

STUDY ON THE OPERATIONAL PROCESSES THAT ENSURE PATIENT AND EMPLOYEE SATISFACTION

Dissertation submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

by

Akshita Awasthi

Under the Supervision and Guidance of

Dr. Piyusha Majumdar

(Faculty guide, IIHMR Univ.)

2022

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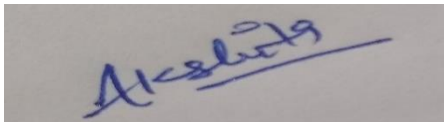
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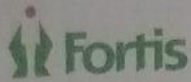
DECLARATION BY STUDENT

I hereby declare that this dissertation title 'Study on the operational processes that ensure patient and employee satisfaction' is the bonafide record of my original research work. 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 Information derived from the published or unpublished work of others has been duly acknowledged in the text.

A photograph of a handwritten signature in blue ink on a light-colored surface. The signature appears to be 'Akshita Awasthi' written in a cursive style.

Akshita Awasthi

20-06-2022



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Akshita Awasthi** D/o Mr. Kamlesh Awasthi has worked with our organization as a trainee in **operations** from 21st Mar, 2022 to 21st June, 2022.

During her tenure, we found her sincere and hardworking.

We wish her success for her future endeavor.

For Fortis Hospital Kangra
(A unit of Himachal Healthcare Pvt. Ltd.)

Rajeev Thakur
Manager Human Resource



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Certificate from Faculty Guide and School Dean

CERTIFICATE

This is to certify that dissertation titled '**Study on the operational processes that ensure patient and employee satisfaction**' is a record of the research work undertaken by Akshita Awasthi in partial fulfilment 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.

Dr. Piyusha Majumdar

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School Dean

IIHMR University, Jaipur

TITLE - Study on operational processes that ensure patient and employee satisfaction.

OBJECTIVES-

- To study determinants that follow the operational processes.
- To determine the top insights that address the aspects of healthcare operational outcomes.
- To study the satisfaction regarding services among patients.
- To study the work culture and level of satisfaction among employees in organizations.
- To recognize the importance of 3 aspects in hospitals- Quality, Timely delivery, and Cost.

METHODS

Observational Study

Cross-Sectional Study

ABSTRACT

Handling patients with a smile and making sure they feel like we care about them. We know that the patient is not right all the time, however, we need to make sure that patients walk away feeling that they are. Tied into this “caring” attitude is the essential skill of listening. Training employees to listen to patient’s problems and respond accordingly. Making sure the Front desk and Coordinators stay calm, professional, and polite always. Hospital staff must keep themselves energetic and positive always, even when they do not feel like.

Regardless of best services given to the patients or hospital’s specialty, the way our front desk employees and coordinators behave with patients will determine whether patients are happy with us and will be returning to us or taking their business elsewhere. Essentially, the staff is face of our hospital’s practice, and patients rely on them to receive assistance whenever they need it. One lousy episode of patient’s service has the potential to ruin all the hard work made. Timely delivery of services to patients can make a huge difference in reputation and better management of patients and employees.

All the scenarios and stats indicate that no medical office can afford the adverse effects of poor patient service. To ensure that the patients keep returning to our hospital, the following report gives some observations and essential requirements on operational processes that all hospital staff should be trained about for better patient satisfaction. We need to ensure that our operations management department have strong communication skills and there are no doubt that robust and effective customer service training programs are necessary for every front desk and operations department. Quality services with better clarification is important, so that attendees and patients keep calm even when they are eager to know how bad the situation is. Quality would ensure them, that they are at the right place.

Planning and management of all resources required to meet patient’s need. Determining metrics to measure whether the supply chain is efficient, effective and whether it delivers value to the goals determined. Integration starts at the strategic planning phase and is critical throughout conducting information, sharing data, and determining the profit value in future. Working on efficient cost rather than asking for low cost, in healthcare is more important and better for both patient and hospital’s management.

