

Market Assessment of Patient's Perception and Feedback Towards Services Provided at Apollo Diagnostics

By

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*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

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Internship Training

At

Apollo Health and Lifestyle Limited

**Market assessment of patient's perception and feedback towards the
services provided at Apollo Diagnostics.**

By

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Under the guidance of

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**MBAHospital and Health Management
2014-2016**



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TO WHOMSOEVER MAY CONCERN

This is to certify that **Parul V. Garg** student of MBA Hospital and Health Management (PGDHM) from The IIHMR University, Jaipur has undergone internship training at **Apollo Health & Lifestyle Ltd., Hyderabad** from **Feb. 15, 2016 to Apr. 30, 2016**.

The Candidate has successfully carried out the study designated to him 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.



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I write to confirm that **Ms. Parul V Garg** was placed at **Apollo Health and Lifestyle Limited** for her project. She worked on the project entitled "**Patient's perception and feedback towards services provided by Apollo Diagnostics.**" at Apollo Diagnostics, Hyderabad from 15.02.2016 to 30.04.2016. She has been innovative in developing the concepts and working structure for the project, and sincere in her attempt to complete the task with attention to detail. She has also made a brief report about current process and standard process of the industry.

Place: *Hyderabad*

Date: *30/4/16*



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All the Best

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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled "**Patient's Perception and Feedback towards the Services provided at Apollo Diagnostics**", submitted by **Parul V. Garg** Enrollment No. **IIHMR-U/MBA-HM/2014-16/19-1590** under the supervision of **Dr. Susmit Jain** for award of **MBA Hospital and Health Management (PGDHM)** of the University carried out during the period from **Feb. 15, 2016** to **Apr. 30, 2016** 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

TITLE: MARKET ASSESSMENT OF PATIENT'S PERCEPTION TOWARDS APOLLO DIAGNOSTICS

AUTHOR: Parul V Garg

ADVISOR: Dr. Susmit Jain

BACKGROUND:

Healthcare in India is under a transformative phase. From purely clinical judgement, physician's now are relying more & more on "Diagnostic centers", which are offering advanced, high tech test, with high sensitivity and specificity, giving accurate results. Diagnostics' is a monetary, manpower and technology intensive industry. Apollo Diagnostics, a service fully dedicated to providing diagnostics for all age groups. The diagnostic services provide Apollo's healthcare practitioners with information about the presence, severity and cause of diseases in patients. This study was undertaken specifically for understanding the process involved in a diagnostic setting. An effort was made to determine the satisfaction level amongst patients of Apollo diagnostic centers located all across South India through feedback forms, comparative analysis with competitors and by analyzing the current database of patient feedbacks. Also a market survey was conducted to explore the services provided to measure the effectiveness of current marketing tools used by Apollo Diagnostics.

OBJECTIVES:

- To analyze patients' experiences of care and highlight areas which require improvement to provide a patient-led healthcare service.
- To analyze the services provided by the competitors to get an overview of current trends in the marketplace.

METHODOLOGY:

Study Setting: Apollo Diagnostics, Hyderabad

Study Design: Descriptive and Analytical

Study Duration: 15th February 2016 – 30th April 2016

Sampling Size:

- **120 patients were interviewed** for measuring **patients' experiences** of care (Bangalore, Chennai, Pune and Hyderabad).
- **207 prospective clients were interviewed** for market survey (across different regions in Hyderabad).
- **15060 patient feedback** data from the existing database of **call center**
- **253 patient feedback calls** were listened to from the existing database of call center.

Sampling Technique: Convenience sampling (non-probability sampling)

Tools: Structured Questionnaire, One to one interviews, Telephonic interviews, Comparative analysis and Statistical analysis.

RESULT:

- Out of 120 patients, more than 80% people were happy with the reception service, sample collection and overall service, 75% people found the services value for money and almost 70% of people find the center clean and hygienic and are happy with the reporting time. Maximum walk-in patients i.e. 49% came to Apollo Diagnostics through Signboards/hoardings/banners. Almost 25% of the patient came to Apollo Diagnostics through flyers/posters and rest came through word of mouth, doctor's referral, newspaper or internet/website.
- Out of 207 prospective clients, 123 people knew about Apollo Diagnostics. Maximum i.e. 32% of people knew about Apollo Diagnostics through signboards/banners and maximum people chose Apollo Diagnostics for its brand followed by its place, quality, service and price. Out of 123 people 66% people knew about Apollo Diagnostics Home Collection and out of 66%, 47% found it good. Out of 84 people who didn't know about Apollo Diagnostics 50% people said they'll go to a diagnostic center on referral of the doctor. 26% people relied on word of mouth and 25% people relied on newspaper, internet, flyers/posters and banners/hoardings. Maximum people relied on brand value followed by quality, price, place and service. Out of 84 people who did not know about Apollo Diagnostics, Almost 80% people will prefer Apollo Diagnostics in future. Out of that 80%, 44% people preferred Home collection.

- 15060 patient feedback data revealed that maximum happy patients were recorded in Chennai and maximum unhappy patients were recorded in Bangalore and no feedbacks were recorded in Pune.
- 253 calls were heard and then the feedback data was cross-checked to calculate the variations. 8% variation was recorded.
- Comparative analysis of Apollo Diagnostics was done with Vijaya diagnostic and Lucid and the analysis revealed that the staff should be dressed in proper uniforms, patients should be kept engaged using various IEC materials, patient care executives should greet the patient properly, feedback/suggestion box or logs should be available, quality certificates should be put on display and center should be clean.

RECOMMENDATIONS:

- High visibility could be achieved through pole banners, advertisement hoardings, glow boards and increase flyer inserts.
- Discounts on occasions like Women's day, Mother's day and Father's day could be offered, and there could be an association with corporate offices for increasing word of mouth publicity. Advertisement on website regarding offers and packages and patient first moto on the website can be inculcated.
- There should be proper display of posters regarding the right way of drawing, storing and transporting samples and other IEC materials at the centers.
- "Thank You" Cards or Text Message for positive feedback and "Sorry Cards" or Text Message for negative feedbacks could be given.
- A regular audit should be done on how feedback calls are answered and recorded.
- An electronic message can be dropped to the patient. The message should include a thank you message, update about the reports and a feedback link. Feedback form should be uploaded on the website. Patients who have given the negative feedback should be responded by a call so as to resolve their issue. Patients who have given positive feedback should be responded with a thank you message.
- Proper uniforms and punctuality should be ensured and this can be done through camera attendance tracker. Special appraisals should be planned for the patient's favorite phlebotomists. Disincentives should be given to phlebotomists with maximum complains of bad behavior or multiple pricking.

ACKNOWLEDGEMENT

I take this opportunity to express my profound sense of gratitude and indebtedness to all those who helped me throughout the duration of the project.

I would like to acknowledge, First and foremost Mr. Ravindra Kumar (Head of Apollo Diagnostics) for showing confidence in me and giving me such a wonderful topic to do my project during dissertation, without his support and guidance it would not have been possible.

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I would also like to thank Mr. Binu D. Nair (Head HR) without whose permission I would not get this golden opportunity to do my dissertation from AHLL, Hyderabad.

I would like to thank all the others at Apollo Diagnostics who left their mark in the project and helped me in spite of their busy schedule and hectic work hours, especially Mr. Tarun Saini and Mr. Ravindra Nath for giving me all the information and support required to complete my project.

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I would like to special thanks to Dr. S D Gupta sir, Dr. Ashok Kaushik sir for guiding me throughout my project and providing me the required information.

