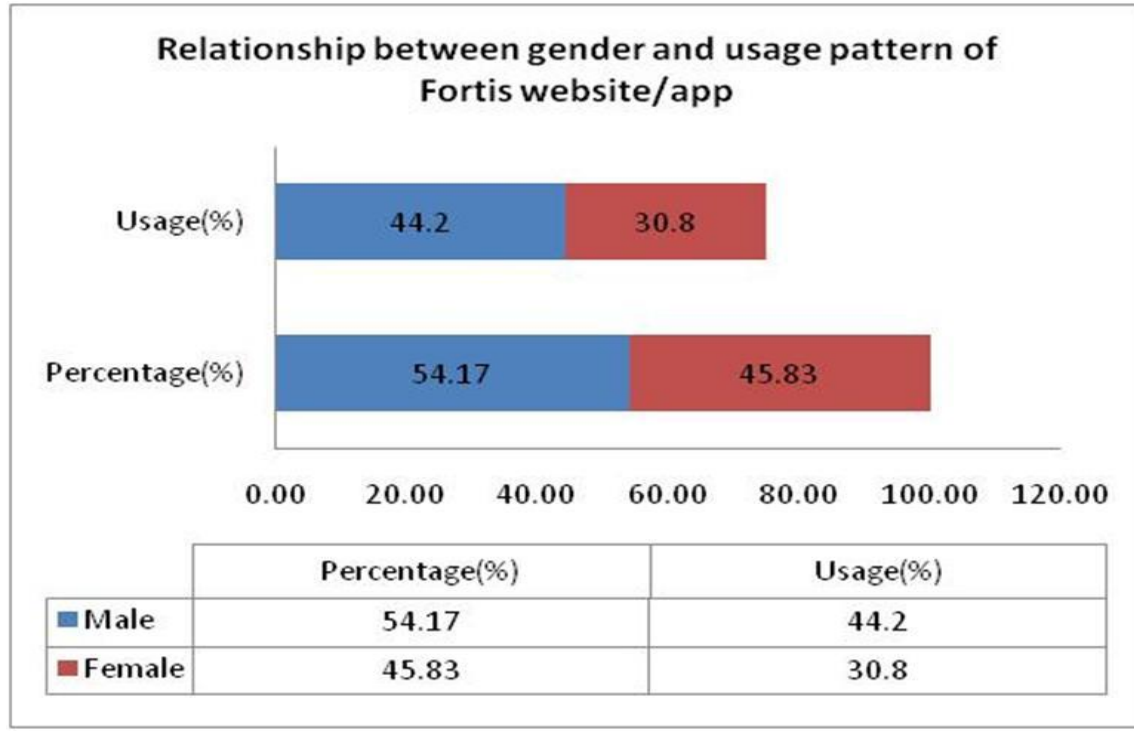
Gender	Frequency	Percentage
Male	65	54.17
Female	55	45.83
Total	120	100.00

Table4.1.2 Percentage distribution of respondents by their Age Group

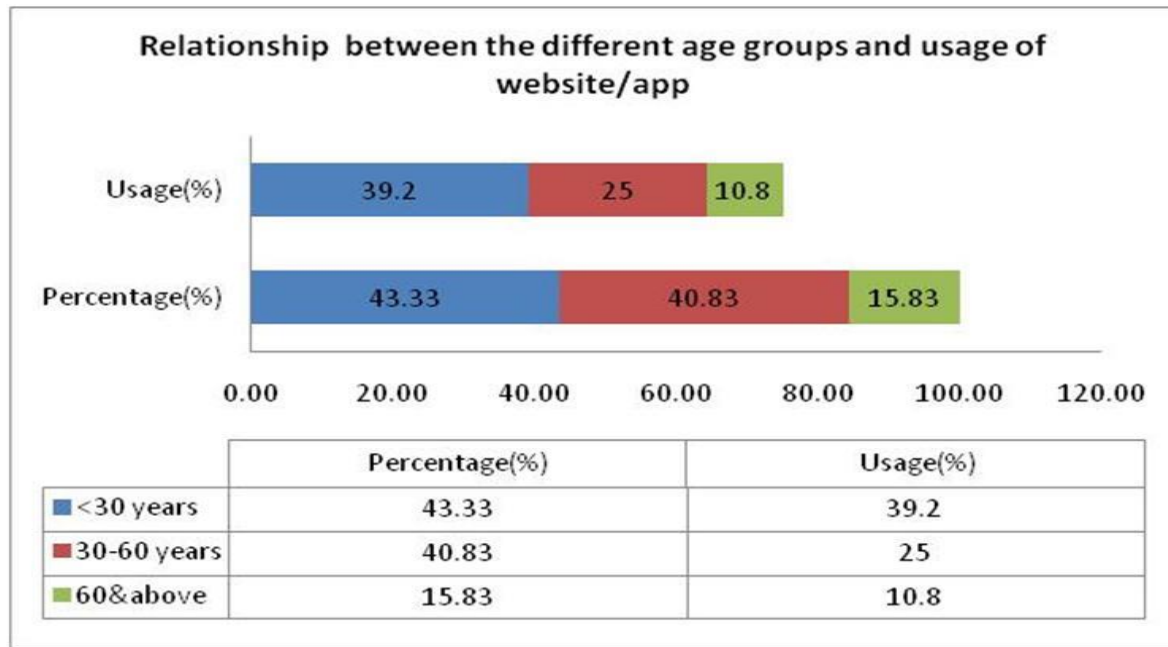
Age	Frequency	Percentage
<30 years	52	43.33
30-60 years	49	40.83
60&above	19	15.83
Total	120	100.00

