

Managing Customer Relationship through Effective CRM Practices In Hospital Setting

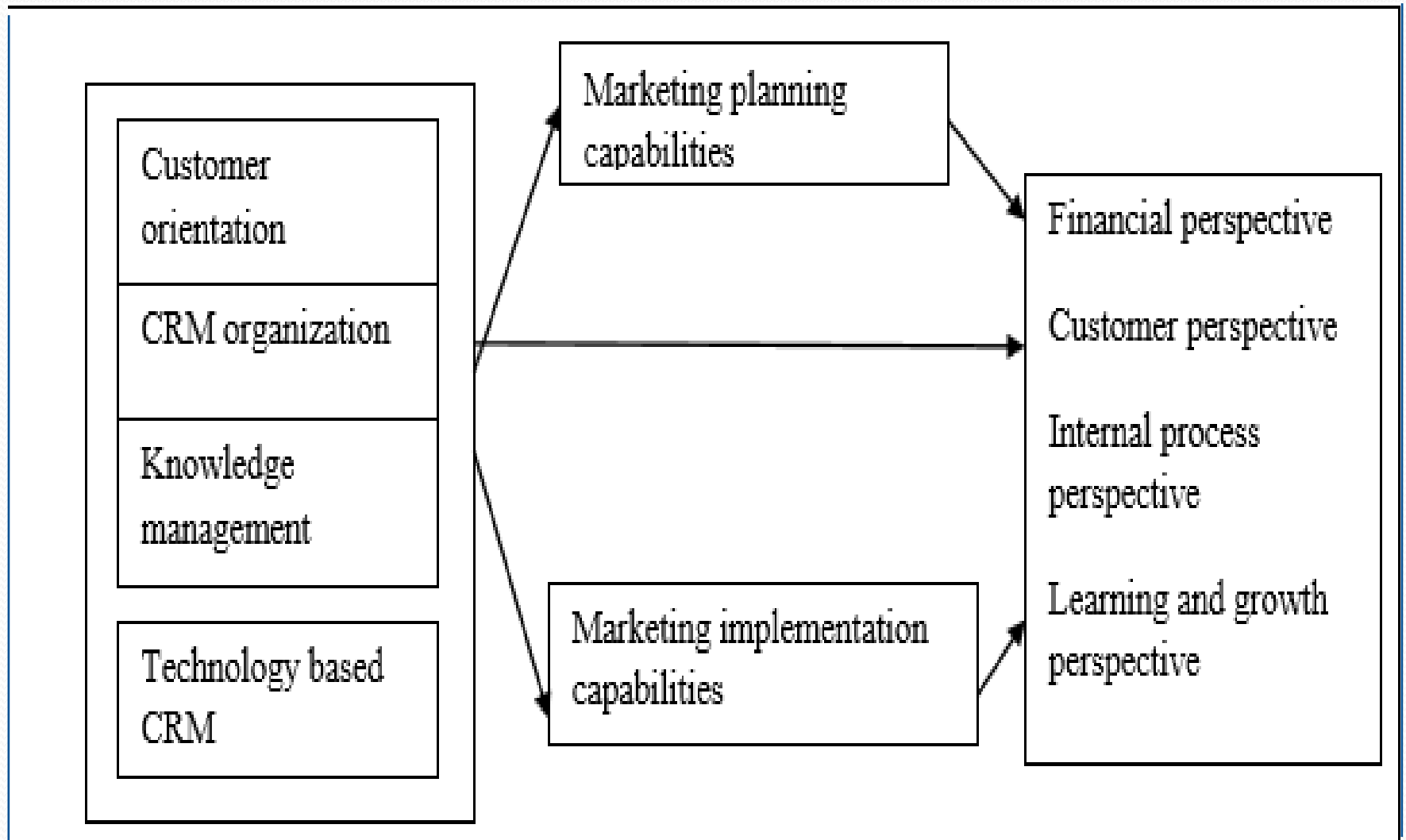
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Definition

- Customer Relationship Management (CRM) can be defined as " a strategic approach that enables organizations to use internal resources (i.e. Technology, people, and process) to manage the relationship with customers, in order to create a competitive advantage and improve an organization's performance".