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Parul V Garg

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1. INTRODUCTION

Healthcare in India is under a transformative phase.¹From purely clinical judgement, physician's now are relying more & more on "Diagnostic centers", which are offering advanced, high tech test, with high sensitivity and specificity, giving accurate results. Diagnostics' is a monetary, manpower and technology intensive industry. Technological advances in the diagnostic care are the order of the day. The challenge for such Diagnostic setups is to balance satisfaction of patients and clinicians, which is the primary reason for its existence with profit generation for maintaining expensive set-up.³

Moreover, Consumer of today's health care sector is very alert and aware about his rights and the standards of services he is going to pay for. Thus, with time, health care market is becoming more & more buyer's market rather than seller's market. Customer satisfaction is important to estimate and improve present level of the quality of services.² It is also important to marketer because it is a significant determinant of repeat sales, positive word-of-mouth, and consumer loyalty.³ A Delighted patient will become a loyal 'apostle', telling others about his / her great experience, while Outraged one will certainly not return and propagate negative aspects of the healthcare provider in an emotional way.⁴ Since in healthcare, word-of-mouth advertising is the most effective way of communication, both will have a very high positive / negative impact on the healthcare provider's business.⁴

This study was undertaken specifically for understanding the process involved in a diagnostic setting. An effort was made to determine the satisfaction level amongst patients of Apollo diagnostic centers located all across South India through feedback forms, comparative analysis with competitors and by analyzing the current database of patient feedbacks. Also a market survey was conducted to explore the services provided to measure the effectiveness of current marketing tools used by Apollo Diagnostics.

1.1 Objectives`

- To analyze patients' experiences of care and highlight areas which requires improvement to provide a patient-led healthcare service.
- To analyze the services provided by the competitors to get an overview of current trends in the marketplace.

2. LITERATURE REVIEW

1. Desai KT, Nahar R, Bansal RK. Study of Patient's Opinions in a Diagnostic Centre to Measure Patient Satisfaction. *Natl J Community Med.* 2012; 3(3):514-7.

Quantitative study was done in a diagnostic center with structured questionnaire from January to March, 2011. 66 home visit, 84 collection center and 14 lab to lab feedback forms were filled. Statistical analysis was done with SPSS 15. At collection centers, 100% customers got immediate attention from reception. 95.24% patients had smiling interaction from lab staff. Only 50% patients were given probable estimate of bill. 7.14% patients were not informed about probable report collection time. None of the 84 patients had to wait for report collection. In home visit 6.06% patients reported delayed service. In lab to lab feedback 42.86% felt report turnaround time was average. Efforts should be made to improve the lacunas, so that customer retention and repeat customer proportion increases.

2. Powell Linda. Study on Patient satisfaction surveys for critical access hospitals. *MSIPT.* 2001

Diagnosis errors are frequent and important, but represent an underemphasized and understudied area of patient safety. Diagnosis errors are challenging to detect and dissect. It is often difficult to agree whether an error has occurred, and even harder to determine with certainty its causes and consequence. The authors applied four safety paradigms: (1) diagnosis as part of a system, (2) less reliance on human memory, (3) need to open "breathing space" to reflect and discuss, (4) multidisciplinary perspectives and collaboration. The authors reviewed literature on diagnosis errors and developed a taxonomy delineating stages in the diagnostic process: (1) access and presentation, (2) history taking/collection, (3) the physical exam, (4) testing, (5) assessment, (6) referral, and (7) follow-up. The taxonomy identifies where in the diagnostic process the failures occur. The authors used this approach to analyze diagnosis errors collected over a 3-year period of weekly case conferences and by a survey of physicians. The authors summarize challenges encountered from their review of diagnosis error cases, presenting lessons learned using four prototypical cases. A recurring issue is the sorting-out of relationships among errors in the diagnostic process, delay and misdiagnosis, and adverse patient outcomes. To help understand these relationships, the authors present a model that

identifies four key challenges in assessing potential diagnosis error cases: (1) uncertainties about diagnosis and findings, (2) the relationship between diagnosis failure and adverse outcomes, (3) challenges in reconstructing clinician assessment of the patient and clinician actions, and (4) global assessment of improvement opportunities.

Finally the authors catalogue a series of ideas for change. These include: reengineering followup of abnormal test results; standardizing protocols for reading x-rays/lab tests, particularly in training programs and after hours; identifying “red flag” and “don’t miss” diagnoses and situations and use of manual and automated check-lists; engaging patients on multiple levels to become “coproducers” of safer medical diagnosis practices; and weaving “safety nets” to mitigate harm from uncertainties and errors in diagnosis. These change ideas need to be tested and implemented for more timely and error-free diagnoses

3. Roger T Anderson, Fabian T Camacho, and Rajesh Balkrishnan *BMC Health Serv Res.* 2007; 7: 31

This study examined the relationship between patient waiting time and willingness to return for care and patient satisfaction ratings with primary care physicians.

Cross-sectional survey data on a convenience sample of 5,030 patients who rated their physicians on a web-based survey developed to collect detailed information on patient experiences with health care. The survey included self-reported information on wait times, time spent with doctor, and patient satisfaction. Longer waiting times were associated with lower patient satisfaction ($p < 0.05$), however, time spent with the physician was the strongest predictor of patient satisfaction. The decrement in satisfaction associated with long waiting times is substantially reduced with increased time spent with the physician (5 minutes or more). Importantly, the combination of long waiting time to see the doctor and having a short doctor visit is associated with very low overall patient satisfaction. The time spent with the physician is a stronger predictor of patient satisfaction than is the time spent in the waiting room. These results suggest that shortening patient waiting times at the expense of time spent with the patient to improve patient satisfaction scores would be counter-productive

3. METHODOLOGY

3.1 Research Design

- A research design will be Descriptive (cross sectional) research – Phase I
- A research design will be Analytical - Phase II

3.2 Study Setting

Apollo Diagnostics, Hyderabad

3.3 Research Duration

15th February 2016 – 30th April 2016

3.4 Sampling Size

- **120 patients were interviewed** for measuring **patients' experiences** of care (Bangalore, Chennai, Pune and Hyderabad).
- **207 prospective clients were interviewed** for market survey (across different regions in Hyderabad).
- **15060 patient feedback** data from the existing database of **call center**
- **253 patient feedback calls** were listened to from the existing database of call center.

3.5 Sampling Technique

Convenience sampling (non-probability sampling)

3.6 Data Collection

- Primary Data: collected in form of patient feedback form, market-survey and observation.
- Secondary data: Call center data.

3.7 Tools

Structured questionnaires, one to one interviews and telephonic interviews were used.

4. RESULTS AND DISCUSSIONS

4.1 Analysis of Patient Feedback

120 patients were interviewed for feedback using a structure questionnaire. One-to-one and telephonic interviews were conducted for patients across four cities i.e. Bangalore, Chennai, Hyderabad and Pune.

4.1.1 Patient Feedback Index

Patients were asked to rate the reception service, sample collection, service time, sanitation, value for money and overall service as very good, good, fair, poor or very poor as per their experience. Table 4.1.1 records the responses of 120 patients and Fig. 4.1.1 shows the analysis of Patient's feedback.

Table 4.1.1 Patient Feedback Response

	Very good	Good	Fair	Poor	Very poor
Reception service	16	90	14	0	0
Sample collection	12	88	18	0	2
Service time	14	68	28	10	0
Sanitation	20	69	25	6	0
Value for money	21	69	21	8	1
Overall service	16	82	20	2	0