4.2 Relationship between demographic data (gender and age) and usage pattern of Fortis website/ application.

4.2.1 Graph showing relationship between gender and usage pattern of Fortis website/app

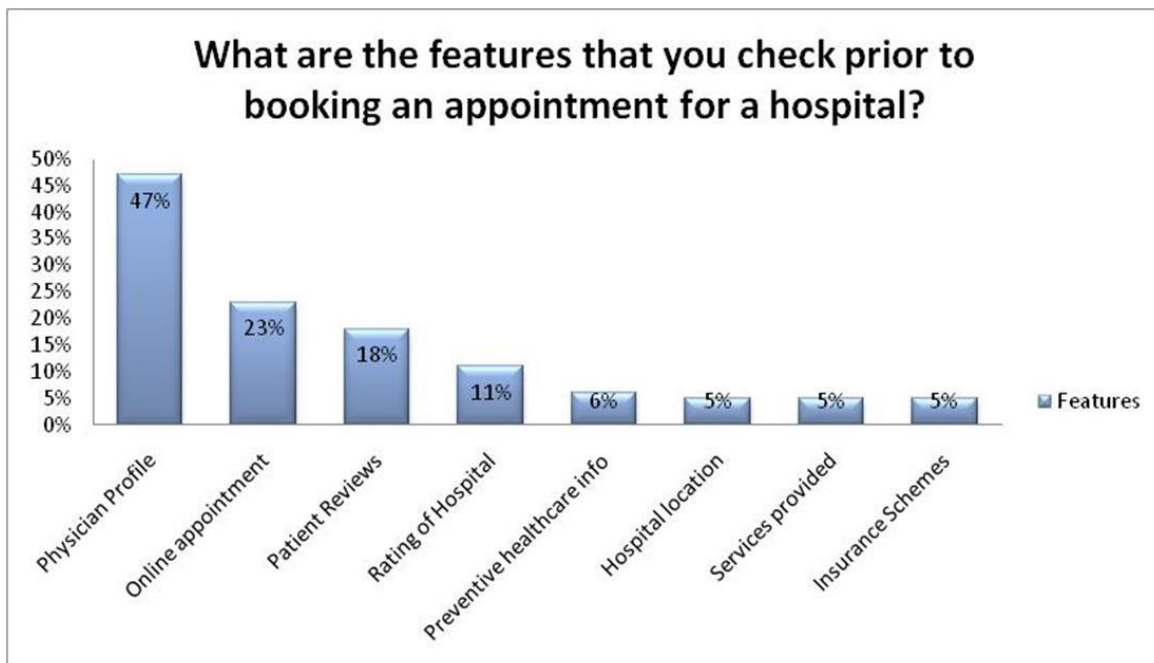


4.2.2 Graph showing relationship between different age groups and usage pattern of Fortis website/app



4.3 The features that customers Check online Prior to Booking Appointment For a Hospital

4.3.1 Bar diagram showing ranking of features



Interpretation-

It shows that physician's profile was ranked 1st with 47% customers giving it 1st priority, online appointments was ranked 2nd with 23%, patient's feedback/reviews ranking 3rd with 18%,

hospital online rating was 4th with 11%, and then preventive healthcare information with 6% priority by customers.

