

**A STUDY ON CUSTOMER SATISFACTION AT TERTIARY CARE HOSPITAL,
MEDANTA LUCKNOW**

Dissertation Submitted to



The IIHMR University, Jaipur

For the partial fulfillment for the award of the degree of Master of Business
Administration (MBA)

In

Hospital and Health Management

By

Amisha Mahajan

Under the supervision and Guidance of

Dr. Neetu Purohit

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DECLARATION BY STUDENT

I hereby declare that this dissertation titled A Study on Customer Satisfaction at tertiary care hospital (Medanta, Lucknow) is the bonafide record of my original researchwork. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished workof others has been duly acknowledged in the text.

(Signature)

Name of Student

Date 27/5/2023

Miss. Anisha Mahajan

CERTIFICATE

This is to certify that Amisha Mahajan in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur has successfully completed her/his internship at Medanta, Lucknow during February 27- May 27, 2023.

Place: Lucknow
Date: 27/5/2023

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CERTIFICATE

This is to certify that dissertation titled Study on Customer Satisfaction at Tertiary Care hospital (Medanta, Lucknow) is a record of the research work undertaken by Amisha Mahajan in partial fulfillment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur under my guidance and supervision and his/her approach to the research study has been sincere, scientific, and analytical.

Faculty Guide
IIHMR University, Jaipur

School Dean
IIHMR University, Jaipur

ACKNOWLEDGMENT

I would like to express my sincere gratitude to the Managing Director Mr. Naresh Trihan.

I am also grateful to MS Dr. Paritosh Thakur and DMS Dr. Siddharth Shukla for their expert advice, critical feedback and support during the research. Their extensive knowledge and experience in the field have been invaluable in shaping this study.

I would also like to thank all the participants who took part in this research and provided valuable insights into the topic. Without their willingness to share their experiences, this research would not have been possible.

Finally, I would like to acknowledge the contributions of all those who have provided support and encouragement throughout this research, including family, friends, and colleagues. Thank you all for your valuable contributions."

Abbreviations

Abbreviation	Definition
NPS	Net Promoter Score
CSAT	Customer Satisfaction
CES	Customer Effort Score
NP	Promoters (respondents who gave a rating of 9 or 10 on the NPS survey)
P	Passives (respondents who gave a rating of 7 or 8 on the NPS survey)
D	Detractors (respondents who gave a rating of 0 to 6 on the NPS survey)
CX	Customer Experience
KPI	Key Performance Indicator

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1. INTRODUCTION-

The measurement of customer satisfaction is directly linked to a hospital's overall success rate; this critical metric assesses how efficiently patient expectations and requirements are being met whilst offering key insights into building trust among clients alongside developing positive relationships that consequently lead to good reputations within communities served by healthcare providers like hospitals nationwide. The immediate value placed on such levels of client contentment cannot be accentuated enough nor ignored without severe consequences. Contented patients tend to religiously adhere better to prescribe medical treatments schedules while regularly returning for diligent follow-up care appointments. They also often gladly refer hospitals that meet their needs to family and friends alongside leaving commendable reviews on various online platforms. Conversely, disenchanted patients due to lack of satisfactory medical services may lead to adverse word-of-mouth resulting in a small number of returning patients, decreased revenue levels and most likely a bad name for the healthcare provider. In an effort to ensure customer satisfaction, numerous methods are employed such as online surveys or mail-in surveys along with in-person surveys even unto questionnaires regarding areas ranging from wait times to staff friendliness and quality of care received. In addition, focus groups present a more individualized approach allowing for select groups within a hospital discuss experiences while facilitated by an appointed moderator. Feedback forms left in various parts of the hospital like waiting areas or patient rooms are usually made available for patients who would like to leave comments and suggestions that can be used as indications for improvements within the facility. Moreover, vital metrics such as patient satisfaction scores or readmission rates can give valuable insight into the same; compare with national averages while complaints from satisfied or unsatisfied customers show areas where improvements may be necessary.

Once the grouping is completed, the NPS is calculated by taking the percentage of promoters and subtracting the percentage of detractors to construct a score ranging from -100 to +100. The higher the score, the higher the level of customer loyalty and satisfaction.

Hospitals can use this data to pinpoint areas in need of improvement and evaluate their progress in the future. By addressing patient grievances and elevating the quality of care, hospitals can significantly increase satisfaction and, in doing so, experience an increase in revenue and ultimately improve patient results\

1.1 Promoters:

- Promoters are invaluable customers who mark a positive image of the company or brand with a rating of 9 or 10. Highly satisfied and loyal customers, they are likely to continue their relationship with the company or brand and refer it to others. In the context of a tertiary care hospital, promoters can be thought of as patients who have had exemplary experience and are more than willing to advertise the hospital's excellent services. Promoters are an integral part of a hospital's success as they are the very force that keeps the hospital's reputation alive and drives more and more customers and referrals.

1.2 Passives:

- Passives are those customers who assign the hospital or brand a score of 7 or 8 when considering whether to recommend it to others; by definition, they are content but not enthusiastic. In the context of a tertiary care hospital, they are the patients who have received satisfactory care but may not actively recommend the hospital to others. Passives are significant, as with the right improvements and attention to their grievances they can turn into promoters of the hospital. Therefore, it is imperative to make an effort to convert them.

1.3 Detractors:

Detractors are customers who rate their likelihood of recommending a company or brand to others with a score of 0 to 6, and these dissatisfied customers may even actively discourage others from doing business with them. In the context of a tertiary care hospital, detractors could be unsatisfied patients who could subsequently negatively affect the hospital's reputation through negative word-of-mouth publicity. Therefore, it is critical for hospitals to be aware of the potential damage caused by detractors, and strive to meet their needs as much as possible. This not only ensures customer satisfaction, but also limits the likelihood of potential negative publicity.

1.4 STRATEGIES FOR IMPROVING CUSTOMER SATISFACTION

Improving patient satisfaction starts with effective communication.

Hospitals must provide clear and concise information to patients and their families, ensure all staff are adequately trained to communicate effectively, and create open opportunities for discussion between patients and healthcare providers. Furthermore, patient-centered care is key.

Centering the patient's well-being and providing tailored care according to their unique needs and preferences is how hospitals can start.

Finally, leveraging technology is a must to streamline processes, provide updated information to patients, and facilitate contact between patients and healthcare providers. Comfortable furniture, pleasant waiting areas, and clean, well-maintained rooms also contribute to an improved experience.

2. LITERATURE REVIEW

The studies that have employed the Net Promoter Score (NPS) to gauge patient satisfaction in tertiary care hospitals are examined in this overview of the literature. The chosen studies examine the relationship between NPS, patient satisfaction, and hospital performance, establishing the validity, effectiveness, and prognostic value of NPS. At a cross-sectional study of 2,138 patients at a South Korean hospital, Lee et al. (2019) discovered a strong correlation between patient happiness and NPS, with higher scores indicating better hospital performance. NPS, patient loyalty, and total hospital service quality were all found to be strongly positively correlated by Lin et al. (2020) after studying 784 patients at a Taiwanese hospital.

In order to validate NPS as a reliable technique for gauging patient happiness, Tseng et al. (2018) collected administrative data from a Taiwanese hospital and interviewed 432 patients. They also saw a link between satisfied patients and effective hospitals. NPS, patient loyalty, and hospital financial success were linked, according to Palvia et al.'s analysis of financial and patient satisfaction data from 60 US hospitals in 2019. A Canadian hospital's administrative data and 613 patients were evaluated by Skeldon et al. (2021), who also validated the usefulness of NPS in gauging patient happiness. They also identified a number of areas that needed improvement.

Pongpirul et al. (2020) compared the patient satisfaction and hospital performance data of 20 hospitals in Thailand and revealed that NPS was a better predictor of hospital performance than traditional satisfaction measures.

Jabnoun and Khalifa (2018) evaluated 487 patients and utilized administrative data from a hospital in the United Arab Emirates (UAE) to discover that communication with staff, cleanliness of the hospital, and quality of care all have an impact on patient loyalty and NPS.

Finally, Kharrazi et al. (2019) studied 1,055 patients and analyzed administrative data from a hospital in the United States and reconfirmed the validity of NPS for measuring patient satisfaction and quality of care; a positive relationship with patient loyalty and hospital performance was also observed.

S. No	Study	Objectives	Methodology	Findings
1	Lee et al. (2019)	To investigate the relationship between patient satisfaction, NPS, and hospital performance.	Cross-sectional survey of 2,138 patients in a South Korean hospital.	To investigate the relationship between patient satisfaction, NPS, and hospital performance.
2	Lin et al. (2020)	To explore the relationship between NPS, patient loyalty, and hospital service quality.	Cross-sectional survey of 784 patients in a Taiwanese hospital.	NPS was positively correlated with patient loyalty and overall hospital service quality. Patients who were more satisfied with hospital services were more likely to be promoters and to have higher NPS scores.
3	Tseng et al. (2018)	To evaluate the use of NPS as a tool for measuring patient satisfaction in a Taiwanese hospital.	Cross-sectional survey of 432 patients and analysis of hospital administrative data.	NPS was found to be a reliable and valid tool for measuring patient satisfaction, and was positively associated with patient loyalty and hospital performance. The study also identified areas for improvement based on patient feedback and NPS data.
4	Palvia et al. (2019)	To examine the relationship between NPS, patient loyalty, and hospital financial performance.	Analysis of hospital financial and patient satisfaction data from 60 hospitals in the United States.	NPS was positively associated with patient loyalty and hospital financial performance, indicating that hospitals with higher NPS scores were more likely to have better financial outcomes.

5	Skeldon et al. (2021)	Evaluating the use of NPS in a Canadian hospital and identify areas for improvement.	Cross-sectional survey of 613 patients and analysis of hospital data.	NPS was found to be a useful tool for measuring patient satisfaction, but the study identified several areas for improvement, such as communication with patients and reducing wait times. The study also developed and implemented improvement strategies based on patient feedback and NPS data.
6	Pongpirul et al. (2020)	To compare the predictive and traditional patient satisfaction measures for hospital performance.	Analysis of patient satisfaction and hospital performance from 20 hospitals in Thailand.	NPS was found to be a more accurate predictor of hospital performance than traditional patient satisfaction measures, and was associated with higher patient loyalty and word-recommendations.
7	Jab noun and Khalifa (2018)	To examine the factors that influence patient loyalty and NPS in a UAE hospital.	Cross-sectional survey of 487 patients and analysis of hospital administrative data.	Communication with staff, hospital cleanliness, and the quality of care were the most important factors influencing patient loyalty and NPS. The study also identified areas for improvement based on patient feedback and NPS data.
8	Kharrazi et al. (2019)	To evaluate the use of NPS as a tool for measuring patient satisfaction and quality of care in a US hospital.	Cross-sectional survey of 1,055 patients and analysis of hospital administrative data.	NPS was found to be a reliable and valid tool for measuring patient satisfaction and quality of care, and was positively associated with patient loyalty and hospital performance. The study also identified areas for improvement based on patient feedback and NPS data.