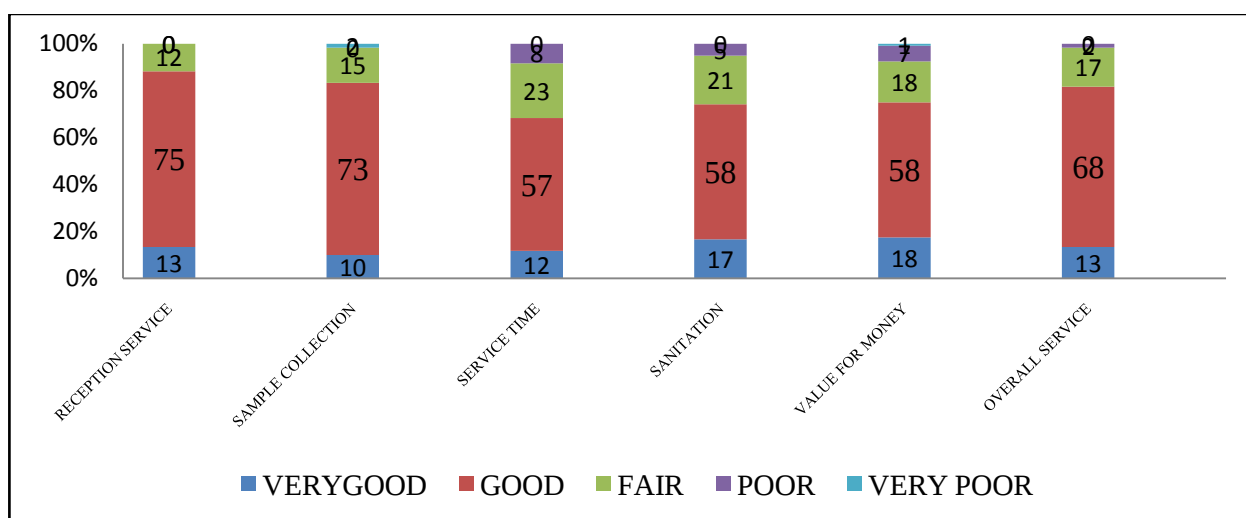


Fig. 4.1.1 Analysis of Patient Feedback Response

Findings

- More than 75% people found the reception service, sample collection, sanitation, value for money and overall service very good to good.
- Only 2% found sample collection very poor and only 1% found cost of services very poor.
- 8% people found service time, 7% found sanitation and 5% found value for money poor.

4.1.2 How they came to know about Apollo Diagnostics?

Patients were then asked how they came to know about Apollo Diagnostics. They were given choices like doctor, family/friends, internet/website, newspaper, flyers/posters and signboards/hoardings/banners. Their answers were recorded as shown in table 4.1.2 and analysis was done as shown in fig 4.1.2.

Table 4.1.2 Source of Information

Doctor	12
Family/Friends	20
Internet/Website	4
Newspaper	5
Flyers/Posters	33
Signboards/Hoardings/banners	71

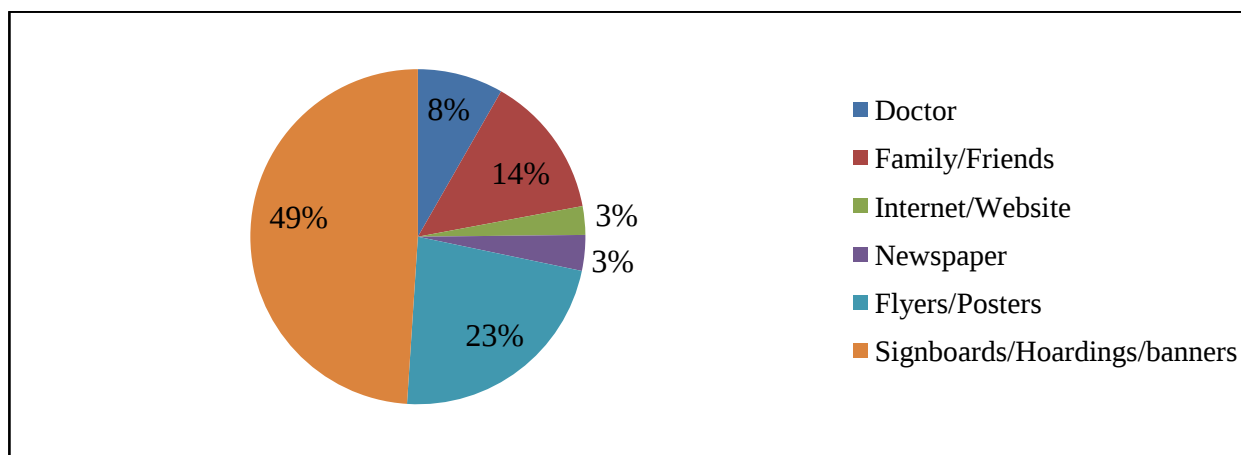


Fig 4.1.2 Analysis of Source of Information

Findings

- Maximum walk-in patients i.e. 49% came to Apollo Diagnostics through Signboards/hoardings/banners.
- Almost one-fourth of the patient came to Apollo Diagnostics through flyers/posters.
- Rest came through word of mouth, doctor's referral, newspaper or internet/website.

4.2 Analysis of Market Survey

Market survey was done in the surrounding areas of the Patient Collection Centers to explore the services provided to measure the effectiveness of current marketing tools used by Apollo Diagnostics. Total of 207 people were asked to fill a structured questionnaire. There were two sets of questionnaire, one for people who knew about Apollo Diagnostics and second for people who did not know about Apollo Diagnostics. In Fig 4.2 it is shown the people who knew and who did not know about Apollo Diagnostics.

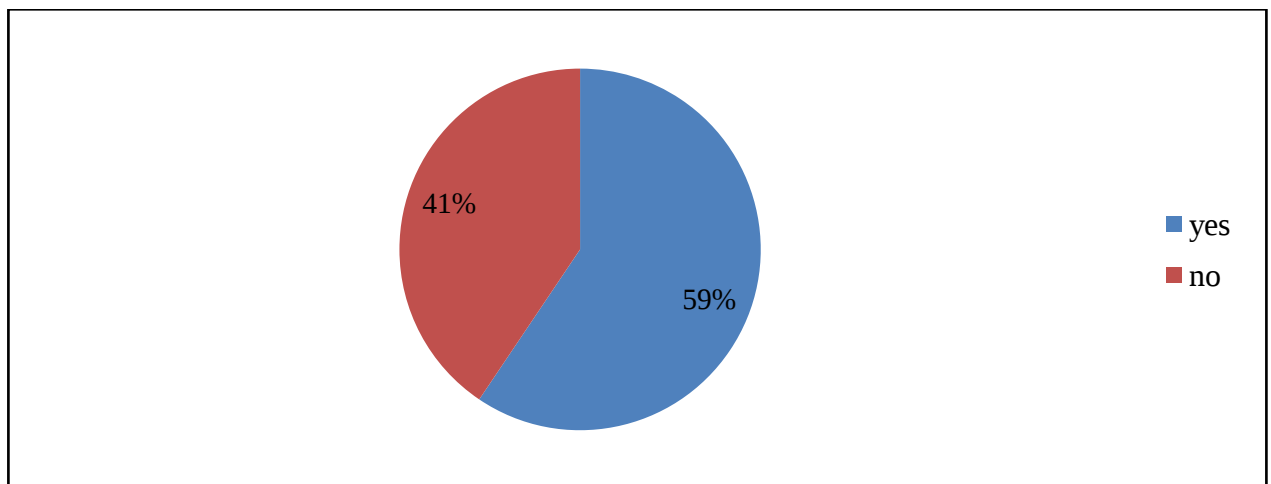


Fig 4.2 Did people know about Apollo Diagnostic?

4.2.1 Analysis of Patients who knew about Apollo Diagnostics

There was a different set of questionnaire for people who knew about Apollo Diagnostics.

4.2.1.1 How they came to know about Apollo Diagnostics.

So first question which was asked them was **how they came to know about Apollo Diagnostics**. They were given choices like doctor, family/friends, internet/website, newspaper, flyers/posters and signboards/hoardings/banners. Their answers were recorded as shown in table 4.2.1.1 and analysis shown on Fig 4.2.1.1.

Table 4.2.1.1 How they came to know about Apollo Diagnostics?