4.4 Ranking of characteristics Related to physician's profile

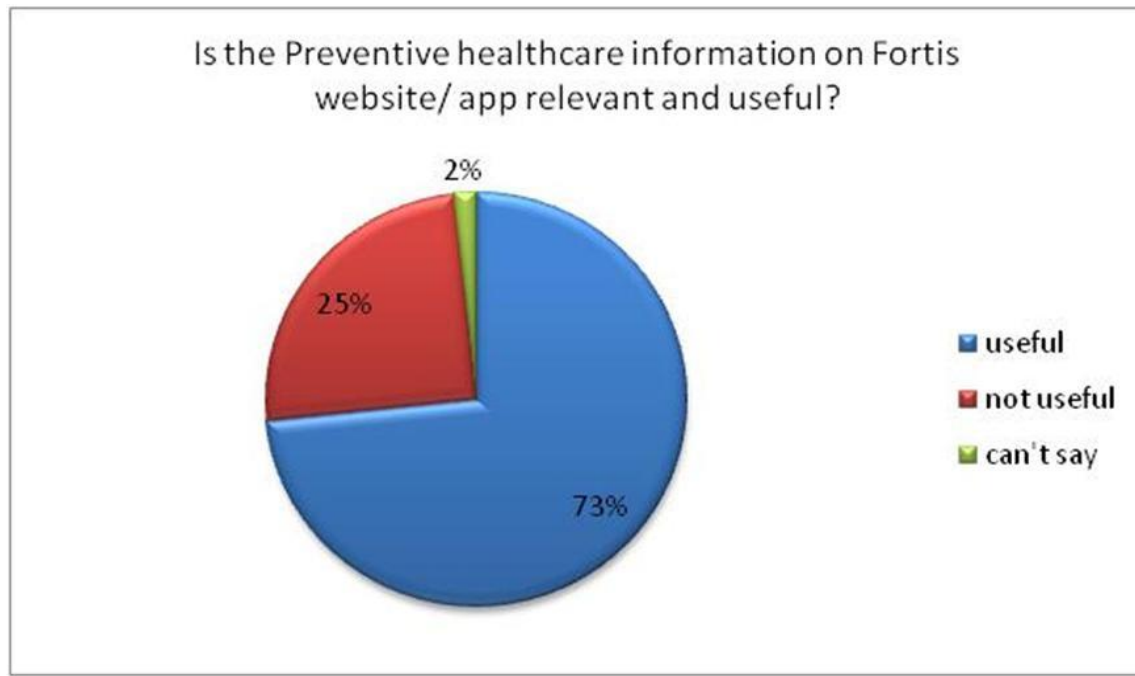


Interpretation-

Physician's experience was given utmost importance by 78% of customers, physician's reviews 21%, and physician's fees 18% priority.