2.1 RATIONALE-

Maximum number of escalations in March has acted as a trigger for the investigation of customer satisfaction. Reactions from targeted audiences have exhibited an overall decrease in the month of March. NPS, or Net Promoter Score, emerges as a dependable parameter in determining customer loyalty and contentment across a variety of services - healthcare being among them. With precise impressions on the standard of care, conduct of staff, access to medical help, time taken for response and atmosphere, hospitals are enabled to recognize potential opportunities for growth and formulate strategies accordingly. All these intangibles ultimately contribute to the overall patient experience, allowing hospitals to investigate into the areas that need improvements and craft suitable interventions to better the customer experience.

2.2 RESEARCH QUESTION

What are the best practices and strategies for improving Net Promoter Score (NPS) and customer satisfaction across different departments in a hospital setting?

2.3 OBJECTIVE OF THE STUDY-

The objectives of a study for customer satisfaction in a hospital setting are as follows-

1. To assess patient satisfaction and loyalty towards the hospital using the NPS metric.
2. To identify improvement strategies.
3. To provide recommendations for improvements in patient satisfaction and loyalty based on the study findings.

3. METHODOLOGY

3.1 Theoretical/Conceptual Framework

The Service Quality Model developed by Parasuraman, Zeithaml, and Berry (1985) provides a comprehensive framework to comprehend the patient experience and the factors that impact patient satisfaction and NPS scores in a tertiary care hospital setting. This model consists of five distinct quality dimensions - tangibles, reliability, responsiveness, assurance, and empathy - which are all essential for the successful operation of a hospital. Tangibles refer to the physical elements of the hospital, such as facilities and equipment, while reliability focusses on the ability of staff to provide precise and timely services. Responsiveness exemplifies the readiness of staff to offer patients prompt and satisfactory service, while assurance translates into the courtesy and knowledge of the personnel. Finally, empathy requires that staff extend care and understanding to patients.

In addition to the Service Quality Model, the Patient Experience Model, proposed by Wolf, et al. (2014), further provides an extensive overview of how the patient journey transpires throughout the healthcare system. This model of patient-centered care emphasizes the role of communication, information and emotional support in the patient experience. Bearing these two models in mind, it becomes possible to identify potential areas of improvement and pinpoint which service quality dimensions should be focused on in different departments. For example, in the emergency department, responsiveness should take priority while reliability and tangibles should be given more attention in the laboratory.

Study Site: The study was conducted at Medanta Hospital, a prominent healthcare facility located in Lucknow. Medanta Hospital was selected for its reputation and diverse range of medical departments, providing an opportunity to examine NPS and customer satisfaction across various healthcare services.

Study Type: The study is a cross-sectional study, aiming to assess NPS and customer satisfaction at a specific point in time. It involved collecting feedback from patients using the online feedback platform Zykrr.

Study Respondents: The study respondents were patients who received medical care at Medanta Hospital. Their feedback and NPS ratings were collected through the Zykrr platform which captures patient feedback and reviews online. These respondents included individuals from various demographics such as different age groups,

genders, medical conditions and departments of care.

Sampling: The sample for this study obtained through convenience sampling (Sample Size=3588) as it relied on the data available on the Zykr platform. The number of respondents included depended on the availability and quantity of feedback data captured on the platform. A sufficient sample size was ensured to allow for reliable statistical analysis and meaningful insights into NPS and customer satisfaction at Medanta Hospital.

Data Source: The primary data source (Quantitative data) for this study was the online feedback platform, Zykr. This platform collected patient feedback, reviews, and ratings related to their experiences at Medanta Hospital. The data was accessed and analyzed to derive insights regarding NPS and customer satisfaction in the hospital across various departments.

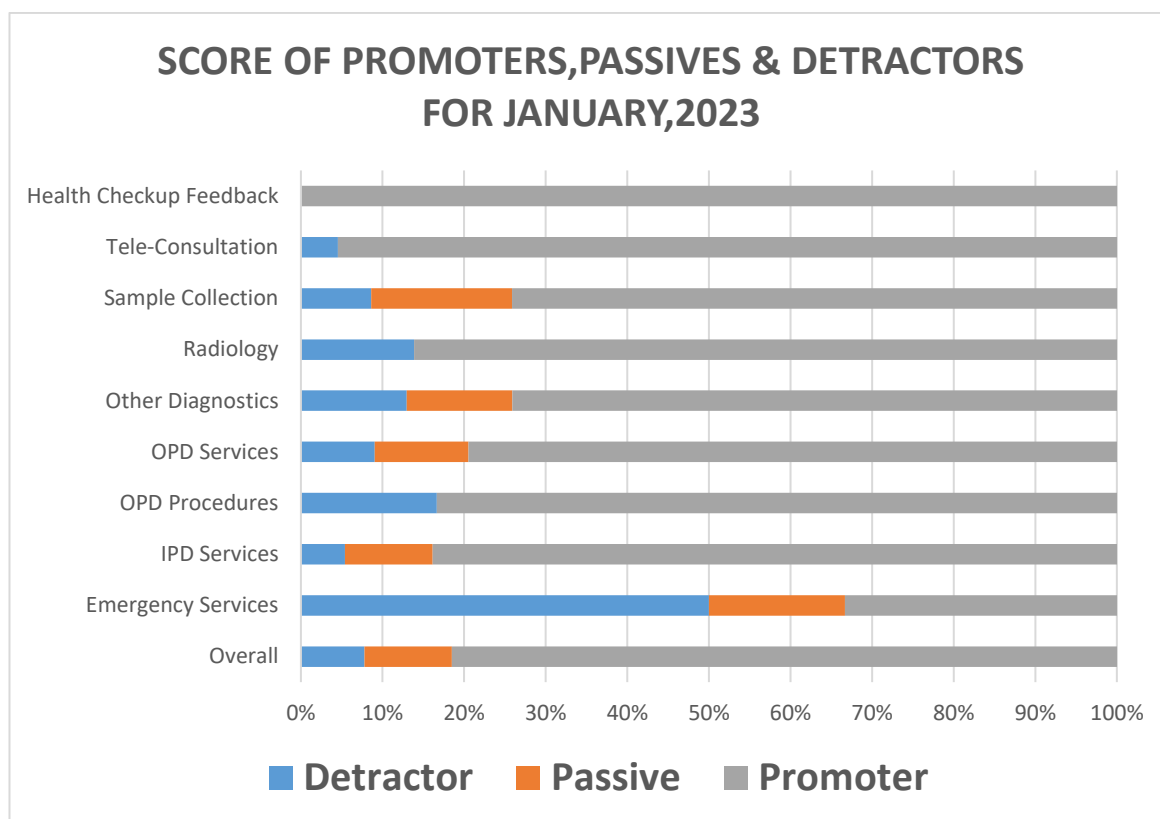
ETHICAL CONSIDERATIONS

The utmost priority was given to ethical considerations in this study.. All data and information were kept secure by employing password-protected electronic files and of course, secure storage. Careful consideration was taken to ensure thorough comprehension and data protection.

4. RESULTS

PATIENT SATISFACTION AND LOYALTY

FIGURE 4.1 Score of Promoters, Passives & Detractors for January, 2023



The categories and their corresponding NPS scores are as follows:

Emergency Services: -75

IPD Services: 79

OPD Procedures: 50

OPD Services: 70

Other Diagnostics: 63

Radiology: 74

Sample Collection: 65

Tele-Consultation: 90

Health Checkup Feedback: 100

FIGURE 5.1 shows that the NPS scores range from a shockingly low -75 to the highest possible score of 100, indicative of the great variation of customer satisfaction with different healthcare services. Many customers are highly satisfied and loyal when it comes to Health Checkup Feedback and Tele-Consultation, which score 100 and 90, respectively. IPD Services and Radiology score 79 and 74, respectively, suggesting positive customer sentiment. Unfortunately, Emergency

Services received a dismal rating of -75, suggesting significant room for improvement. OPD Procedures and Other Diagnostics garnered milder NPS scores of 50 and 63, respectively, signaling to doubts in customer opinion. Lastly, Sample Collection received a slightly higher rating of 65, showing that customers generally look upon it favorably.

To conclude, the NPS scores offer healthcare services a powerful tool for identifying strengths and weaknesses, enabling them to make improvements and foster customer satisfaction and loyalty.