Flyers/posters	49
Signboards/Hoardings	39
Family/Friends	26
Newspaper	19
Doctor	14
Internet/Website	8

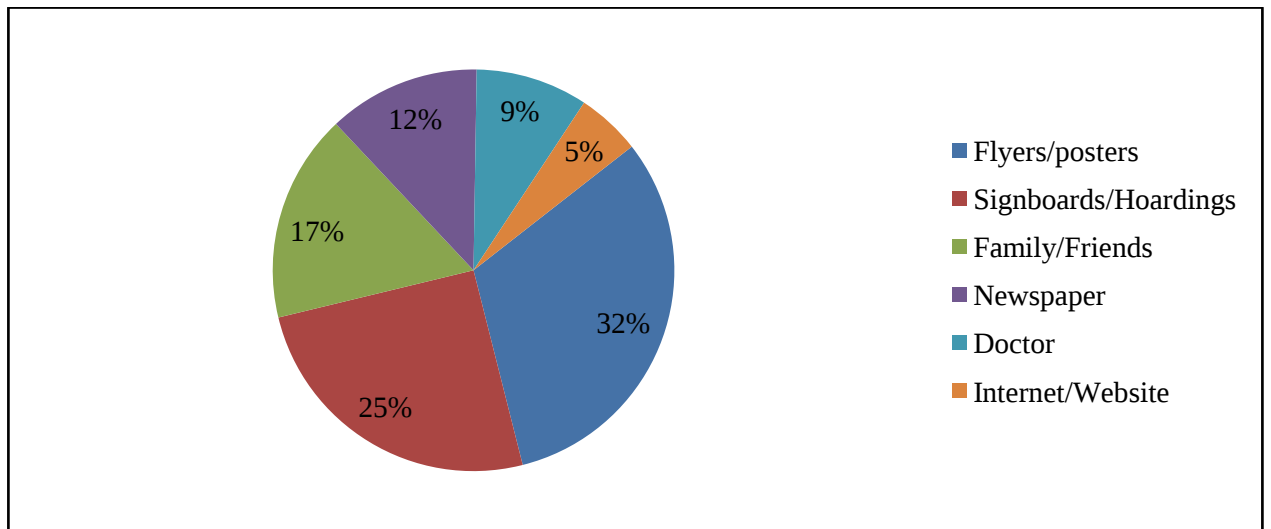


Fig 4.2.1.1 Analysis of Source of Information

Findings

- Maximum i.e. 32% of people knew about Apollo Diagnostics through signboards/banners
- One-fourth of the people knew about Apollo Diagnostics through flyers/boards/posters.
- 17% knew about it through word of mouth.
- Rest of the people knew about it through newspapers, doctors and internet and websites.

4.2.1.2 Why will people choose Apollo Diagnostics?

Second question that was asked them was what will influence them to choose Apollo Diagnostics. Will it be because of brand, place, quality, service, price or multiple factors?

Their responses were recorded as shown in Table 4.2.1.2 and analysis was done as shown in Fig 4.2.1.2.

Table 4.2.1.2 What will influence them to choose Apollo Diagnostics?

Brand	110
Place	81
Quality	75
Service	59
Price	55

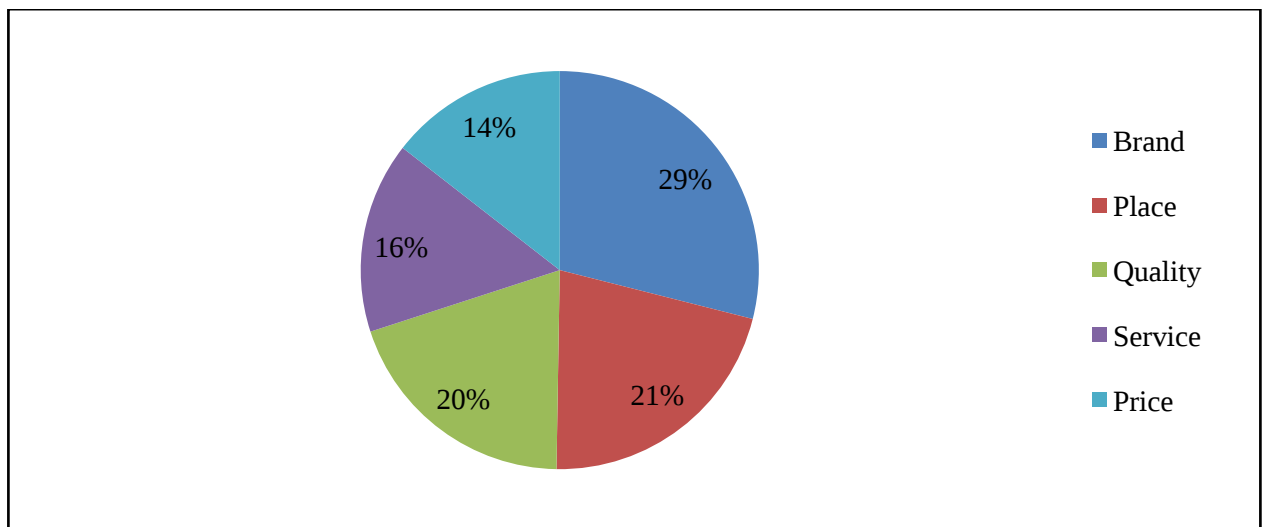


Fig 4.2.1.2 Analysis of reason they would choose Apollo Diagnostics.

Findings

- Maximum people will choose Apollo Diagnostics for its brand.
- 21% will choose it for its place.
- One-fifth people will choose it for its quality.
- Rest will choose it for its service and price.

4.2.1.3 Did they know about Apollo Diagnostic Home Collection, and if yes, how good did they find it?

Lastly, they were asked whether they knew about Apollo Diagnostics and if yes, how good did they find it. Their response was recorded and analysis was done as shown in Table 4.2.1.3 and fig. 4.2.1.3.

Table 4.2.1.3 Did they know about Apollo Diagnostics

Yes	No
81	123

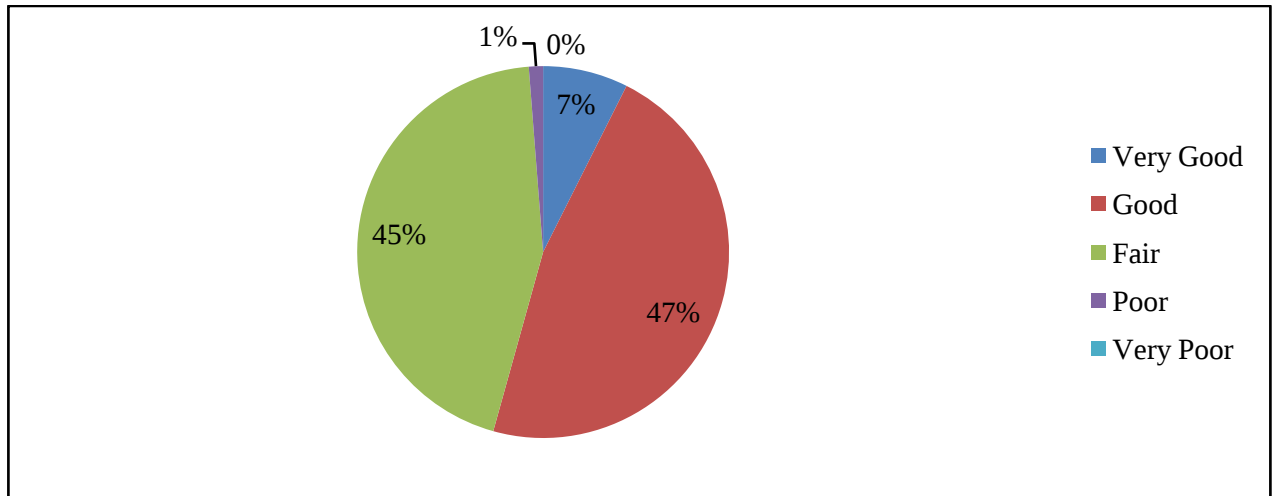


Fig 4.2.1.3 How good did they find it?

Findings

- 54% i.e. more than half the people thought that the home collection service is very good to good.
- 45% thought the service would be fair.
- Only 1% thought that it would be poor.

4.2.2 Analysis of people who did not know about Apollo Diagnostics

There was a different set of questionnaire for people who did not know about Apollo Diagnostics.

4.2.2.1 Which source do they rely to choose a diagnostic center?

So first question which was asked them was **which source they generally rely on to choose a diagnostic center**. They were given choices like doctor, family/friends, internet/website, newspaper, flyers/posters and signboards/hoardings/banners. Their answers were recorded as shown in table 4.2.2.1 and analysis shown on Fig 4.2.2.1.