Healthcare systems around the world are challenged by increase in elderly citizens and chronically ill patients. Therefore, hospitals need to consider means to increase efficiency and productivity to be able to treat more patients without increasing costs.

Although, safety and security are the responsibility of every staff member, the technical staff, being busy in-patient care, have neither the time nor training in these matters. Patients, by and large, are incapable of protecting themselves or their belongings. Therefore, Hospital’s security service is entrusted with the responsibility of watching over the entire hospital organization and preventing anything untoward from happening.

Hospital’s operations department ensure that all these functions can go on smoothly and without any disturbance. It is the responsibility of all staff in operations management department that all the patient’s go home satisfied with services. With patient’s satisfaction, hospital also try to ensure that employees are satisfied too with hospital’s management. Quality, Cost and Timely Services would keep both, patients and employees satisfied, as with these aspects comes efficiency and rise in productivity.

KEY RESULTS

Hospitals accredited to NABH are mostly trusted and reliable.

Quality services to patients, continuously working on patient satisfaction. Yet patients get dissatisfied sometimes because of lousy operation sequences.

Dissatisfaction among employees at some levels, with management for not cooperating with them, for no benefits in compensation and increasing stress levels.

CONCLUSION

Operations management, at its core, is responsible for planning, organizing, and supervising of all the internal processes that help to keep hospital's running smoothly. Hospitals working all hard to make the procedures easy and quick, but somehow lacking. All the departments in operations management are important and necessary for smooth working of hospital.

Despite of all the efforts from all the employees, some dissatisfaction among patients and employees is clearly recognized at all places. The obvious reason seen behind this dissatisfaction is clearly because of lack of manpower, lack of motivation among employees, lack of communication among employees and senior management.

All developing organization faces such situations because of lack of trained staff and professionalism. Which leads to miscommunication, loopholes in quality treatment and lack of satisfaction among people related to organization.

Trained employees bring professionalism and quality in work. At some places like towns or developing areas, it is difficult to find people with better qualification suitable for working at different positions. This brings lack of professionalism and quality in work. These circumstances among employees and patients brings dissatisfaction among both.

Training employees and bringing better opportunities for them can solve a lot of issues. Enough manpower and trained people are key to better operations and better productivity. Working on at least two of these solutions can help upgrade services and it will bring comfort and satisfaction.

KEY WORDS

- Patient satisfaction
- Operations management
- Employee satisfaction
- Manpower
- Development
- Quality
- Cost
- Timely services

ACKNOWLEDGEMENT

I would like to express my special thanks of gratitude to **Administration Head of Fortis Hospital, Kangra “Mr. Gagan Sharma”** for their support in completing this report, teaching me how operations work and lack at some places and for their guidance in making me understand the importance of operations management department in hospitals and their functions.

I would also like to extend my gratitude to my Faculty Guide from **IIHMR University “Dr. Piyusha Majumdar”** for their guidance in understanding and completing this report. I would like to thank her for keeping patience with me for this report and giving me her precious time to guide me through this dissertation.

I would like to thank IIHMR University and Fortis Hospital, Kangra for providing me with enough support and with all the facility that was required to understand working in an organization and to get experience of all the departments of operations management.

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CHAPTER 1: INTRODUCTION

India is a state where health and healthcare used to be simple, effective, and safe. People here were fit and ready to go anytime. But now with rising comfort in lifestyle, lack of motivation to work traditionally like we used to, have led to unhealthy lifestyle. And now health and healthcare here is complex, ineffective, and dangerous. Rising health issues in India, that people have never heard of, and they are not aware of brings need of better healthcare and multispecialty hospitals with better services.

With such mindset and goals, Hospitals build and develop their services areas where there is need and essential. As there are no such big and multispecialty hospitals in some locations, it is a good opportunity for enterprises to develop and bring best of their services to people. Places where people lack knowledge and are still following home remedies or superstitious activities, it is our and every Indian's responsibility to aware such people and provide services at best.