FIGURE 4.2 NPS Score for January, 2023

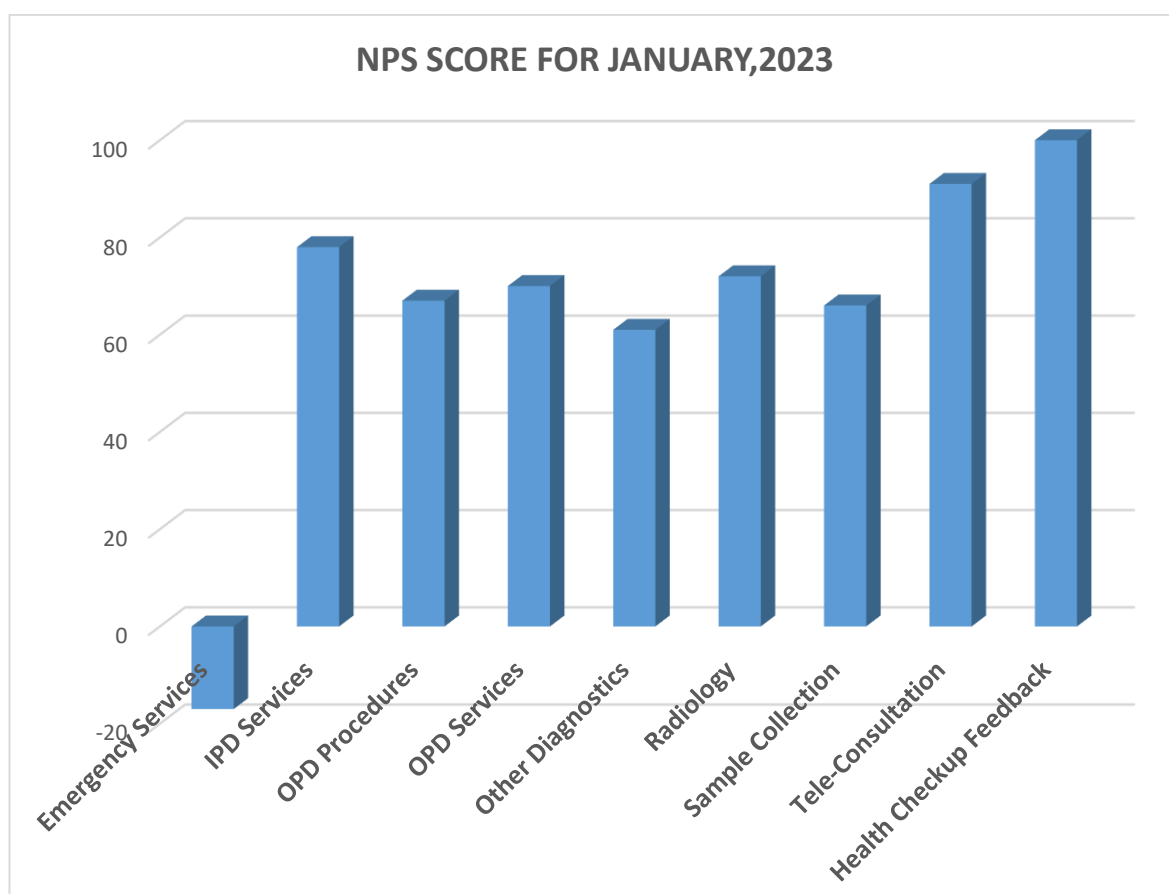


FIGURE 4.3 Speciality Wise NPS Score for January Month, 2023

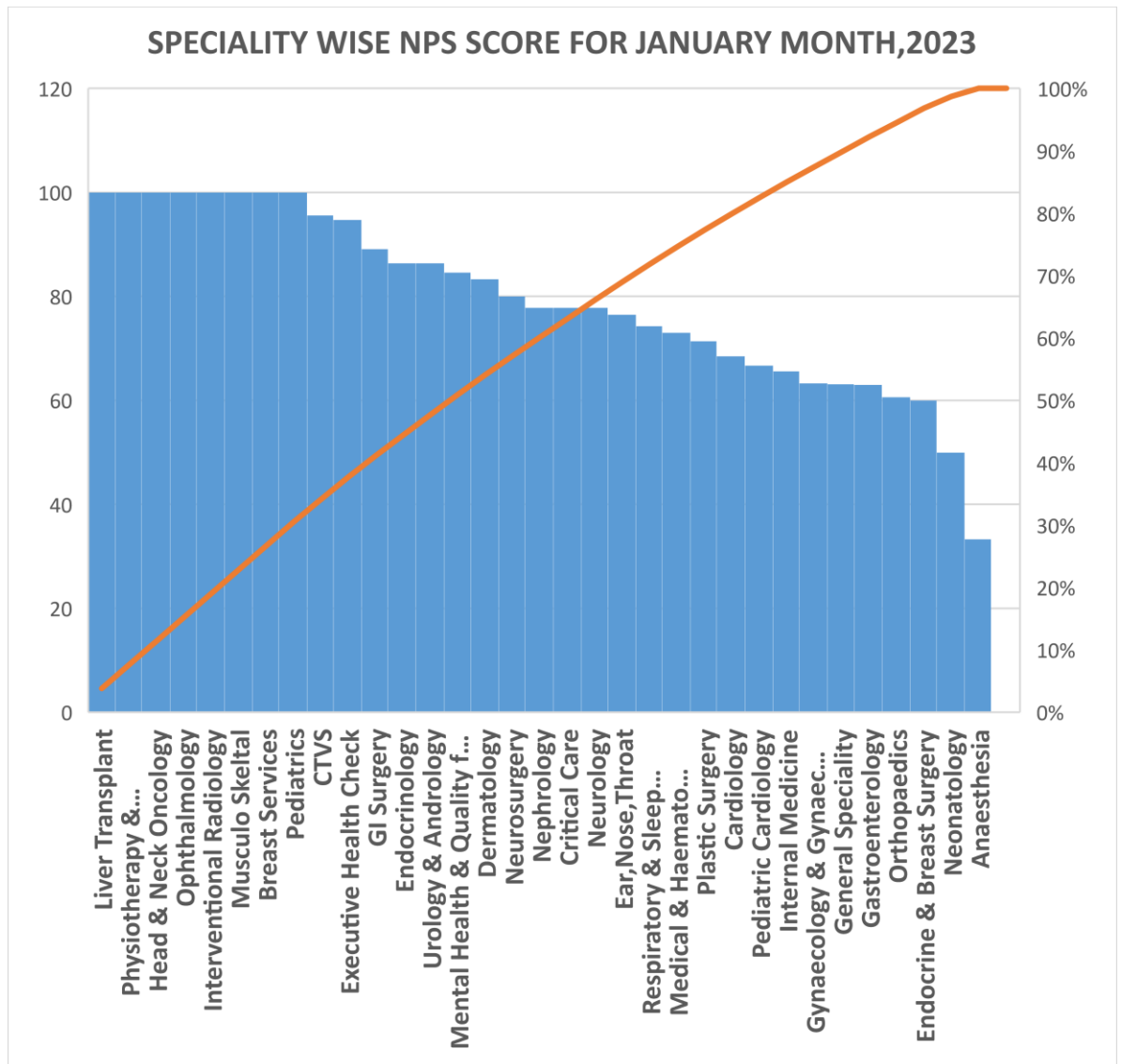
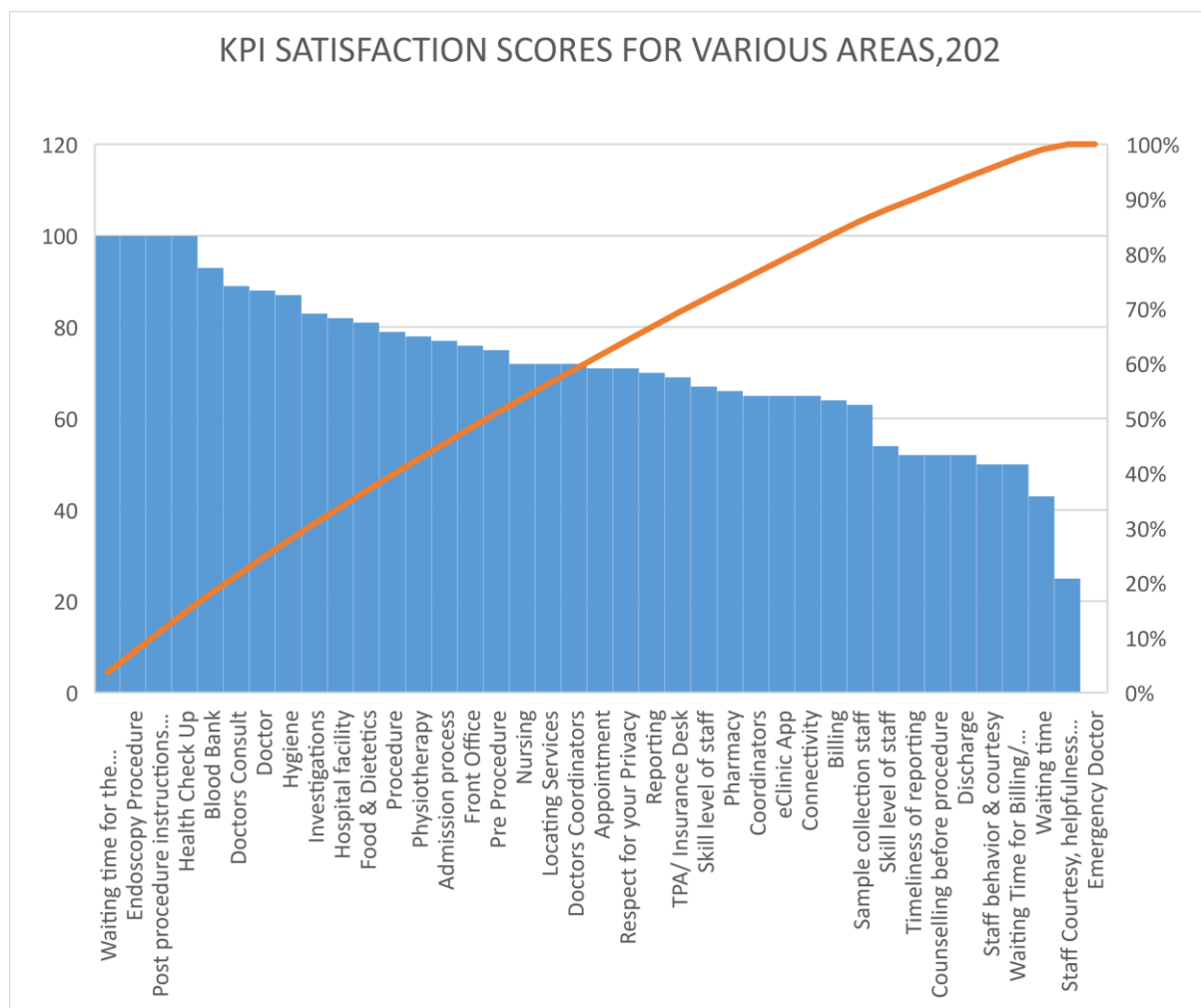


FIGURE 4.3 shows that Customer loyalty and satisfaction are gauged with Net Promoter Scores (NPS) in a variety of medical specialties, and the data reflects this. Liver Transplant, Physiotherapy & Rehabilitation, Head & Neck Oncology, Ophthalmology, Interventional Radiology, Muscular Skeletal, Breast Services, and Pediatrics are among the highest NPS scoring specialties at 100; offering exemplary customer service and indisputably high customer loyalty and satisfaction. Anesthesia, on the other hand, scored a mere 33.3, indicating something might be amiss in terms of customer service.

Overall, this data allows healthcare service providers a comprehensive look into the

strengths and weaknesses of their services, enabling them to make informed decisions to improve customer satisfaction and cultivate loyalty.