Table 4.2.2.1 Which source do they rely to choose a diagnostic center

Doctor	60
Family/Friends	32
Newspaper	19
Internet/Website	6
Flyers/Posters	3
Signboards/Hoardings	3

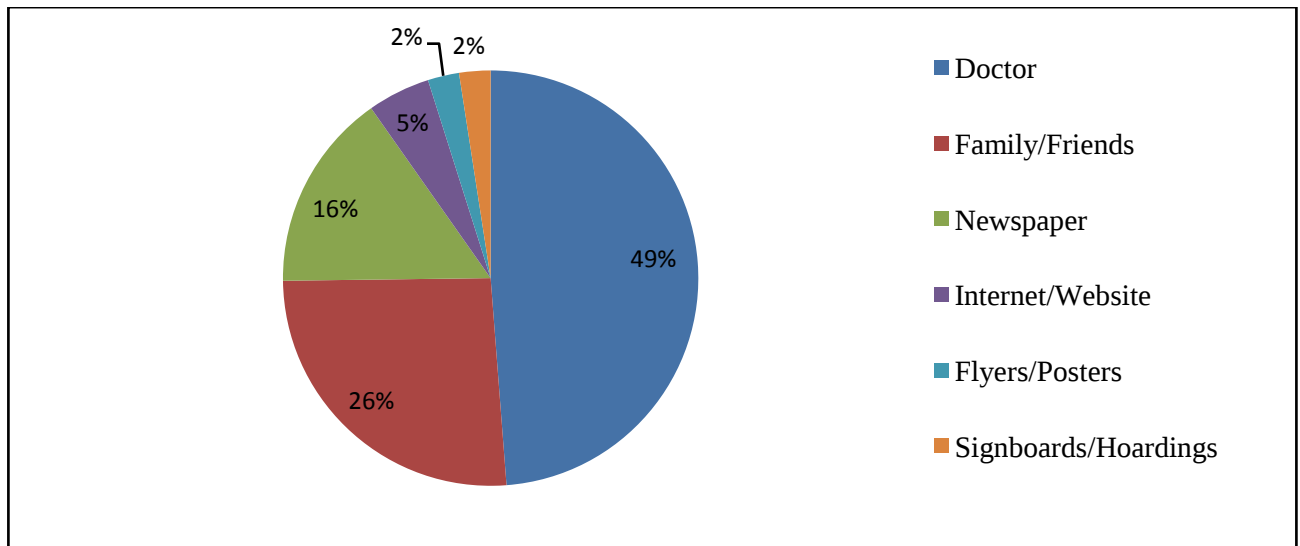


Fig 4.2.2.1 Analysis of Sources

Findings

- Almost 50% people said they'll go to a diagnostic center on referral of the doctor.
- 26% people relied on word of mouth.
- Rest 25% relied on newspaper, internet, flyers/posters and banners/hoardings.

4.2.2.2 What influences them to choose a diagnostic center?

Second question that was asked them was that, what will influence them to choose a Diagnostic Center. Will it be brand, place, quality, service, price or multiple factors? Their responses were recorded as shown in Table 4.2.2.2 and analysis was done as shown in Fig 4.2.2.2.

Table 4.2.2.2 What influences them to choose a diagnostic center?

Brand	69
Quality	62
Price	54
Place	54
Service	50

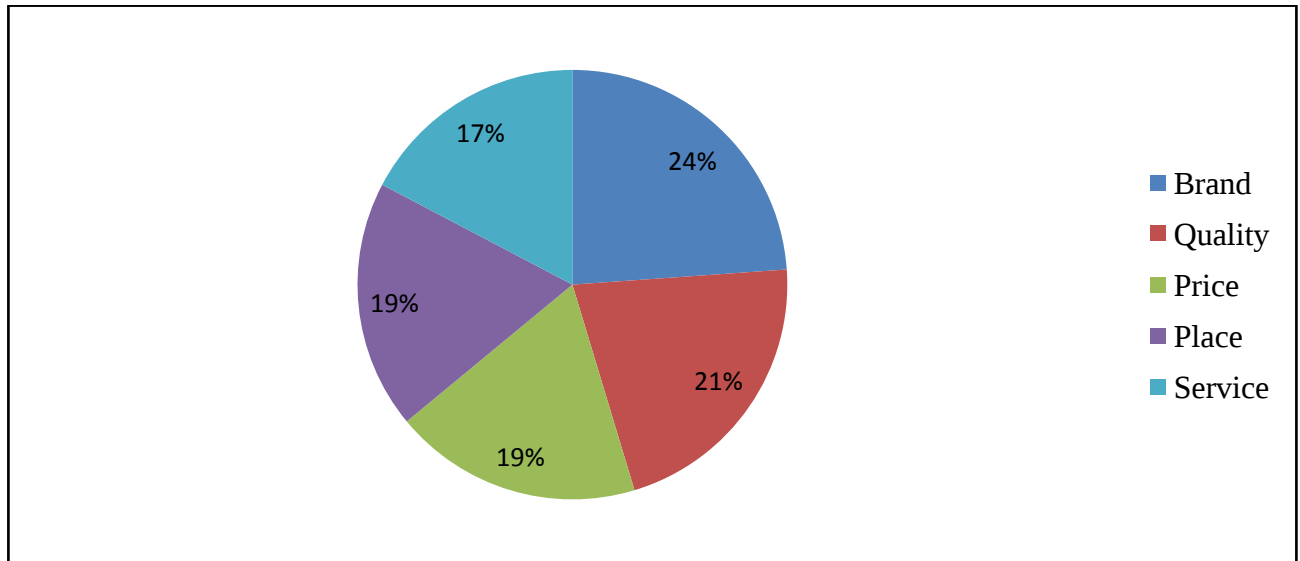


Fig 4.2.2.2 Analysis of reason they would choose a Diagnostic Center.

Findings

- 24% people will go to a diagnostic center on basis of the brand value.
- 21% people will go for the quality
- Almost one-fifth people will go for the price.
- Rest will go for the place and service

4.2.2.3 Would they choose Apollo Diagnostics in future?

Next question which was asked them was now that they know about Apollo Diagnostics would they choose it in future. Response is shown in table 4.2.2.3 and its analysis is shown in fig 4.2.2.3.

Table 4.2.2.3 Would people choose Apollo Diagnostics in future?

Yes	68
No	16

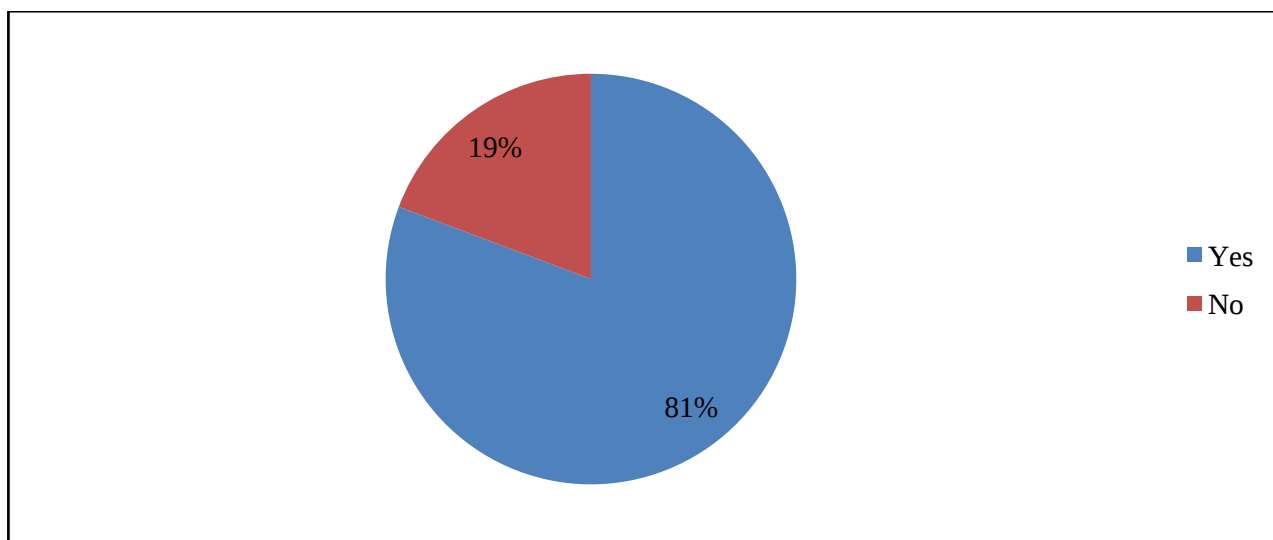


Fig 4.2.2.3 Analysis of who would people choose Apollo Diagnostics in future?