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- Product centric approach to Customer centric approach
 - CRM exists at three levels as:
 - Operational CRM
 - Analytical CRM
 - Strategic CRM

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- Alarming time for hospital industry to start using CRM practices in order to :
 - Study behavioral pattern of their customers
 - Establishing fruitful relationship
 - Facilitate developing and expanding customer base
 - Strength primary value creation activity



Source: European Journal of Business Management, Vol 6, No 25

- **RESEARCH QUESTION**

- What are dimensions of Customer Relationship Management?

- **RESEARCH OBJECTIVES**

- To study the effectiveness traditional CRM practices, with respect to patient satisfaction

- To identify dimensions/determinants for effective customer relationship management implementation in the hospital.

- To review the general usability and resistance principles in order to build an integrative framework for CRM

Research Design

-Sample Plan

- *Study design*- Cross- sectional descriptive study
- *Duration of study*- 3 months (February 23, 2016 – May 19, 2016)
- *Study Area* –Shri Mata Vaishno Devi Narayana Superspeciality Hospital, Jammu
- *Sampling*- Non probability sampling technique (Quota Sampling)



Respondents –Study population considered comprised of:

- 100 sample size
- 50 respondents, internal customer which included employees of hospital (30 respondents directly involved in patient care, clinical staff and 20 respondents where from management)
- 50 respondents, external customers which came to outpatient department of hospital.

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- Study is based on primary data collection as well as secondary data collection.
 - Technique used is face to face interviews through semi structured questionnaire designed for patients as well as employees of the organization

Patient Perception

	Strongly Agree/Agree	Neutral	Disagree	Strongly Disagree
Hospital Staff helped you to resolve all your concerns	37	10	2	1
Hospital staff is enthusiastic in providing services	38	10	2	0
Hospital staff is courteous by nature	44	6	0	0
There is smooth distribution of information by hospital staff at the time of booking appointment.	31	4	13	2
Timely information given by hospital staff as per your requirement	17	6	6	21
Physical facilities provided by the hospital are appropriate.	33	13	4	1
Hospital environment is clean	28	12	8	2
Hospital has a proper mechanism for prompt redressal of problem.	23	13	9	5
Duration of waiting time is comfortable	22	7	16	5
Doctor's chamber was easily located	16	12	18	4
Doctors patiently listen to your problem	44	5	1	0
Doctor gave all information about the treatment.	42	3	4	1
Reports of test where dispatched at scheduled time.	13	6	14	17

		Number of Patients
How did you come to know about this hospital?	a) Friends and family members	17
	b) Newspaper advertisement	13
	c) Magazine advertisement	0
	d) Bill boards	11
	e) Internet	4
	g) Other sources, specify	5
How likely are you going to use hospital services	a) Definitely Not	0
	b) Unlikely	1
	c) Somewhat likely	22
	d) Very likely	10
	e) Definitely	17
Would you recommend this hospital to others	a) Definitely Not	3
	b) Unlikely	5
	c) Somewhat likely	7
	d) Very likely	9
	e) Definitely	26

Comparison of Opinion of Clinical Staff and Management Towards Hospital Services

- [Excel CRM.xlsx](#)

	Frequency of Data Collection	Clinical Staff	Management
• How often hospital tracks patient satisfaction?			
	Daily	11	13
	Weekly	4	1
	Monthly	1	3
	Quarterly	1	1
	Semi-annually	0	0
	Yearly	0	0
	Any other procedure	0	0
	Never	13	2
• How is patient satisfaction primarily tracked?	Mode of Data Collection		
	Feedback forms	10	13
	Follow up telephone calls	4	1
	Outside firm hired to track patient satisfaction	2	3
	Suggestion boxes placed at different facilities	8	1
	Other, please specify	1	0
	Not tracked	5	0
• What is most compelling reason for hospital to work on patient satisfaction?	Reasons to work for patient satisfaction		
	Fear of losing patients to competitors	6	5
	Fear of losing employer contract	4	1
	Fear of increase regulation	7	3
	Fear of damage to organization reputation	12	6
	Other, please specify	1	5