FIGURE 4.4 KPI Satisfaction Scores for various areas, 2023



Overall, January shows that Emergency shows highest dissatisfaction.

FEBRUARY

FIGURE 4.5 NPS Score for February across departments, 2023

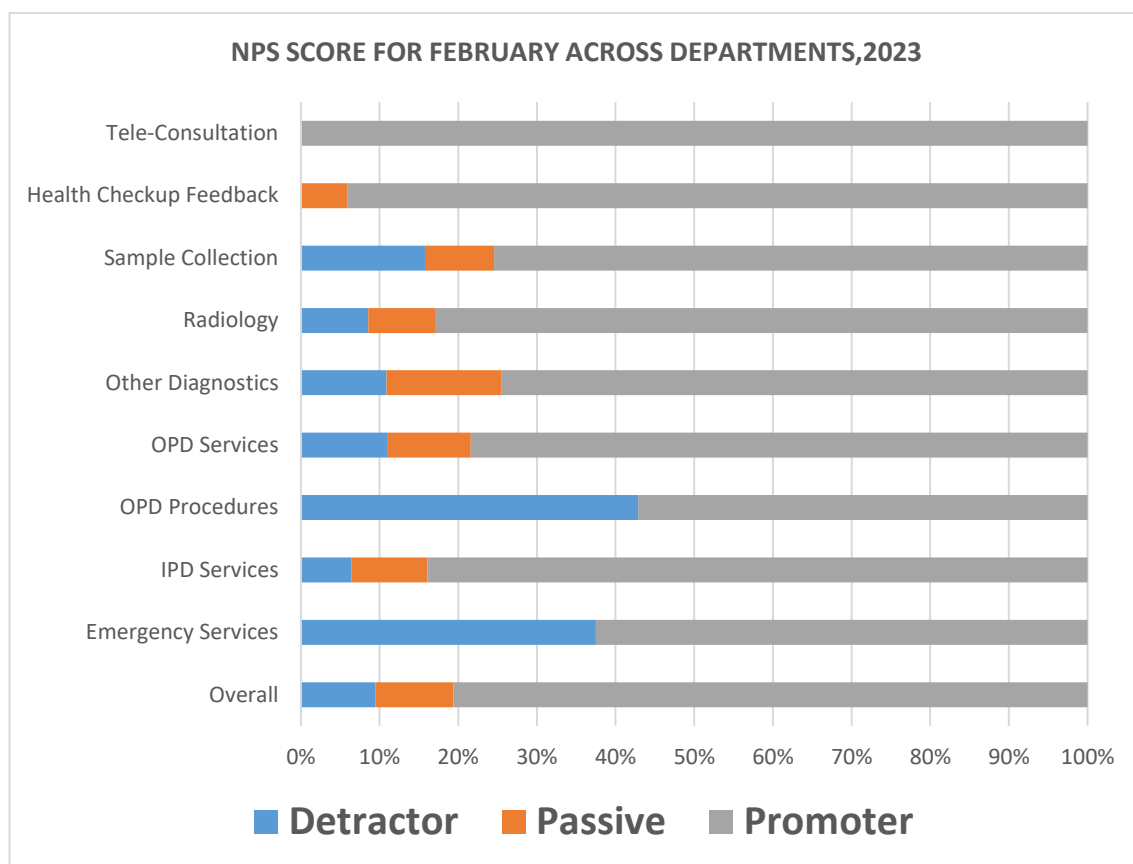


FIGURE 4.6 NPS Score for February, 2023

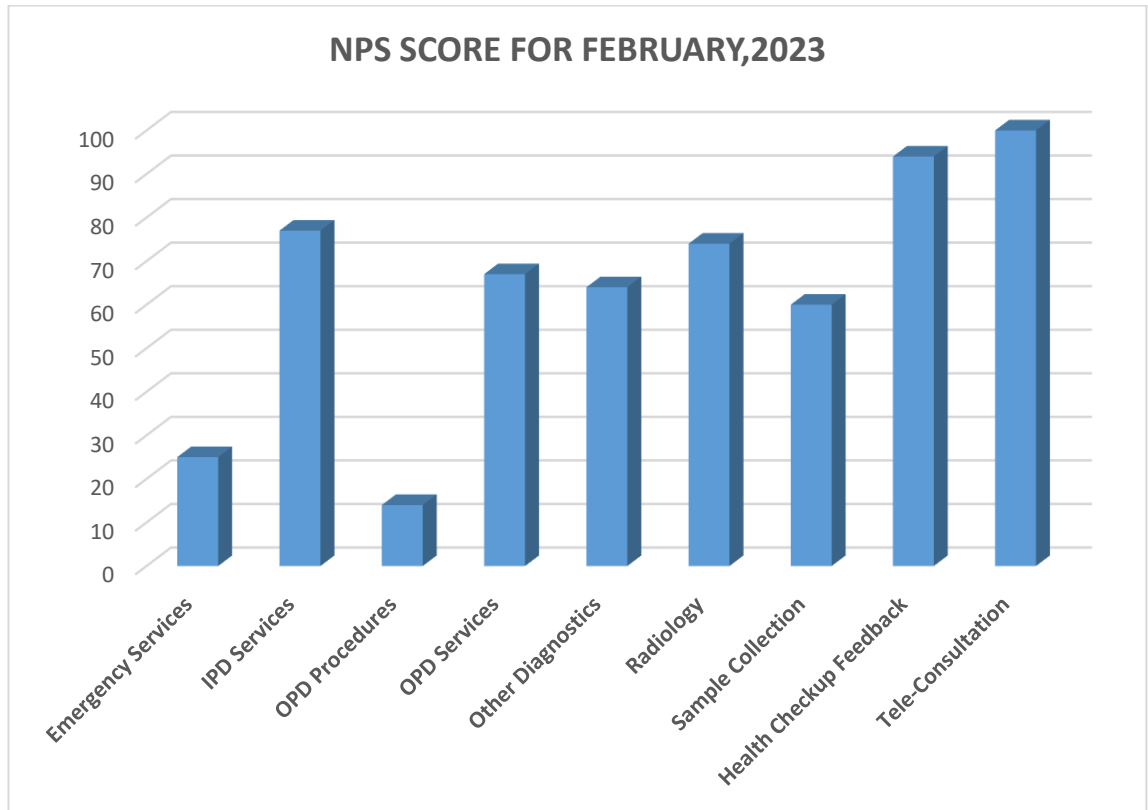


FIGURE 4.6 shows that the data collected has revealed some significant insights. Tele-Consultation, for example, bears an impressive NPS score of 100, indicating that customers are highly satisfied with this offering and are likely to recommend it to others. Similarly, Health Checkup Feedback's rating of 94 marks it as another standout service, as customers appear to be pleased with the results. On the other hand, IPD Services' NPS score of 77 depicts a level of satisfaction from customers and could still use some improvements.

Radiology and Other Diagnostics, with their respective NPS scores of above 60, suggest that customers are satisfied with the quality of these services. In contrast, Emergency Services, Sample Collection and OPD Services all have NPS scores between 25-67, signifying that customer satisfaction with these services are relatively low; this is something that should be addressed in order to bolster the customer experience. Lastly, OPD Procedures has the lowest NPS score of 14, indicating that customers' experience with this service is lacking and needs to be improved.

Overall, the results suggest that Tele-Consultation and Health Checkup Feedback should be focus areas as these services are performing well. However, further attention should be paid to the other services to maximize customer satisfaction.

FIGURE 4.7 NPS Score Speciality for February, 2023

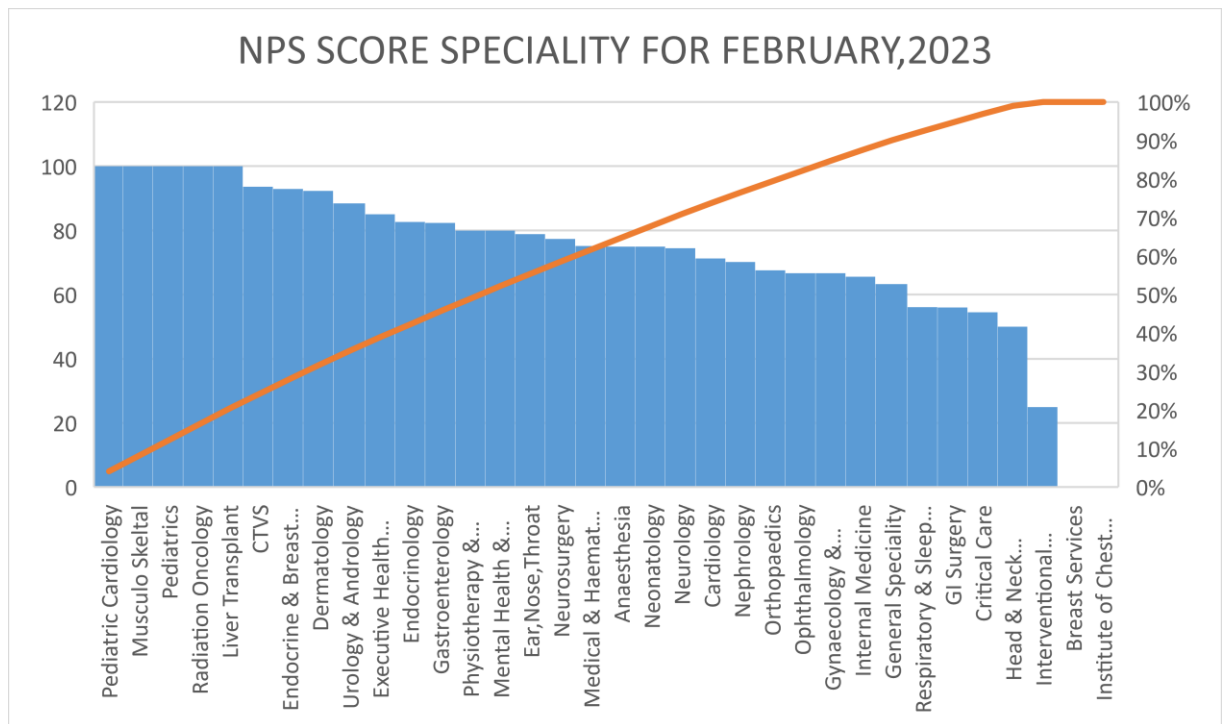


FIGURE 4.7 shows that the data indicates that Pediatric Cardiology, Muscular Skeletal, Pediatrics, Radiation Oncology, and Liver Transplant have achieved an extraordinary NPS score of 100, indicating that customers are highly satisfied with the quality of care they receive. Concurrently, Cardiology attained an impressive NPS score of 71.3, implying customer approval in its care offerings. In contrast, General Specialty and Interventional Radiology recorded NPS scores of 63.3 and 25 respectively, alluding to potential issues in customer satisfaction in these specific areas.