4.5 Usefulness of Preventive Healthcare Information for the Patients

4.5.1 Pie diagram showing usefulness of information

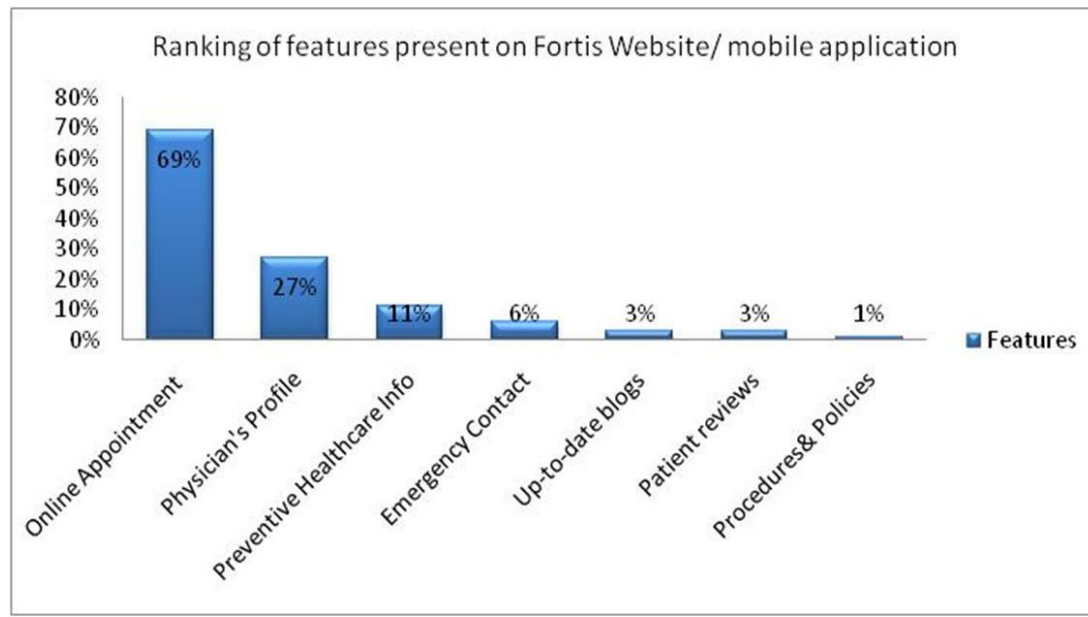


Interpretation-

73% of customers find the preventive healthcare information which is available on Fortis website/ app relevant and useful while only 25% of customers find it to be irrelevant.

4.6 Ranking of Features on Forts Website/application

4.6.1 Bar diagram showing ranking of features on Fortis website/application



Interpretation-

Online appointment was given the utmost importance by the patients with 69% ranking it 1st. For physician's profile 27% patients, 11% preventive healthcare information, 6% emergency contact, 3% up-to-date blogs and patient reviews and only 1% was given to procedures and policies on website/app.

4.7 Calculation of NET PROMOTER SCORE

Net Promoter Score was calculated based upon 11 point rating scale (0-10) to know the percentage of customers that are satisfied with the overall services provided to them and that they will recommend Fortis to their peers.

The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

NET PROMOTER SCORE CALCULATION-

Customers are surveyed on one single question. They are asked to rate on an 11-point scale the likelihood of recommending the company or brand to a friend or colleague. Based on their rating, customers are then classified in 3 categories: detractors, passives and promoters.

- **DETRACTORS**

'Detractors' gave a score lower or equal to 6. They are not particularly thrilled by the product or the service.

- **PASSIVES**

‘Passives’ gave a score of 7 or 8. They are somewhat satisfied but could easily switch to a competitor’s offering if given the opportunity.

- **PROMOTERS**

‘Promoters’ answered 9 or 10. They love the company’s products and services.

- **NPS Calculation-**

Net Promoter Score = % of Promoters ☺ - % of Detractors

NPS CALCULATION-

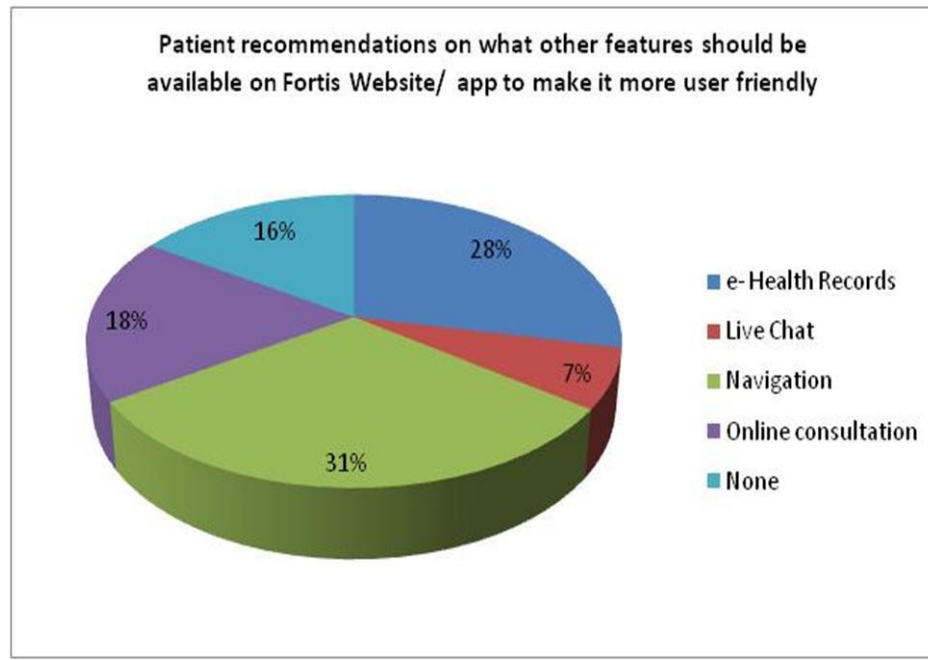
	NPS Score Calculation	
	No.	Percentage
Promoters	65	54.17
Passivers	20	16.67
Detractors	35	29.17
Total Responses	120	100.00
	NPS Score	36

Interpretation-

Since ,the NPS score is positive number (36) it refers that, the organization is likely selected by the customers and the company generates a lot of positive word-of-mouth referrals.