Some hospitals are providing such services and are one of the leading multispecialty hospitals that offer comprehensive medical care to every patient. With a pioneering status in the healthcare domain these hospitals in India deliver services in a safe and compassionate environment and enhance the wellbeing of the patients and their families. Such hospitals have highly skilled and experienced doctors and paramedical staff. The specialties provided by them, and which are essential at every place include Anaesthesiology, Dental, Orthopaedics Joint Replacement Centre, Cardiology (Interventional), General Surgery, Gynaecology and Obstetrics, Infertility, Internal Medicine, Neonatology, Urology and Lithotripsy, Paediatrics, Physiotherapy. Fortunately, these hospitals have been committed to the delivery of world-class, holistic healthcare services to each & every patient.

It is taking time for authorities to understand that hospitals and healthcare is not only about doctors and nurses. It requires a whole big team of management to run a multispecialty hospital. From all these years there has been a little development in hospital's services. A very IT shy environment and restricted to traditional practices of managerial work, is leaving such hospitals far behind than other healthcare places in India. India is a developing state, and it will require some time to move forward in the era of technology.

Dealing with all these contexts, hospitals in such locations are providing better services than other hospitals in the area. With locals working in hospital, it makes a bit easier for local patients to interact and understand for better and quality services. So that the diagnosis can be run by listening to the actual problem they are facing. Although it becomes quite difficult for some visiting patients to raise the issue they are facing and interact with staff. This shows lack of professionalism and training to staff. As India is also a tourist destination, it is somehow difficult to attract people to the hospital to experience the services provided.

In such scenarios, staff become helpless due lack of communication skills and a person from higher authorities has to deal with patients. Operations management staff is the front face of hospital. In developing Hospitals, Operations management includes following departments:

- PCS (Patient Care Services)
- F&B Department
- Security
- SCM (Supply Chain Management)
- Housekeeping
- Engineering
- IT

All these departments are front face of hospital, and a little misconduct by these departments can lead to a very big issue. Things like miscommunication with patient, not informing a patient, no proper way of talking to patients, bad quality of food services, littering, higher costs, bad and old equipment, equipment not working are some very common and usual scenarios that people face almost everyday in hospital. Raising issues with these conditions would only bring a meeting with no fruitful results.

Operations include the administrative, financial, legal, and clinical activities that keep health systems running and caring for patients. The purpose of this study is to assess, whether these operations are managed according to the need of patients. Effective, sustainable healthcare transformation rests in the organizational operations that power care delivery.

Patients Suffering from disease shall not suffer from services in hospital. To ensure the satisfaction of a patient, management staff in the hospitals work at every step. From reception to OPD and from OPD to next follow up, patient must be handled efficiently. But what if staff working with dedication is not satisfied, is unhappy with higher authorities. It will lead to dissatisfaction among employees and lack of dedication towards work.

The top management in hospital needs to look after their employees too. A happy employee leads to happy customer. Benefits, compensation, and level of stress measure how happy an employee is in the organization. The following study will check the satisfaction of employees and whether they are happy with the work culture in organization they are working in. In dissatisfaction, how do they behave with patients, will determine their dedication towards healthcare.

In the study we will also understand how quality services matter in a healthcare industry and how much importance is given to quality in hospitals that are just developing right now. Cost effectiveness and facilities to TPA patient also measures level of satisfaction among patients and their attendees. All these factors determine reputation of a hospital and its quality of services. A patient must feel comfortable, secure, and satisfied in a hospital, which is determined by a happy, trained, and satisfied staff.

Employees stay happy when they feel connected and motivated with higher authorities. They feel valued when management talk to them and ask for their requirements. Management of a hospital is always well educated, and they should help their staff in training, induction programs and provide them better opportunities. It is important to study the healthcare services in India for such hospitals as these private multispecialty

hospitals are somehow scope for better services in India. Population preferring private hospitals over government, are they getting enough quality services. Preference is always when we have expectations, and if services does not exceed expectations, that is what we call bad reputation. The purpose of this study is to analyze whether the people of such regions being provided quality and cost-effective healthcare. Study will also analyze whether employees working in organization are happy and good enough as healthcare providers.