Scores between 80 and 93.6 were observed in Endocrine & Breast Surgery, Dermatology, Urology & Andrology, Executive Health Check, Endocrinology, Gastroenterology, Physiotherapy & Rehabilitation, and Mental Health & Quality of Life. While the former is a sign of customer satisfaction with these medical specialties, it appears that Breast Services, Institute of Chest Surgery, and Plastic Surgery require further improvement.

It is salient to note that a low or negative NPS score for a medical specialty does not denote poor quality of care, but could be due to customer requirements not being fulfilled. For this reason, further investigation is required in order to identify and address the causes of unsatisfactory NPS scores and consequently, to ensure customer satisfaction and loyalty.

FIGURE 4.8 NPS Score for KPI for February

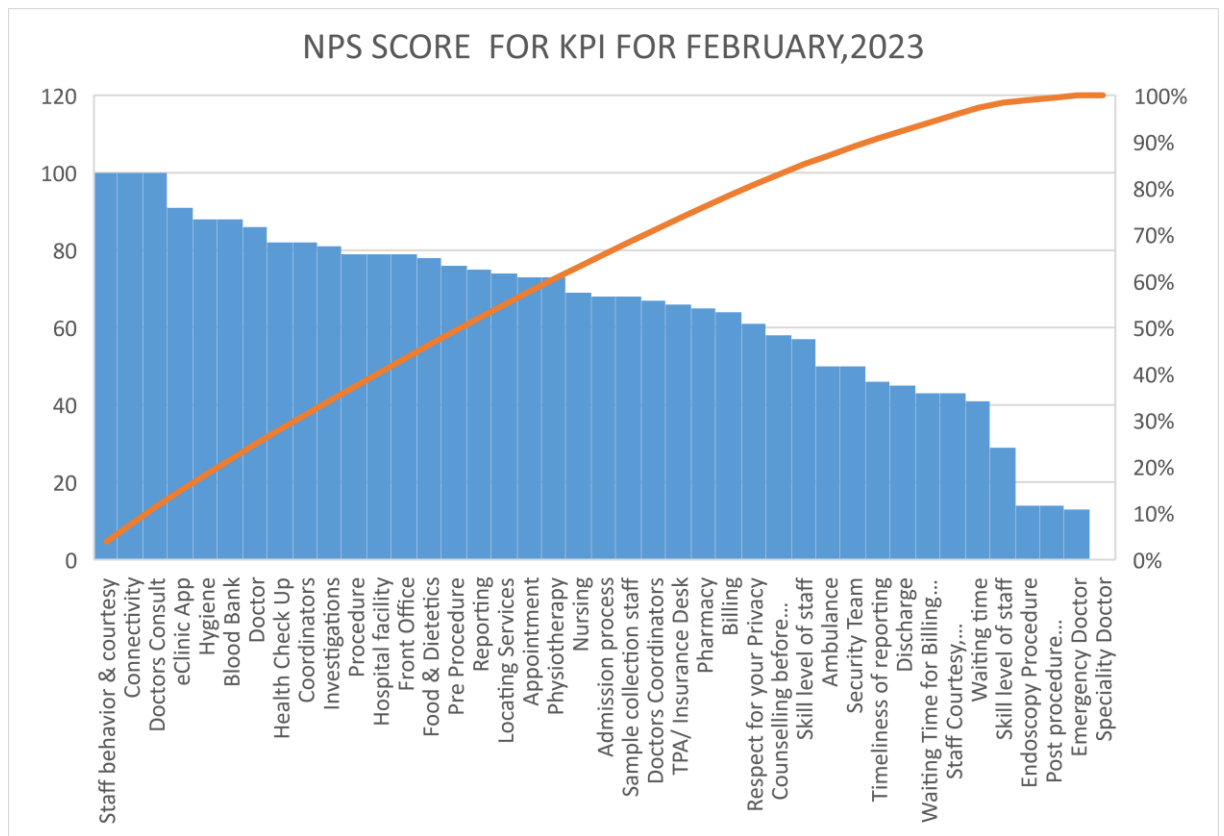


FIGURE 4.8 shows that the collected data paints a vivid picture of customer opinion towards various aspects of hospital services, with varying degrees of satisfaction. Notably, ratings of Staff behavior and Courtesy soar to a perfect 100 score on the Net Promoter Score scale, suggesting that customers are highly satisfied with the behavior and courtesy displayed by hospital staff. Doctors Consult, Connectivity, and Specialty Doctors receive similar appraisal, with NPS scores of 100, indicating that customers are also highly satisfied with the respective services.

On the other end of the spectrum, however, certain services did not fare as well, with Endoscopy Procedure, Post procedure instructions explained, and Emergency Doctors being met with a dismaying -14, -14, and -13, signifying customers' dissatisfaction with the respective services. Waiting time for the procedure and Discharge had seriously negative scores of -50 and -17 respectively, demonstrating customers' discontentment with the wait times and the discharge process. Moderate scores of 49 and 29 signify the customers' relative satisfaction with the Skill level of staff and Waiting time for Billing/ registration respectively.

Front Office, Procedure, Blood Bank, Hygiene, Hospital facility, Investigations, Clinic App and Coordinators showed NPS scores within the range of 73-100,

speaking to customers' satisfaction with the respective services. Similarly, Scores of 58, 61, suggest moderate appreciation of Counselling before procedure, Respect for your Privacy and Food & Dietetics.

In conclusion, these findings indicate that customers are highly pleased with the behavior and courtesy of staff, doctor services, connectivity, blood bank, hygiene, investigations, and clinic app. But, if hospitals are to ensure customer satisfaction and increase loyalty, their emphasis needs to be placed on the aspects which showed irrevocably low NPS scores; especially waiting times, discharge process, and emergency doctor service.