Practices Contributing to Build Positive Image of Hospital

- Hospital identified different customer type and gave treatment accordingly where in satisfaction levels were more than 50% in sample studied
- Hospital gives value to patient need- 50% satisfaction levels
- Hospital attends to patient complaint promptly- 50% satisfaction level
- Hospital keeps patient information for future reference -75% satisfaction level
- Hospital staff was courteous ,enthusiastic in providing services ,helped to resolve all the concerns-80% satisfaction levels
- Hospital ambience and smooth distribution of information at the time of booking appointment-contributed -65%
- Doctor' behaviour and their competency played significant role -90% satisfaction level

Practices Not in the Interest of the Hospital

- Timely information was not given by the hospital to patient contributed -50% dissatisfaction levels
- Duration of waiting time is not comfortable for patients-50% dissatisfaction levels
- Doctor's chamber was also not easily located-50% dissatisfaction levels
- Reports were not dispatched at scheduled time -70 % dissatisfaction levels
- Hospital lacks mechanism for timely distribution of information and reports-50% dissatisfaction levels
- Hospital does not provide relevant information to respective departments-60% dissatisfaction levels
- Hospital neither has dedicated staff for database management of patients nor specific training is provided for maintaining customer relationship and it also does not gives importance to presentation and analysis of patient information.
- Hospital also lacks integrated approach to resolve problems together for better relationship with patient-50% dissatisfaction levels.
- Hospital needs to streamline its offerings according to patient as well.

Effectiveness of Traditional CRM Practices

- 35% patient coming to hospital came to know about this through family and friends.
- Only 8% patients came to know about this hospital through social media which needs lot of up gradation
- Almost 70% of patients are going to use services again and 50% of sample studied is going to recommend hospital to others