4.2.2.4 How many would prefer Collection center and Home collection out of people who would prefer Apollo Diagnostics?

People were then asked will they choose home collection or collection center and their response is shown in Fig 4.2.2.4

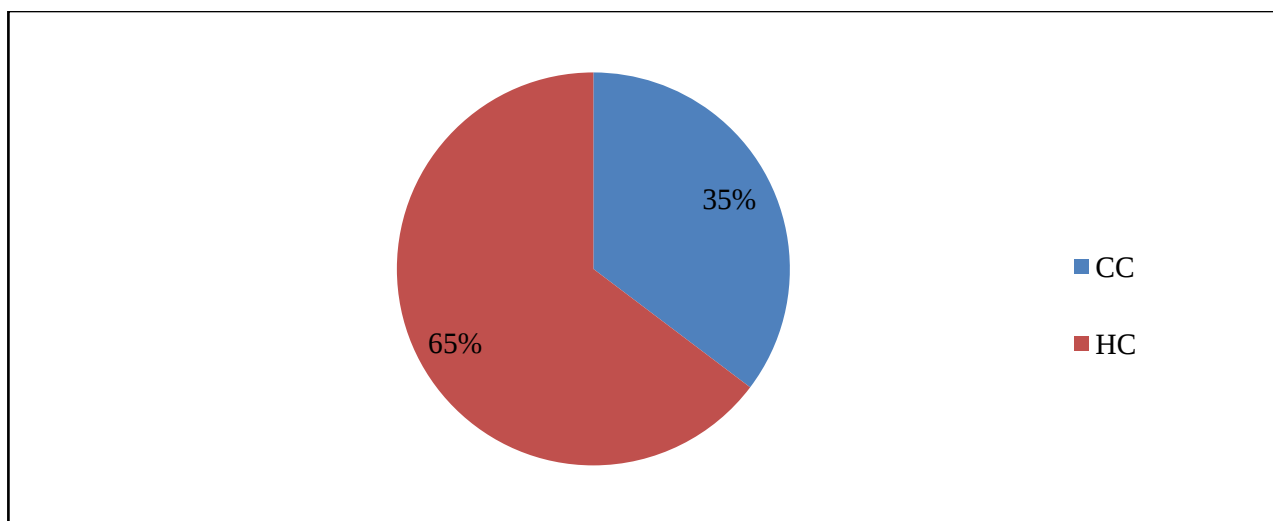


Fig 4.2.2.4 People will prefer Home Collection or Collection Center

FINDINGS

- Out of 84 people who donot know about Apollo Diagnostics, Almost 80% people will prefer Apollo Diagnostics in future.
- Out of that 80%, 65% people will prefer Home collection.

4.3 Telephonic feedback database was analyzed to evaluate the impact of the services provided.

Total of 15061 patient's data was analyzed. Then the data was categorized under four main categories that is Happy, Unhappy, No feedback and Suggestions. Analysis was done month-wise for four cities i.e. Chennai, Bangalore, Pune and Hyderabad.

Table 4.3.1 Feedback Data for January

	Chennai	Bangalore	Pune	Hyderabad
Happy	436	482	57	769
Unhappy	25	65	5	101
No feedback	474	495	127	1210
Suggestions	2	4	1	8

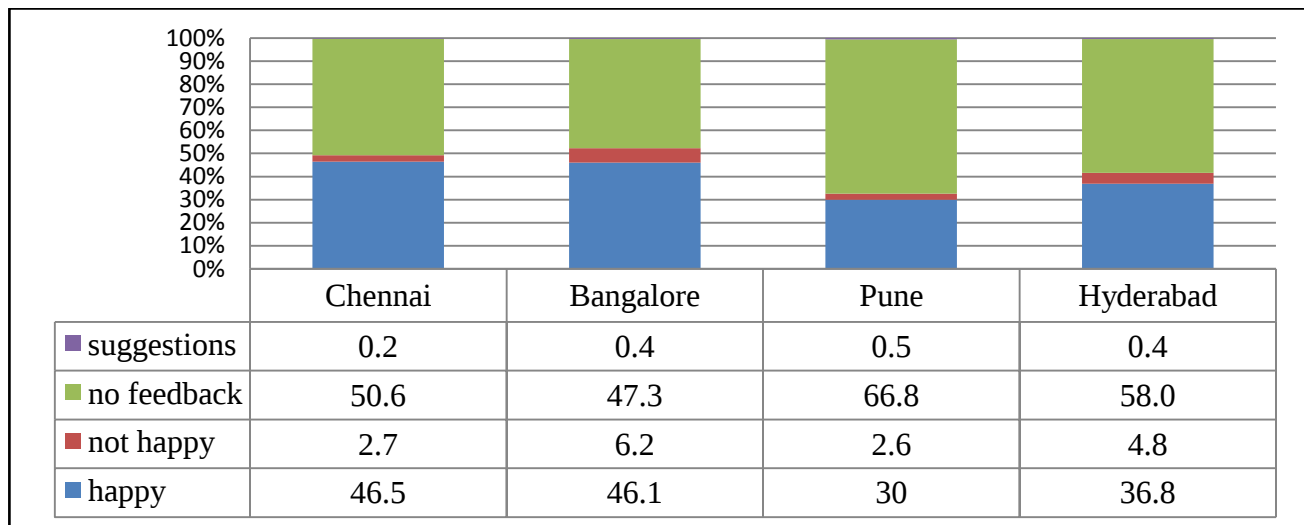


Fig 4.3.1 Analysis of Feedback Data for January

Table 4.3.2 Feedback Data for February

	Chennai	Bangalore	Pune	Hyderabad
Happy	561	614	70	1106
Unhappy	18	72	18	111
No feedback	335	589	233	1430
Suggestions	5	10	1	12