OBJECTIVES-

- To study determinants that follow the operational processes.
- To determine the top insights that address the aspects of healthcare operational outcomes.
- To study the satisfaction regarding services among patients.
- To study the work culture and level of satisfaction among employees of the organization.
- To recognize the importance of 3 aspects in the hospital- Quality, Timely delivery, and Cost.

This will help the management of hospitals in regions like where there are no services or very less services to understand the loopholes present in the organization that hinder the processes of patient care. Managerial processes that are required to be rebuilt will come forward. Till now, with help of such studies many departments in hospitals are already under TQM process and has helped employees to keep their work streamlined in a day and to enhance the quality of front office and F&B services. Hospitals have also implemented 5S to almost all the departments in hospitals under operations management. I believe the hospital's services will improve in the upcoming years and contribution of every health care worker in operations management will help the management and doctors to enhance the quality and cost efficiency in hospital. The study will also help to work on fields where employees are not happy and satisfied. It is important to understand the importance of problem, as these problems become a huge issue in future if not resolved. Dissatisfaction among employees will lead to bulk resignations and bad reputation of hospital, this will cause lack in manpower and further into bad quality of services.

It is more important to understand these problems, to work on them to avoid worst case scenarios. Responsibilities also include defining the organizational structure, allocating resources consistently with objectives, assigning tasks and responsibilities to collaborators, and negotiating resources and objectives with top management. Further implementing 5S in healthcare to streamline the processes and hassle-free services. To improve quality, implementing TQM which will further improve services and improve cost effectiveness in hospital. Making people aware of quality health to avoid situations like COVID-19 is also important for all the healthcare organizations. These steps are important to improve the reputation and services of hospitals in future and to indicate job seekers for better opportunities and to attract patient to the hospitals.

CHAPTER 2: REVIEW OF LITERATURE

TABLE 2.1: Literature review

STUDY TOPIC	AUTHOR (YEAR)	STUDY LOCATION	METHODS	SALIENT FEATURES
Analysis of the operational risk factors in public hospitals in an Indian state	• CR Vishnu • R Sridharan • PN Ramkumar • V Regi Kumar (2019)	India	Questionnaire based survey and personal interviews.	Identification of significant risk factors that compromise patient satisfaction.
Healthcare Operations Management	• R.K. Jha • B.S. Sahay • P. Charan (2016)	India	Secondary research on operational processes in Hospitals.	Identification of future role and importance of operations management in hospitals.
Employee Commitment and patient Satisfaction: an initial Reflection from Indian Healthcare Sector	• V. Murale • Juhi Singh • R. Preetha (2015)	India	Survey with employees directly interacting with patients (excluding doctors).	Identified employee commitment towards patient satisfaction.
Outpatient satisfaction and quality of health care	• Neelu Puri • Anil Gupta • Arun K Aggarwal • Vipin Kaushal (2012)	India	Cross-Sectional hospital-based study	Analysis of quality of care given to OPD and IPD patients.
Modelling patient satisfaction construct in the Indian health care context	• Hardeep Chahal • Shivani Mehta (2013)	India	Interviews from patients. Both exploratory and confirmatory analysis.	Analysis of internal facilities and standard procedures in patient care.

CHAPTER 3: METHODOLOGY

3.1: Research Question–

How effective operational processes are and how they are beneficial to patients and employees of the organization?

3.2: Setting –

Hospitals in small towns of Himachal.

3.3: Methods –

Observational Study to analyze and study operations and processes.

Cross-Sectional Study (Patient and Employee Satisfaction Survey)

3.4: Study Design-

- Using the structural and infrastructural operations strategy framework.
- Comparing the standard procedures with operating procedures.
- Primary data collection by using questionnaire and interviews.
- Interviews conducted for 100 patients to analyze their level of satisfaction.
- A survey to analyze the level of satisfaction among employees shall also be conducted.

3.5: Duration of Study –

May 15, 2022 to June 20, 2022

3.6: Study Population –

Patients (IPD and Patients with health packages) and Attendees in Hospitals.