MARCH

FIGURE 4.9_March Overall Score for Promoters, Passives & Detractors, 2023

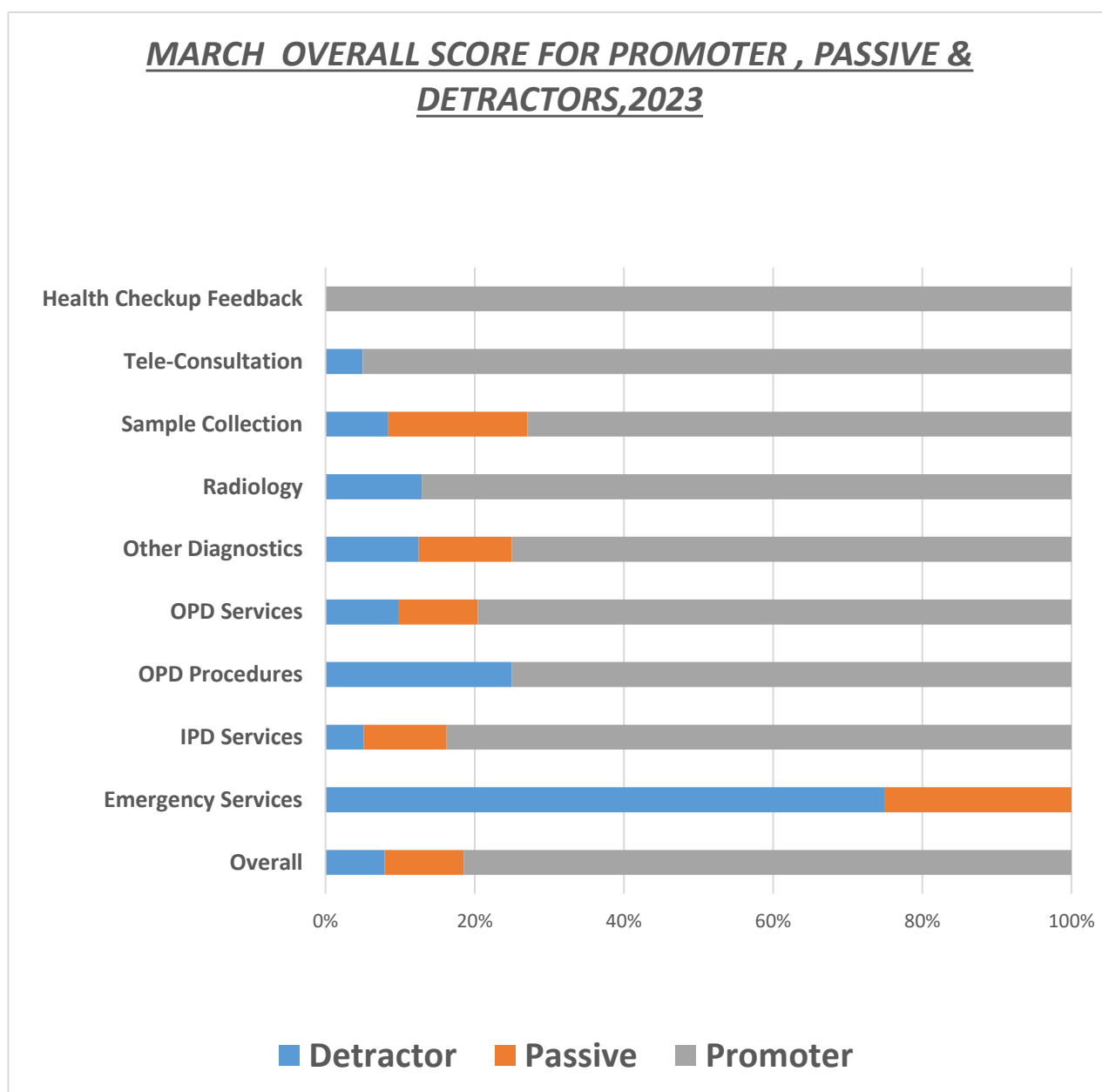


Figure 4.10 Net Promoter Score

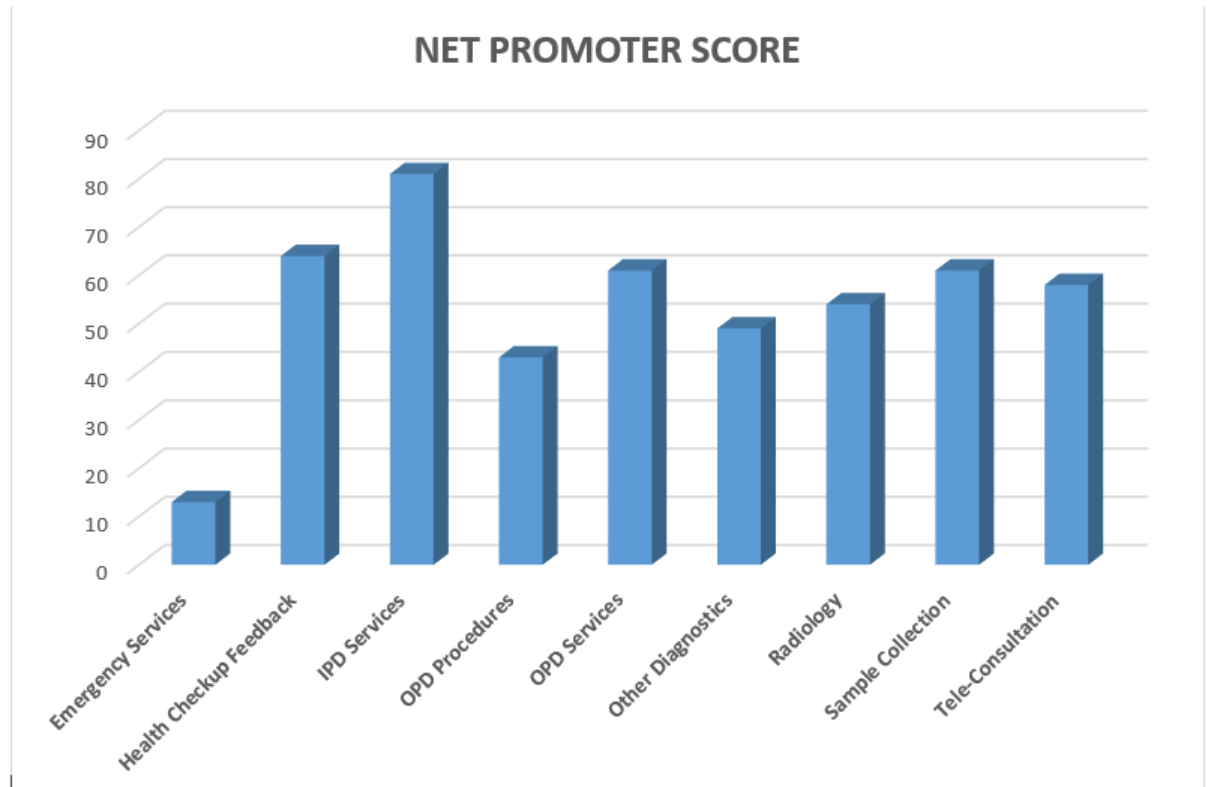


Figure 4.10 shows that the data collected from customer satisfaction surveys across different categories of healthcare services is an indication of the Net Promoter Score (NPS) methodology. The categories which include Emergency Services, Health Check-up Feedback, IPD Services, OPD Procedures, OPD Services, Other Diagnostics, Radiology, Sample Collection, and Tele-Consultation all had varying results.

The Overall NPS, combining all categories, was 68.3, offering evidence for a highly satisfied customer base when it comes to healthcare services.

In Emergency Services, however, the NPS was only 13--evincing that customers in this category felt HIGHLY DISATISFIED in comparison to other categories.

Counter to that, Health Check-up Feedback had the best NPS of all with a score of 64. Showing that customers in this particular category felt highly satisfied with the services provided.

IPD Services' NPS of 81 exemplifies an incredibly satisfied customer base and a paradigm of loyalty between provider and patient.

On the contrary, OPD Procedures had a score of 43, which expresses an average customer satisfaction.

OPD Services and Other Diagnostics had scores of 61 and 49 respectively--showing a low to moderate level of customer satisfaction with room for improvement in either case.

The same could be said for Radiology and Sample Collection, both having NPSs of 54 and 61 indicating low to moderate customer satisfaction.

Finally, the Tele-Consultation category had a moderately satisfactory NPS of 58.

FIGURE 4.11 March NPS Score Speciality Wise, 2023

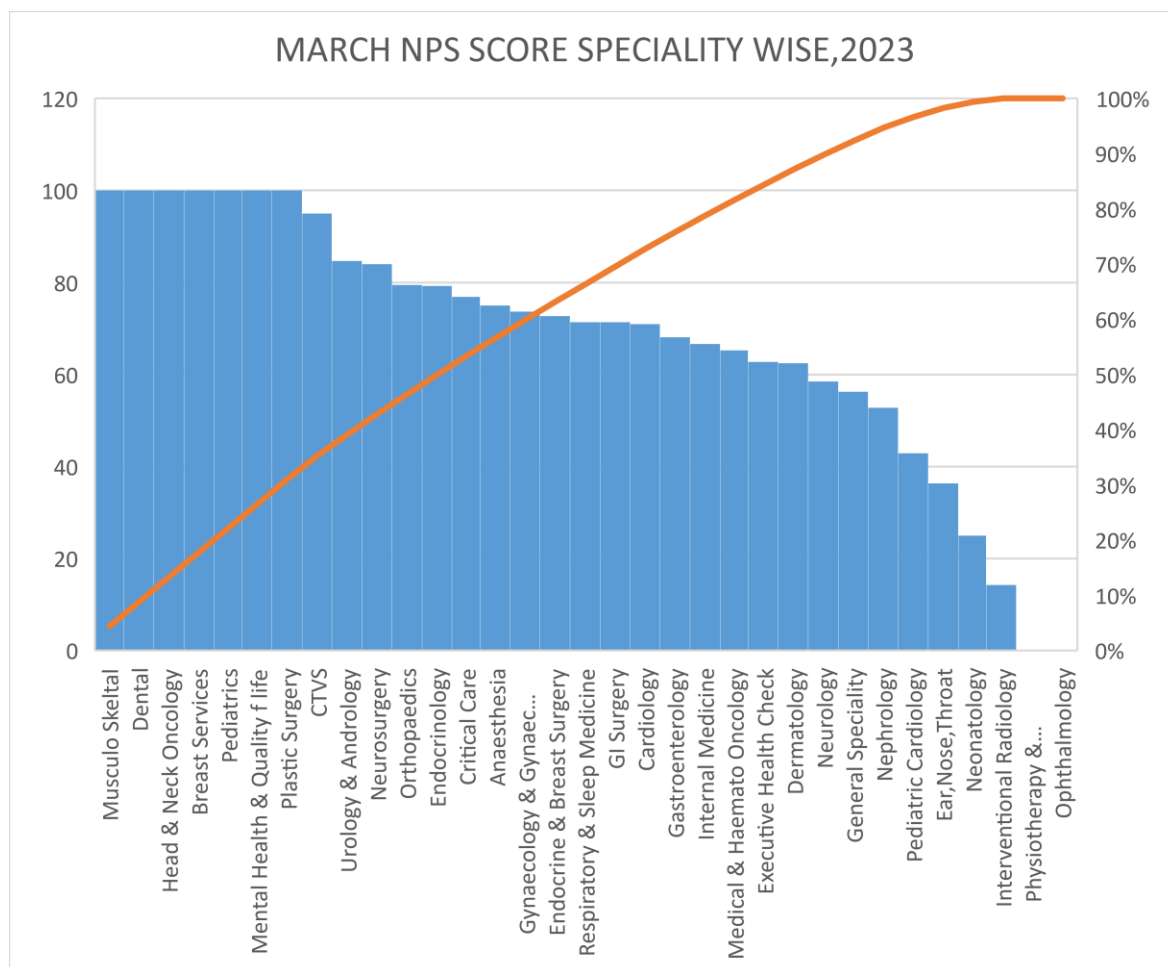


FIGURE 4.11 shows that their positions, in descending order, reflects this achievement - but the difference in scores is not negligible. For instance, the difference between the top-ranked service and the lowest is considerable. The services are arranged below the apex in a sequence, with each unique specialty presenting its own unique challenge in terms of perplexity and burstiness. With some longer, more complex sentences in between shorter counterparts, the score for each department continues to vary. Despite how far each lags behind the top, the gap in marks keeps all of these services distinct and successful.