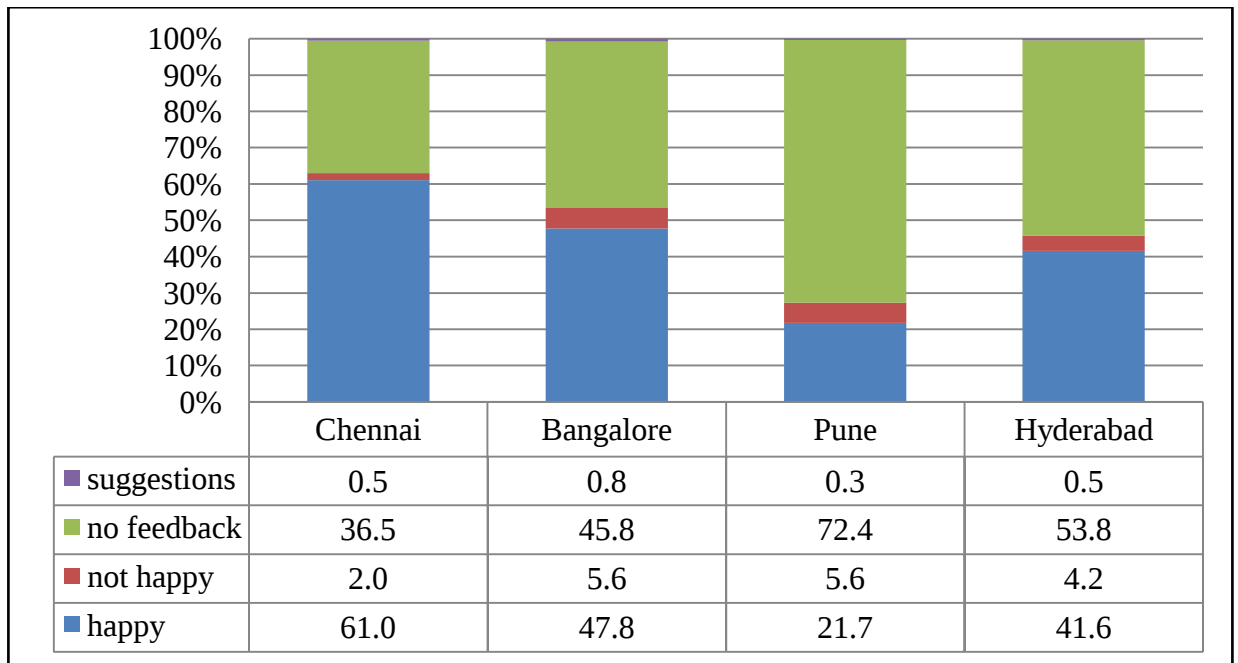


Fig 4.3.2 Analysis of Feedback Data for February

Table4.3.3 Feedback Data for March

	Chennai	Bangalore	Pune	Hyderabad
Happy	718	363	109	1089
Unhappy	67	53	29	105
No feedback	608	541	260	1650
Suggestions	7	2	0	13

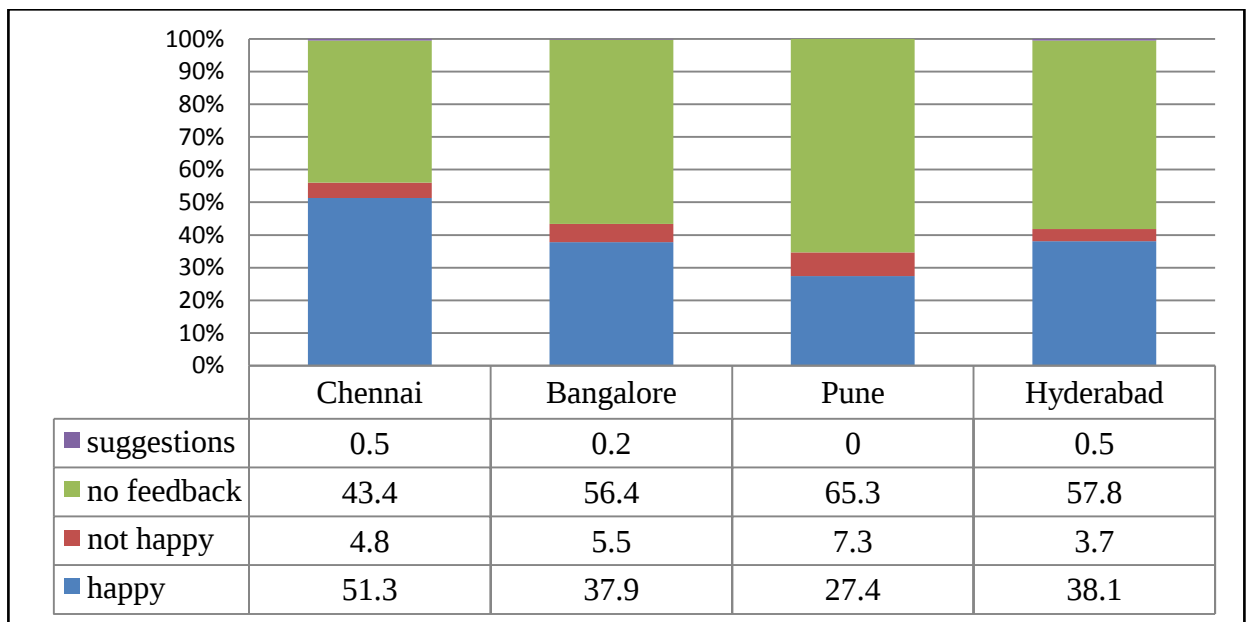


Fig 4.3.3 Analysis of Feedback Data for March

Findings

- In January, maximum patients who were happy with service were found in Chennai (46.5) and Bangalore (46.1). Least was found in Hyderabad (36.8%) and Pune (30%). No feedbacks were recorded maximum in Pune (66.8%) and maximum patients who were unhappy with the service were found in Bangalore (6.2%). Suggestions recorded were almost same across all the cities.
- In February, maximum patients who were happy with service were found in Chennai (61%) and Bangalore (47.8%). Least was found in Hyderabad (41.6%) and Pune (21.7%). No feedbacks were recorded maximum in Pune (72.4%) and maximum patients who were unhappy with the service were found in Bangalore (5.6%) and Pune (5.6%). Suggestions recorded were almost same across all the cities.
- In March, maximum patients who were happy with service were found in Chennai (51.3%) and Hyderabad (38.1%). Least was found in Bangalore (37.9%) and Pune (27.4%). No feedbacks were recorded maximum in Pune (65.3%) and maximum patients who were unhappy with the service were found in Pune (7.3%). Suggestions recorded were almost same across all the cities.

4.4 Comparative analysis of the feedback calls with the feedback data recorded in excel was done.

Total of 253 calls were heard and then the feedback data was cross-checked to calculate the variations as shown in Table 4.4.

Table 4.4 Variation Recorded

Total calls	Variations	No variations
253	20	233

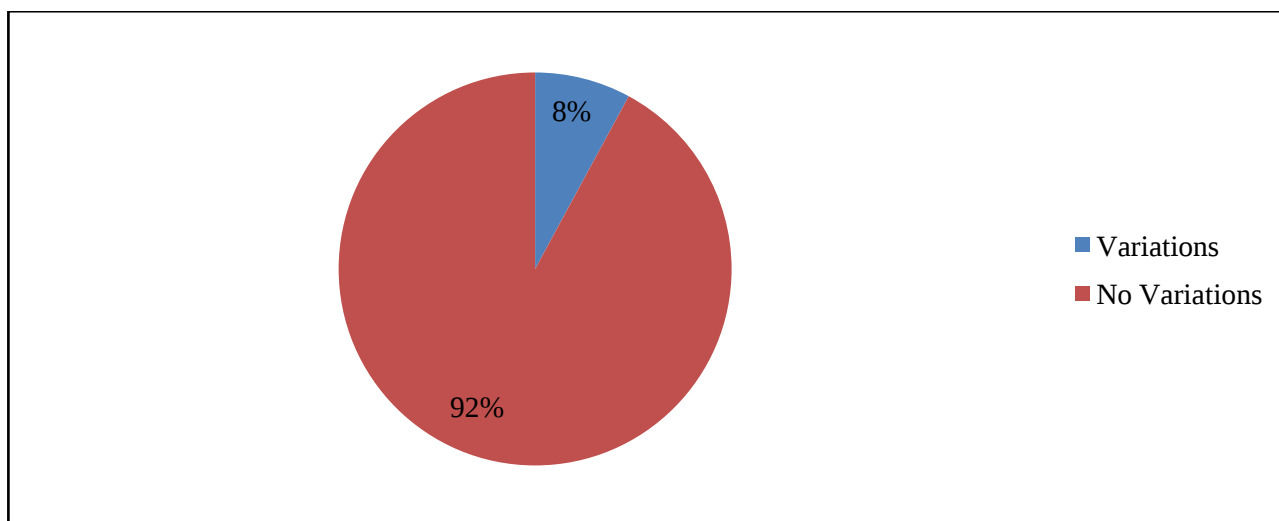


Fig 4.4 Variation Recorded

Findings

- 92% of the data was recorded exactly as what patient had said.
- 8% of data was found with minor variations.