Areas of Improvement

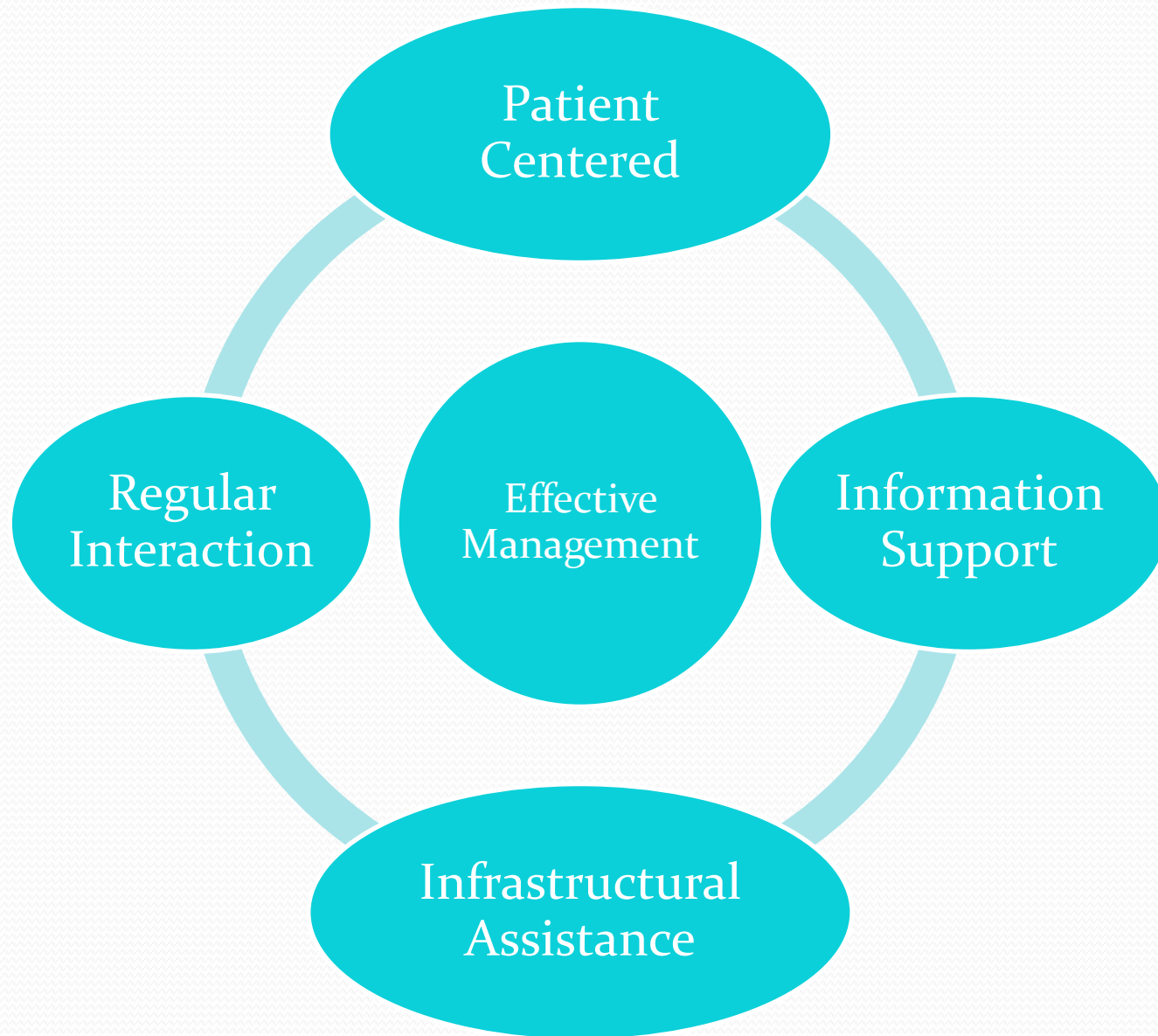
- Frequency of data collection about patient satisfaction needs to be increased as demonstrated by data collected 30% to 40% feedbacks from patients coming to hospital is not been recorded
- Modes of collection of patient data also have to be increased as of now hospital is concentrating only on feedback forms for getting the quality of services evaluated by patients.