FIGURE 4.12 NPS Score for KPI March, 2023

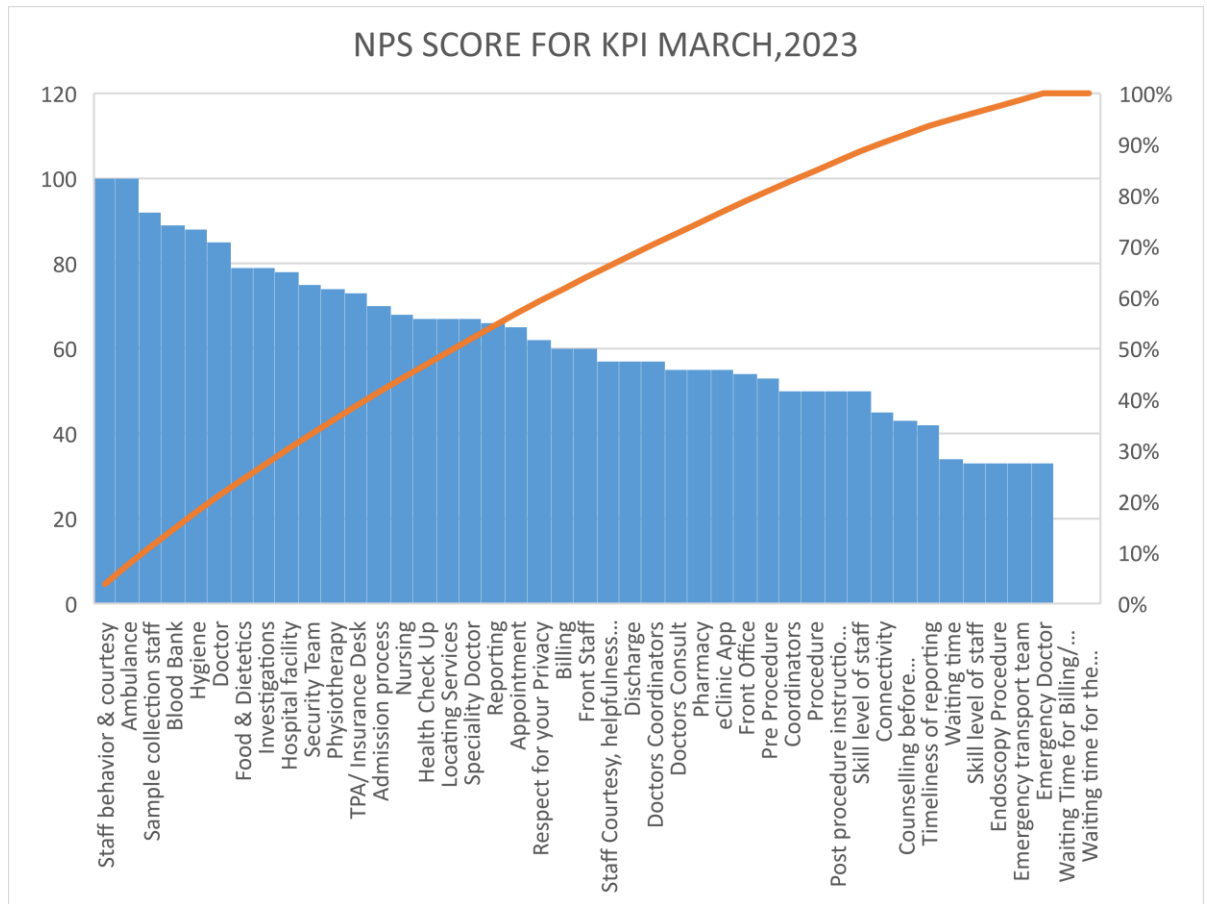


FIGURE 4.12 that their Patients have reported very high scores for Ambulance (100), Staff behavior & courtesy (100), and Sample collection staff (92), confirming that the hospital or medical facility has a helpful and accommodating staff. Unfortunately, this is not reflected in the categories of waiting time for the procedure (0), Endoscopy Procedure (33), and Emergency Doctor (33), which have some of the lowest scores.

To improve the overall experience of the patients, the hospital management should take steps to reduce the waiting times for procedures, upgrade the skill level of staff, and enhance the counseling given before performing any procedure. Furthermore, they need to maintain the high scores for the categories such as Ambulance, Sample collection staff, and Security Team, to ensure patient satisfaction and loyalty.

FIGURE 4.13 Net Promoter Score

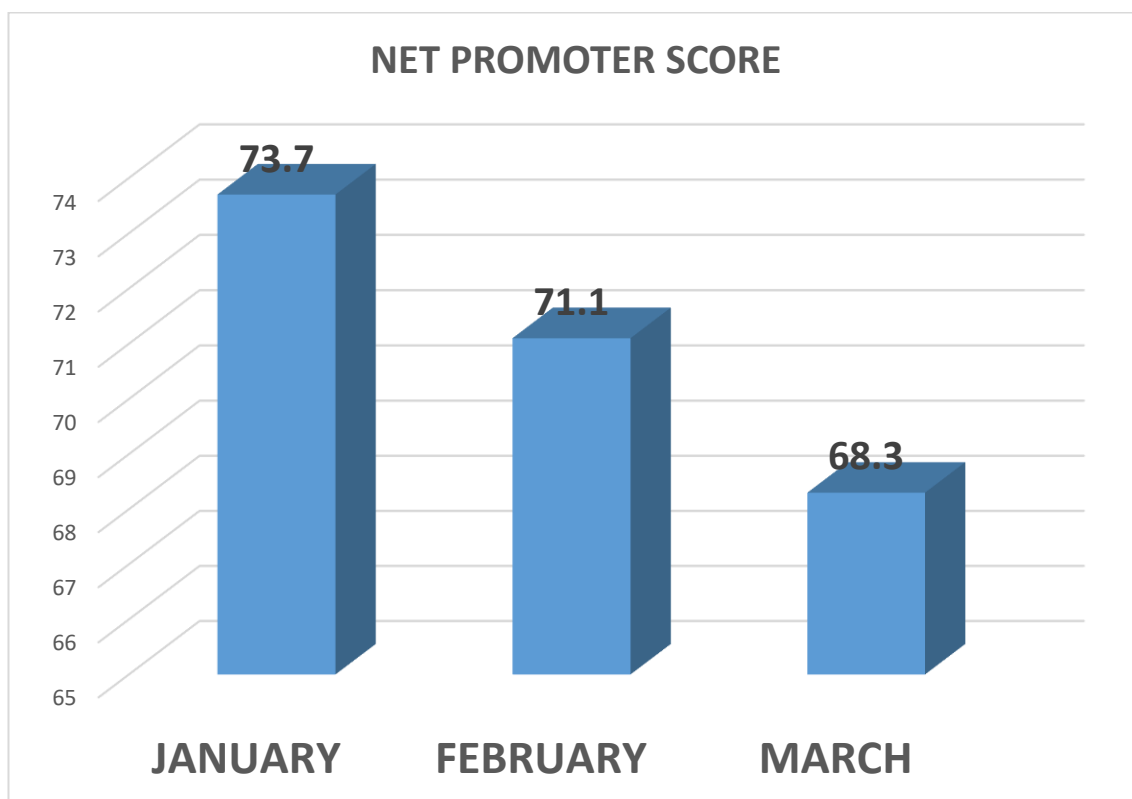


FIGURE 4.13 shows that the basis for the study is decreasing NPS Score for March in comparison for January & February.

FIGURE 4.14 Satisfaction Score of Patients

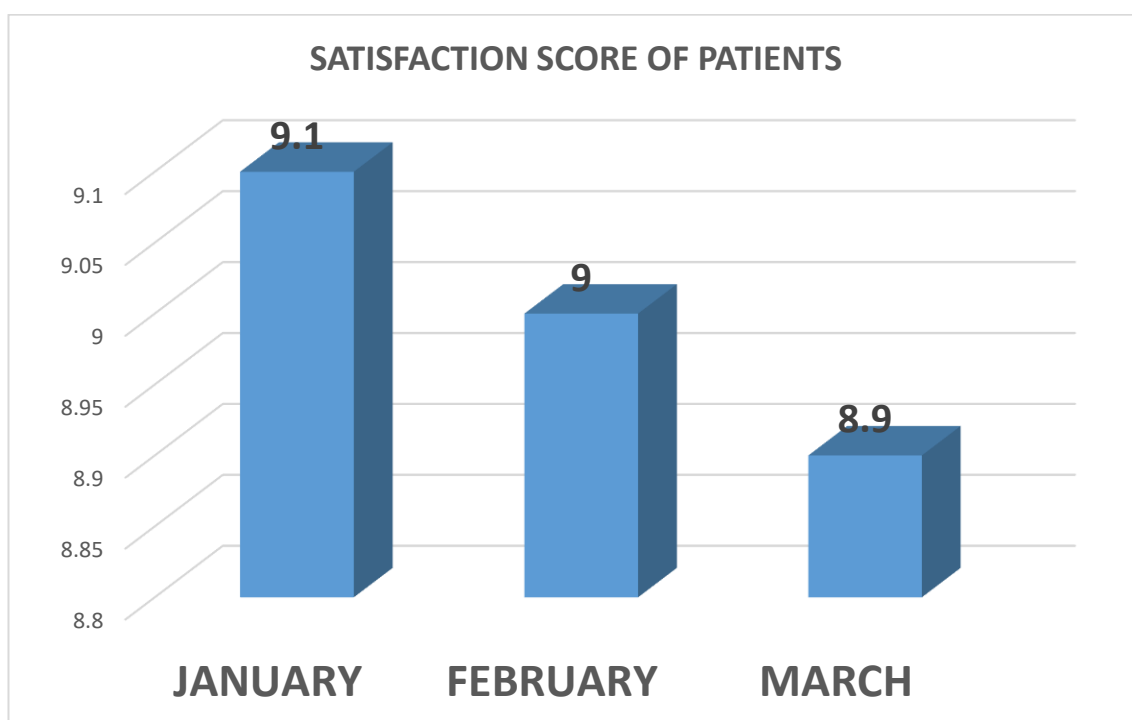


FIGURE 4.14 shows that the Satisfaction score tremendously decreased for March as compared to January & February which also sets an important factor for study on NPS for patient satisfaction and in order to improve the overall satisfaction by implementing fruitful strategies and addressing complains and taking appropriate actions.

FIGURE 4.14 Responses Recorded

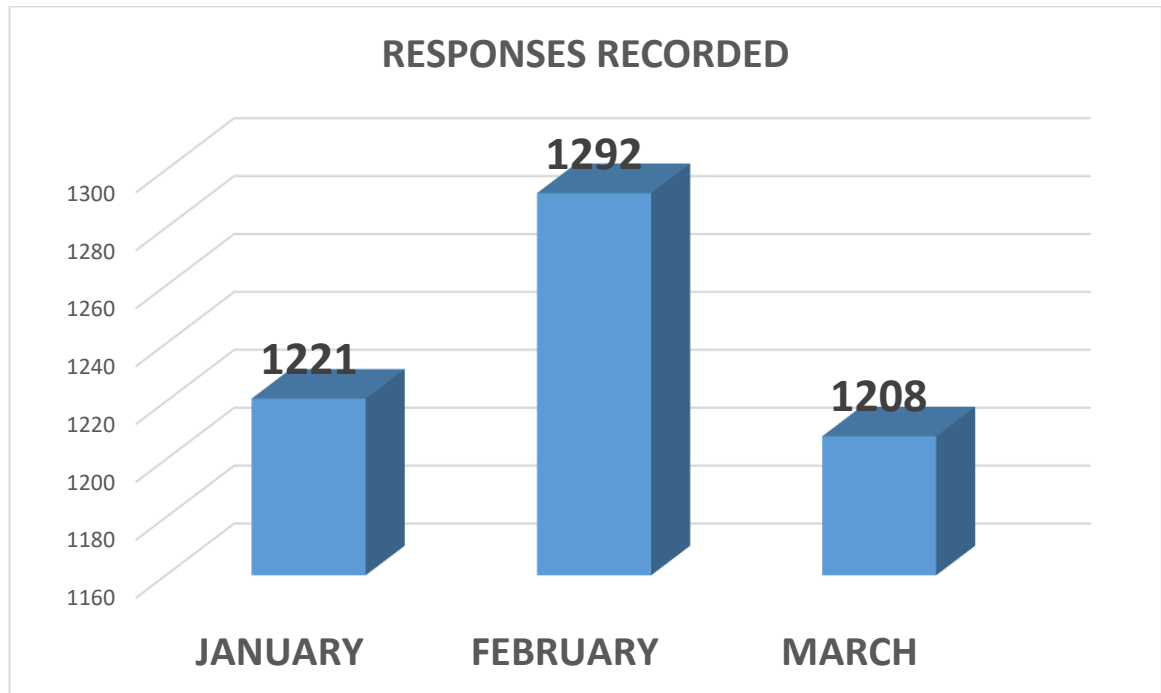


FIGURE 4.14 shows that the Highest responses was recorded for February which tremendously increased from January and dwindled for March .i.e. which means that feedback was less given in March

Through this study feedback filling was a major strategy undertaken for this project which increased the number of further responses.