Employees working in Hospital organizations.

3.7: Sample Size –

100 Patients.

50 Employees.

3.8: Sample Design –

- ❖ Patient Satisfaction survey and interviews-
 - 40 patients from OPD
 - 50 patients from IPD
 - 10 patients selected from package selection
- ❖ Employee satisfaction Survey-
 - Random sampling from admin.
 - Management staff
 - Front office staff and Coordinators.

A cross-sectional hospital-based study among OPD, IPD and package patients was undertaken, where interviews were conducted for 40 OPD patients, 50 IPD patients and 10 package patients. Patient satisfaction, client convenience facilities, prescription quality, doctor-patient interaction, and other quality elements that determine better operational procedures in hospital are recorded.

The research also focuses on 50 employees in Hospital setting across Himachal Pradesh. A questionnaire-based survey and interviews were conducted among these employees to determine their level of satisfaction in the organization.

Observational and comparative study conducted on ongoing procedures and standard procedures mentioned by departments in Hospitals. This is to identify loopholes in the hospital that hinder quality patient care.

3.9: Data Collection Procedures -

- Survey forms to record the response for every questionnaire from participants.
- Interview records and notes for every patient and employee.
- Standard Procedure notes from managers.
- Observations on ongoing procedures.
- Feedback forms record.
- Previous records from hospitals.

3.10: Ethical Considerations-

- Approval for study taken from the organizations.
- Consent for research from patients and employees taken.
- Identities of the participants will remain anonymous.
- Confidentiality of identity and organizations procedural documents.
- Work and results are free of plagiarism.
- No references and records from original SOPs.
- No record from any official document will be taken.
- No fake data and results will be shown in the report in reference to any hospital.

3.11: Analysis –

- Operations management is critical in Hospitals and healthcare. At its core, operations management is the planning, organizing, and supervising of internal processes to keep an organization running smoothly.
- Standard procedures are analyzed with ongoing operations manually.
- Survey forms are analyzed and studied on excel with data.
- Interviews are analyzed manually with the help of mentor.
- Prior analytical instructions and procedures taken from the mentor.

3.12: Inclusion Criteria –

- Patients from hospital settings only will be researched.
- Clinical patients from OPD, IPD and Health packages.
- Participants who wish to join only.
- Employees involved in operational process.

3.13: Exclusion Criteria -

- Children, patients with psychological illness.
- Patients who are not willing to give consent
- Patients who are not able to assess the questionnaire.
- Employees unable to understand the questionnaire.

3.14: Hypothesis-

- A patient should be benefited with the role of management operations in hospitals with patient care and quality services. Quality care should be provided to all the patients, whether VIPs or ordinary people.
- Everyone has right to health. Patients coming in emergency, whether they are provided with immediate care and response or not.
- Whether OPD patients are well informed about the processes, and they are benefited with the services.
- IPD patients are receiving quality care from nurses and hospital. Cleanliness is maintained, food services are good, patient feel secure and safe at hospital.
- Better infrastructure is provided to patients along with good air conditioning.
- Along with patients, an employee who is providing services to the patients and running the hospital should be satisfied too with management.
- Enough compensation should be given to employees along with benefits that can help them during their medical emergencies.
- Level of stress employees are handling in the current situation.

CHAPTER 4: RESULTS

Every organization have and follow the standard procedures in the operational processes that will keep the process streamlined. However, the ongoing procedure show some variations in the process. The observational study shows these variations at different levels in all the departments of operations management. Because of which the services are not provided on time, patients experience delay in almost all the procedures. Management and department HODs are working to train their staff along with the daily operations. So, the operational processes are different from the standard procedures. To keep the conflicts less, enough manpower and trained staff is required at the hospitals.