4.8 Recommendations by Patients To Make Fortis Website/ App More User Friendly

4.8.1 Pie diagram showing Recommendations to make website/app more user friendly



Interpretation-

The above pie diagram shows that 31% patients have recommended that Fortis website/app should have navigation option which could help them to reach the hospital easily. While 28% patients recommend that Fortis website/app should provide them with e-health records.

CHAPTER 5- CONCLUSION
&
DISCUSSIONS

Chapter 5. Conclusions and Discussions

- Increasing website and application usage by providing offers and discounts on online appointment booking.
- Using Search Engine Optimization (SEO) as promotional strategy to reach larger population.
- Increasing website traffic by providing downloadable preventive healthcare information to increase customer engagement.
- Conversion of leads to customers by regular tracking mechanism.
- Providing e-mail and text message alerts to customers regarding their scheduled appointment.
- Continuous monitoring and evaluation of website/ mobile app performance.

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7 – APPENDICIES

7.1 Questionnaire

UHID No



QUESTIONNAIRE

Q1. Put a tick mark in the appropriate box regarding your details from the following:

1.1 Gender

Male (0) ☐

Female (1) ☐

1.2 Age

< 30 years ☐

30-60 years ☐

60& above ☐

Q2. Do you use Fortis Website/ mobile application for booking appointments?

Ans. Yes ☐

No ☐

Q3. While choosing a hospital for a service, what are the elements that you check prior to appointment booking?

- | | |
|----------------------------------|--------------------------|
| Ans. 1. Ratings of the hospital | ☐ |
| 2. Services provided | ☐ |
| 3. Reviews of patients | ☐ |
| 4. Physicians Profile | ☐ |
| 5. Acceptance of insurance plans | ☐ |
| 6. Location of hospital | ☐ |
| 7. Online appointments | ☐ |
| 8. Packages provided | ☐ |

Q4. What all characteristics do you look for before making an appointment for a specific clinician?

- | | |
|-----------------|--------------------------|
| Ans. Experience | ☐ |
| Reviews | ☐ |
| | ☐ |

Fees

Others

Please specify, _____

Q5. Is the Preventive healthcare information on Fortis website/ app relevant and useful?

Ans. Useful

Not Useful

Somewhat useful

Q6. Please rate the features that are helpful for you while using Fortis website/app-

	0	1	2	3	4	5
Ans. Preventive healthcare Info.	☐	☐	☐	☐	☐	☐
Up-to-date blogs	☐	☐	☐	☐	☐	☐
Patient Testimonials	☐	☐	☐	☐	☐	☐
Online appointment booking	☐	☐	☐	☐	☐	☐
Procedures & policies	☐	☐	☐	☐	☐	☐
Clinician Profiles	☐	☐	☐	☐	☐	☐
Emergency Contact	☐	☐	☐	☐	☐	☐

Q7. Considering your complete experience with Fortis website/app, how likely would you recommend the services to your peers?

NOT AT ALL LIKELY

EXTREMELY LIKELY

0	1	2	3	4	5	6	7	8	9	10
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Q8. Any recommendations with respect to what all can be incorporated on our site/application to make it more user friendly

7.2 Doctor's Profile Format

Abridged Version of the Profile: in 100 words	<i>Dr Name</i> <i>Fortis Escorts Hospital Jaipur</i> <i>GID</i> <i>Mail ID</i> <i>OPD Schedule</i>
Designation	
Department/Specialty (Choose from the drop down)	Choose an item.
Languages spoken	
Total Years' of Experience	
Previous experience	
Medical Education, Certifications and fellowships/Research Papers. Include International Training if applicable	
Professional Memberships	
Clinical Interests/ Specialized Treatments /Area of Expertise	
Awards & Honors (If any)	
Research and Publications (If any)	
Medical Breakthroughs/ Interesting Case Studies:	

Brief Profile (Apx) 150 -200 words

Social Media links

Facebook:

Twitter:

Linkedin:

Mobile No: (For Internal Use only)