FIGURE 4.15 Escalations

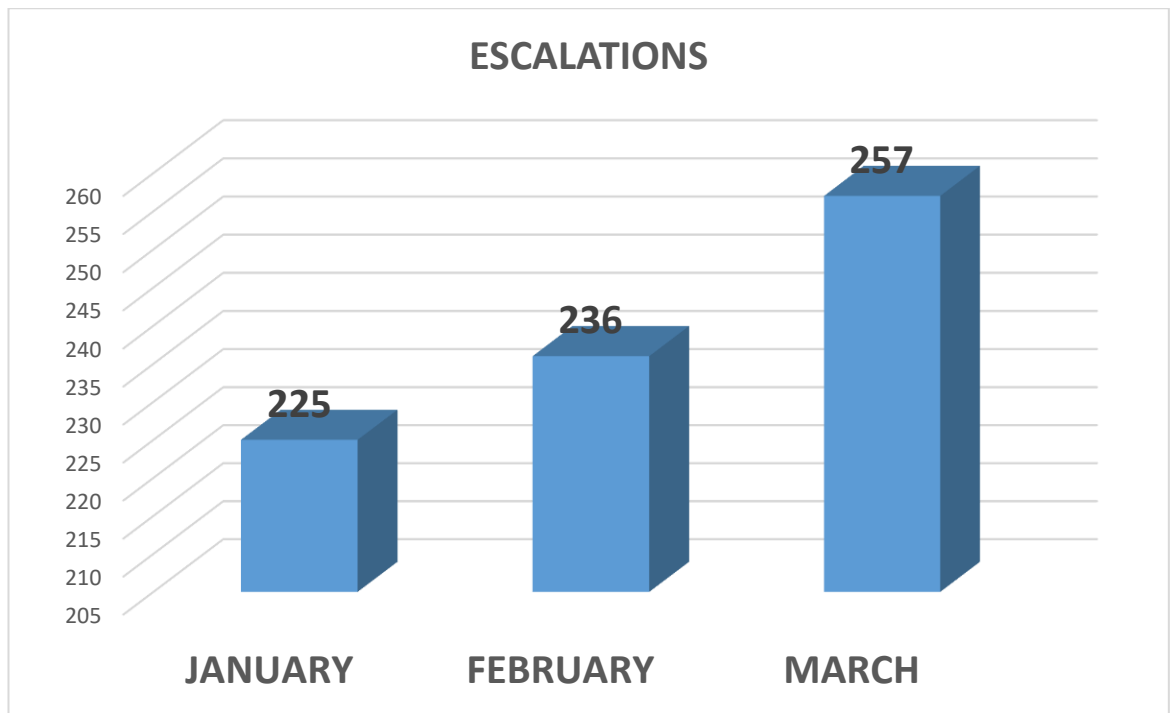


FIGURE 4.15 shows that the most important factor for this study is maximum number of escalations received for March which sets the main component for this study.

Consolidated Overall Score for three months (January, February & March)



Improving customer satisfaction in tertiary care hospitals across various departments is an endeavor requiring a comprehensive approach to tackle multiple factors. With the strategies outlined in this research paper, hospitals can significantly boost customer experience and build customer loyalty. Effective communication, minimized wait times, a pleasant environmental climate, staff training, customer feedback and technology implementation are some of the methods hospitals can deploy to effectively increase NPS scores for customer satisfaction. Hospitals need to remain vigilant in evaluating and monitoring the NPS scores to ascertain whether they meet customer needs and expectations.

The NPS scores for the hospital across different departments in January, February and March were 73.7, 71.1 and 68.3 respectively. These scores are enough testament to prove the high level of customer satisfaction and loyalty with more customers being promoters than detractors.

The customer satisfaction scores for the hospital were 9.1, 9.0 and 8.9 for January, February and March respectively. This data conveys the message that customers are extremely content with the services of the hospital.

Concerning responses, the hospital in January, February and March, acquired 1221, 1292 and 1208 responses respectively. This solidifies the point that customers were actively receptive to offering feedback on the facility's services.

The number of escalations for the hospital was 225, 236 and 257 for January, February and March respectively. This indicates that a few times, customers were perturbed with the services of the facility, necessitating escalations.

5. INFERENCES

Overall Customer Satisfaction:

- The Net Promoter Scores (NPS), for the three months showed positive customer feedback, with scores ranging from 68.3 to 73.5. However, there is scope for improvement to attain even higher levels of customer satisfaction.

Emergency Services:

- Results from the surveys of Emergency Services for all the three months were negative, portraying numerous unsatisfied customers. It is essential to address the grievances of these patients with utmost priority to improve their satisfaction.

IPD Services:

- The NPS for In-Patient Departments (IPDs) remain high in all of the three months, which confirms good customer satisfaction. It is paramount to utilize the steps taken to monitor and sustain this level of contentment.

OPD Procedures:

- In the three months the NPS for Out-Patient Procedures (OPDs) fluctuated, with lowly scores in the initial two months whereas a huge upsurge in the third month. It is imperative to deduce the intuition behind the soar and then move forth by applying the best practices.

OPD Services:

- The NPS scores for OPD services during the three months were moderately-positive. Although, there exists an opportunity for improvement. It is advisable to emphasize on elevating communication and resolving the patient's issues.

Other Diagnostics and Radiology:

- While proceeding through the three months, the NPS scores for Other Diagnostics and Radiology departments were quite valid. This implies that the experiences of patients undergoing these processes were satisfactory. Nevertheless, it is still mandatory to take continuous efforts to upgrade customer satisfaction and increase the consistency of their positive experiences.

Sample Collection and Tele-Consultation:

- The NPS scores for Sample Collection and Tele-Consultation services declined and rose times to times, with an average level of satisfaction. Abiding by patient feedback and quickly addressing any issues could eventually increase the satisfaction rate in these departments.

Health Checkup Feedback:

- The NPS scores for Health Checkup Feedback during the three months

remained positive, implying a high level of contentment among patients undergoing health checkups. It is essential to preserve the quality and efficiency of these services to sustain this customer sentiment.

6. Identified Improvement Strategies

- **Address Detractor Feedback:** The high number of detractors in each month indicates areas of dissatisfaction among customers. It is crucial to analyze the reasons behind their negative experiences and take immediate actions to address their concerns. Conduct surveys or feedback sessions to gather specific feedback, and then work towards improving those areas.
- **Enhance Communication and Transparency:** Improve communication channels with customers to ensure they are well-informed about services, procedures, and any changes. Increase transparency by providing clear and accurate information about appointment scheduling, billing, and treatment processes. This will help in reducing confusion and frustration among customers.
- **Employee Training and Engagement:** Invest in comprehensive training programs for staff members to enhance their skills in customer service, empathy, and effective communication. Motivate and engage employees to create a positive work environment, which will reflect in their interactions with customers. Happy and knowledgeable staff can contribute significantly to customer satisfaction.
- **Personalize Customer Experience:** Treat each customer as an individual and tailor services accordingly. Collect and maintain detailed customer profiles to understand their preferences, medical history, and specific needs. Use this information to provide personalized care, recommend relevant services, and offer a more personalized experience overall.
- **Implement Continuous Improvement Practices:** Establish a culture of continuous improvement by regularly reviewing customer feedback and implementing necessary changes. Monitor customer satisfaction metrics on an ongoing basis and identify trends and patterns to proactively address potential issues. This proactive approach will help in preventing customer dissatisfaction before it escalates.
- **Foster a Customer-Centric Culture:** Ensure that every employee, from frontline staff to management, understands the importance of customer satisfaction. Foster a customer-centric culture by aligning organizational goals and strategies around providing exceptional customer experiences. Regularly communicate the significance of customer satisfaction to all

employees.

- **Reward and Recognize Promoters:** Identify and reward customers who act as promoters by referring others to Medanta Lucknow. Implement a referral program that offers incentives to customers for bringing in new business. Recognizing and appreciating loyal customers can encourage them to continue supporting and promoting the organization.
- **Monitor and Improve Net Promoter Score (NPS):** Continuously track the NPS and identify trends over time. Set specific targets to improve the NPS score and allocate resources accordingly. Conduct follow-up surveys or interviews with customers to gather more detailed insights on their experiences and identify specific areas for improvement

7. RECOMMENDATIONS-

- Patient relationship cell employees should co-ordinate effectively with floor coordinators to resolve the escalations.
- Proper counselling need to be done, to make the patients & attendants satisfied regarding the treatment.
- Floor managers should be present at all floors.
- Soft skill training should be given to staff.
- Waiting time should be reduced.
- Enough quality of time along with sympathy should be given to patients during treatment.

8. Conclusion:

The NPS survey conducted in the tertiary care hospital across different departments for January, February, and March suggests that the hospital has a high level of customer satisfaction and loyalty. However, the declining trend in NPS scores and increasing escalations suggest that there are areas for improvement in the hospital's services. The hospital can focus on minimizing escalations, reducing wait times, improving communication, and providing a clean and comfortable environment to enhance customer satisfaction and loyalty. By implementing these strategies, the hospital can ensure that it meets the needs and expectations of its customers and maintains a high level of customer satisfaction and loyalty.

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10. ANNEXURE-A



Initiatives.docx

10.1 ANNEXURE-B



DATA NPS JAN FEB
MARCH OVERALL.csv

10.2 ANNEXURE-C



kpi january.csv



Satisfaction Score
(Grouped) Distribution

10.3 ANNEXURE-D



kpi feb.csv



Satisfaction Score
(Grouped) Distribution

10.4 ANNEXURE-E



kpi march.csv



Satisfaction Score
(Grouped) Distribution