With the help of cross-sectional study, it was concluded that maximum of the patients is happy with their doctors and the medical procedures. Patients are happy with the nursing staff also. According to the survey, the doctors and nurses are helpful and keep conversations clear from their end. Other services like registrations, F&B, cleanliness, and infrastructure can be more streamlined and delay in processes can be avoided. The cost of procedures is sometimes high, but patients are not affected by cost maximum times as the reimbursement is available for maximum of the patients. Hospital in sensitive areas tend to provide quality care to all the patients. It is sometimes affected when the occupancy and daily footfall rises, which should be avoided in case of healthcare organizations. The reason behind these situations is lack of trained staff, not enough manpower, lack of proper infrastructure and technology.

The analysis finds the absence of critical risk factors that have direct impact on patient safety and patient satisfaction in Hospital. However, the results illustrate the potential attributed to the risk factor, with not enough manpower, attitudinal and behavioral issues from employees, and lack in technology.

With the help of survey results, it can be clearly implicated that employees are not totally satisfied with the organization and work culture. Thus, the results indicate low employee satisfaction rate. The compliance report showing less percentage indicated standard procedures not being followed every time, due to which process gets delayed, patients face lousy experiences and compromised quality services to the patients. This in result shows issues in services provided. Mismanagement is seen starting from here, where dissatisfaction results in behavior issues at employee's end. Employees also avoid conflicts handling situations, and hence higher management have to interfere even in the small conflicts that could be handled by staff by themselves. It was for around 75% of employees, who were dissatisfied and avoid situations where they have to do more work and handle a patient.

Overall, hospital operational management team handles all the operations very well even facing all the circumstances and situations. They do not show any critical risk factor that will affect health and treatment of a patient.

CHAPTER 5: DISCUSSION

The rising demand for healthcare services combined with the relative shortage of healthcare professionals makes it difficult for hospitals and other health care providers to provide consistently high levels of care. Success in healthcare industry depends on the quality of the care and satisfaction that the patient experiences. How small-town Hospitals are trying to impress its customers and how employees deal with patients is all we will see in the following report. To understand the operations in such critical and developing Hospitals and satisfaction among patients and employees, we will discuss the facts in parts.

5.1: OPERATIONS MANAGEMENT

The key operations that a hospital management team carry is-

- PCS (Front office, reception, and coordination)
- SCM (Supply Chain Management)
- Housekeeping
- F&B (Food and Beverage Services)
- Engineering
- IT
- Security

A hospital runs on these basics only. The staff from these departments is in direct contact with the patients. The possibility of conflict, complaints rises when services are not provided to patients and attendees as expected. In hospitals, operations team is managed and controlled by Head Admin. All the above-mentioned departments are managed by their own HODs or Managers. Operations team in every department, according to my observation is experienced but not trained. Employees are working from many years in the hospital. They are now experienced about their work; they just know that they have to provide services. This is where hospital lacks in quality and timely services. Management expects their staff should excel in their responsibilities and duties. But how could a staff without training provide good services and excel as per demands.

Enough manpower in a team teaches and trains each other, even when the occupancy is high. Lack in manpower creates problems and conflicts among staff. In developing hospitals, every department lacks in staff (trained staff). Due to less manpower, patients experience lousy experiences, and delay or no quality services. The behavior and attitude of staff either makes a regular customer or ends the business. A trained and groomed staff is always smiling and behaves nicely with the patient or attendee.

Every organization has its own standard procedures, to which everyone has to follow to keep the process streamlined. One change in the process and whole day would go as expectedly tedious and no operation would go accordingly planned. We will now study the compliance report of every department in a generalized manner for hospitals providing services in developing areas.