Review of General Resistance Principles from Management

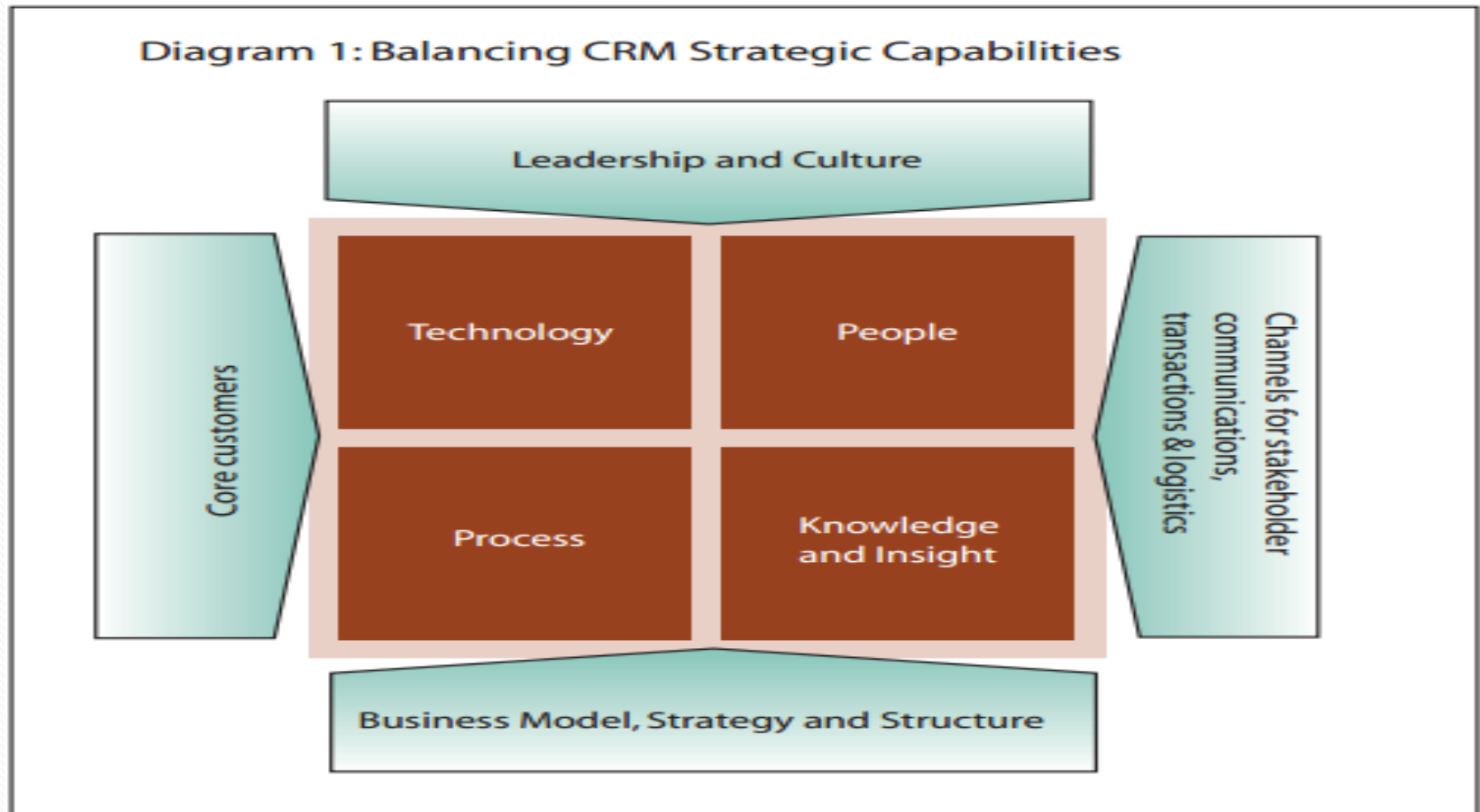
- According to management there is mechanism for timely distribution of reports and information but more than 50% clinical staff disagreed to this point. Even they showed higher level of disagreement to the point that hospital provides information on regular to respective departments-60% dissatisfaction levels.
- Opinion also differed on large extent about infrastructural requirements as well as training of staff for maintaining customer relationship .No proper mechanism to solve problem together was also point of disagreement.

Dimensions Of CRM

- Any new hospital right from its inception should work intensively on getting trust of people which lead to building an everlasting relationship with patients helping in patient retention and thereby ultimately turning into loyal customer for the organization.



Integrative Framework For CRM





● **Process**

- Patient collaboration to jointly plan and create new value, differentiated by class of customer.
- Collaboration with distribution channel intermediaries and suppliers to achieve logistics required at different departments on time.
- Embedding business rules into CRM databases so that customers' behaviours trigger action

- **Technology**

- Touch points with the hospital
- Development of a single, real-time view of each patient with enhanced features
- Rely on automation
- Mine the data
- Keep whole system easy and user friendly
- Content of websites
- Geo-location
- Personalization and customization



● People

- Recognizing that employees have different needs just as patients do, and trying to provide each with the value they want from the hospital
- Creating a self-serve capability to enable employees to take more control of their informed decisions, including what and when they learn
- Train your workforce well for proper implementation of CRM practices
- Empower frontline workers
- Focus on collaboration

- **Knowledge and insight**

- The approaches hospital uses to add value to patient data so that they acquire the knowledge and insight needed to deepen the relationships that matter.

Conclusion

- CRM isn't CRM unless it affects the customer's experience
- CRM is a strategy, not a project
- CRM should improve ROI
- Technology is a means, not an end
- You should adopt 360-degree approach to know your customer



THANK YOU