4.5 Competitor's Analysis

Apollo Diagnostics was compared with Vijaya Diagnostics and Lucid Diagnostics as shown in table 4.5

Table 4.5 Comparative Analysis

Vijaya Diagnostics	Lucid Diagnostics	Apollo diagnostics	Suggestions
Service manager at center	Service manager at center	No service manager	Not required
Proper uniform	Proper uniform	Not properly dressed	Should be strictly monitored through camera attendance tracker
No waiting time	Waiting time was there	Waiting time if there's an increase in patient load	Patient engagement is required
Tv/magazine stands/service booklets	Tv/magazine stands/service booklets	Service booklets/magazine stands	Magazines and service booklets can be kept
No gloves	Gloves	Gloves	Gloves
Suggestion box and feedback box there	No feedback box / suggestion box	No suggestion box / feedback box	A box can be put up
All kind of certificate were on display	No licenses on display	Some certificates on display	Trade licenses and quality policies on display
Fire safety instructions on display	Fire exit signage on display	Fire safety tools on display	Instruction boards in regional labs

Table 4.5 Comparative Analysis Continued

Feedback log available(two types one for positive feedback and one for complaints)	Feedback log available	No feedback log available	In process
IEC materials present(diseases pricking method and blood collection method)	Not there	There in some centers	Can be inculcated
Very clean	Not that clean	Not that clean	Housekeeping staff can be appointed for early hours
Reports on time(sent a message about id and password and with a link and thank you message)	Online reports	Feedback call and reports are mailed	Instead of call a message can be dropped with the link to customer feedback form and number
Discounts to regular customers and old age people	No discounts	Discount coupons and discount for elderly	Adequate
No greeting on arrival	No greeting on arrival	Greeting at some centers	Namaskaram can be practiced
Polite phlebotomist made patient feel comfortable	No experience	Phlebotomist very polite and makes patient comfortable	Perfect

5. SUGGESTIONS

1. Proper training and orientation to phlebotomists about drawing of blood samples and surprise mock tests to assess them.
2. An electronic message can be dropped to the patient. The message should include a thank you message, update about the reports and a feedback link. Feedback form should be uploaded on the website. Patients who have given the negative feedback should be responded by a call so as to resolve their issue. Patients who have given positive feedback should be responded with a thank you message.
3. Housekeeping staff can be appointed for early hours before the center opens.
4. Discounts on occasions like Women's day, Mother's day and Father's day could be offered, and there could be an association with corporate offices for increasing word of mouth publicity. Advertisement on website regarding offers and packages and patient first moto on the website can be inculcated.
5. High visibility could be achieved through pole banners, advertisement hoardings, glow boards and increase flyer inserts.
6. There should be proper display of posters regarding the right way of drawing, storing and transporting samples and other IEC materials at the centers.
7. "Thank You" Cards or Text Message for positive feedback and "Sorry Cards" or Text Message for negative feedbacks could be given.
8. Proper uniforms and punctuality should be ensured and this can be done through camera attendance tracker. Special appraisals should be planned for the patient's favorite phlebotomists. Disincentives should be given to phlebotomists with maximum complains of bad behavior or multiple pricking.
9. Centers with maximum no feedbacks should be fined for not recording proper information of the customers and their monthly budget should be deducted.
10. A regular audit should be done on how feedback calls are answered and recorded. There should be a proper SOP on how a particular type of call should be answered and Call-center employees should be trained for the same.

6. CONCLUSION

Patient's satisfaction is a good indicator to measure the performance of the healthcare setup. As it is a well-known fact that it takes more efforts to gain a new customer than to retain the old one, efforts should be made to retain the customer and increase repeat customer proportion by the lab management. Reasons for Higher satisfaction with reception's response can be immediate positive courteous behavior due to repeated training of front desk and call center staff on customer relation, decent dressing, polite tone and smiling interaction, telephone manners and continuous supervision by higher management. It was interesting to note that giving financial estimate to patient for tests they are opting is an important determinant in patient's overall satisfaction with the setup. Very much satisfaction amongst patients with blood collection procedure in study can be due to comfortable blood collection, highly trained phlebotomist for blood collection, proper antiseptic precautions, less waiting etc. Additionally, in patient's management also delayed report can be an obstacle. So lab's commitment to deliver report on time without fails at given time is highly appreciated among patient/relatives and referring labs.

The majority of patients are armed with facts, ideas and concerns that they have reaped from different media, from their friends, family and associates. Patients now days assess the medical practice of one healthcare setting and compare it to others and also evaluate practices against standards they consider important. So it's very important to know the competitors to sustain with current market trends and market extensively by exploding different Medias about your services.

ETHICAL CONSIDERATIONS

Informed consent of all the participants will be taken and due considerations to maintenance of confidentiality of the identity of respondent and privacy of information provided by the respondent.

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APPENDIX

APPENDIX A (Patient Feedback Form)

 APOLLO DIAGNOSTICS Empowering the Empowered	APOLLO DIAGNOSTICS			
	Department	Quality Assurance Department	Issue No	01
	Subject	STANDARD OPERATION PROCEDURES	Amendment No	00
	Document Title	HOME COLLECTION - PATIENT FEEDBACK FORM	Issue Date	03.03.2016
			Amendment Date	--
			Review Date	03.03.2017
	Document No	AD-BLR/QF/788	Page No	Page 1 of 1

WE VALUE YOUR FEEDBACK

Please devote a few minutes to complete this form. Your inputs will help us assess the effectiveness of the service and improve future good service initiatives.

Patient's Name

UHID:

Ph. No:

Address:

Please give your rating for each of the parameters given below.

	Very good	Good	Fair	Poor	Very poor
Reception Service	☐	☐	☐	☐	☐
Sample Collection	☐	☐	☐	☐	☐
Service Time	☐	☐	☐	☐	☐
Sanitation/Housekeeping	☐	☐	☐	☐	☐
Value for Money	☐	☐	☐	☐	☐
Overall Service	☐	☐	☐	☐	☐

How did you come to know about Apollo Diagnostics?

☐ Doctor
 ☐ Flyers/Posters/Banners
 ☐ Newspaper

☐ Family/Friends
 ☐ Internet/Website
 ☐ Sign Board/Direction Hoardings

Other suggestions for improve service/Comments:

Prepared by: Quality Manager	Reviewed & Approved by: Chief of Lab
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APPENDIX B (Market Survey I)


Apollo Diagnostics Market Research Survey

1. Contact Information

Name

Address

Email Address

Phone Number

2. Do you know about Apollo Diagnostics?

☐ Yes

☐ No

3. If Yes, how did you come to know about Apollo Diagnostics?

☐ Doctor	☐ Internet or Website	☐ Flyers or Posters or Banners
☐ Family or Friends	☐ Newspaper	☐ Sign Board or Direction Hoardings

4. Why would you choose Apollo Diagnostics?

☐ Brand	☐ Service	☐ Place
☐ Quality	☐ Price	☐ All of the above

5. Do you know about Apollo Diagnostic home collection?

☐ Yes

☐ No

6. If Yes, How good is it?

☐ Very Good	☐ Fair	☐ Very Poor
☐ Good	☐ Poor	

7. Would you refer Apollo Diagnostics to your Friends or Family?

☐ Yes

☐ No

APPENDIX C (Market Survey II)



Apollo
DIAGNOSTICS
Expertise Empowering You

Apollo Diagnostic Market Research Survey

1. Contact Information

Name

Address

Email Address

Phone Number

2. Do you know about Apollo Diagnostics?

☐ Yes

☐ No

3. If No, Which source do you rely on for information on diagnostic centers?

☐ Doctor	☐ Internet or Website	☐ Flyers or Posters or Banners
☐ Family or Friends	☐ Newspaper	☐ Sign Board or Direction Hoardings

4. What influences you to go to a diagnostic center?

☐ Brand	☐ Service	☐ Place
☐ Quality	☐ Price	☐ All of the above

5. What do you prefer ?

☐ Home Collection

☐ Center Collection

6. Would you prefer Apollo Diagnostics in future ?

☐ Yes

☐ No