PCS Department:**TABLE 5.1: PCS Compliance**

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
OPD-1	Registrations	4	4	100%
OPD-2	Appointment	5	4	80%
OPD-3	Co-ordinating	3	3	100%
OPD-4	Preventive Health Check-up	4	4	100%
OPD-5	Billing, cancellation, refund and scroll deposit	10	10	100%
OPD-6	Conversions Tracking	5	4	80%
IPD-1	Admission	7	7	100%
IPD-2	Counselling	6	6	100%
IPD-3	Bed Management	3	3	100%
IPD-4	Pass for Inpatients	2	2	100%
IPD-5	Handling economically weaker section patient	5	0	0%
IPD-6	Handling Bill Disputes	8	8	100%
Overall Status		62	55	89%

As we can analyze from the above table, PCS Department follows 89% of the standardized procedures in hospitals. Procedure for how to handle an incoming patient is streamlined and nicely done. Sometimes, with higher footfall process gets delayed because of Software and low manpower. About the appointments, only on-call appointments are booked by maximum hospitals. People doing their appointments from online portal suffer many a times. Coordination between patient and doctor is well maintained as coordinators help attendants and patients at every step. Preventive health checkup reviews from patients are always good. Doctors diagnose and advise the patients and attendees in a mannered way and patients are always satisfied. The nurses helping with vitals are examination are also helpful and keep patients in follow up for diagnose. If the patient is not satisfied, want to change diagnostic doctor, having issues with admission process, payment, problems with lab procedures, the PCS team is always on board to help with refunds, cancellations, and payments. In case a patient wants to convert to another doctor or do any conversions, front office staff makes it easier for patients to do so.

In case of IPD, the admission process although makes attendees worry and angry sometimes, but the front office team keeps it sorted and manages conflicts. For charges about all the different services and rooms, counsellor or PCS head always counsel the concerned person about benefits, security, and charges. This keeps patients and attendees aware of the expenditure they have to do at the end of diagnosis or at discharge date. The patients admitted in the hospital are managed well and a parking pass is provided to them. FHK also handles the economically weaker section, who can not expend much with the help of policies and discounts by government. Employees also handles the bill disputes well and take help of head in case of conflict.

SECURITY DEPARTMENT:**TABLE 5.2: Security Compliance**

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
1	Returnable Gate Pass	4	4	100%
2	Non- Returnable Gate Pass	3	3	100%
3	Key Management	4	4	100%
4	Personal Belonging	2	2	100%
5	Contractor Material Movement	10	10	100%
6	Medico-Legal Case Intimation	7	7	100%
7	Handling Death Case	3	3	100%
8	Mortuary Management	10	10	100%
9	Handling of Theft case	11	11	100%
10	Handling VVIP	10	9	90%
11	Waste Management	5	5	100%
12	Store Handling after duty Hours	6	6	100%
13	Shift Handling, Pre briefing and De-briefing	19	19	100%
14	Material in Security	8	8	100%
15	Staff Movement control	8	8	100%
16	Vehicle Parking Management	2	2	100%
17	Fire Management	21	21	100%
18	Handling Bomb Threat	5	5	100%
19	Terrorist Attack	6	6	100%
20	Handling Hysterical Patient Attendant and Disgruntled Employee	6	6	100%
21	Mob Handling	10	10	100%
22	Handling Earthquake Situation	11	11	100%
23	Hospital Evacuation	20	20	100%
Overall Status		191	190	99%

The Security department is the one of the most important part of operations. It handles all the physical rages and conflicts, thefts, security, and makes everyone feel secure of everything at the hospital. The returnable gate pass is something that goes with every outgoing material that will come back after service or changing. The procedure for this RGP is followed properly by every security supervisor at every hospital and is also checked thoroughly by CSO at the end of the day. The concerns are then cleared by supervisors with addressable managers of the other departments.

The NRGP, is for the goods or materials which will not come back after it goes out of the hospital. Materials like wastes come under this category. Before sending the material out, the security supervisor checks it with the concerning manager or HOD. The gate pass for NRGP is not issued like for RGP. Key management for all the departments, concerning rooms or stores is handled by security department only. The on-duty security person maintains a register for key management, as per to what department does the key belong to, who is the in charge of belonging key.

The personal belongings, an employee bringing personal belongings like tablets and laptops, may face theft cases. To keep the list of personal belongings sent inside the hospital, so that the record could be kept, a register and check on CCTVs is done accordingly. A patient attendee getting food items inside the ward is not allowed in the hospital. Security personnel keep check on such movements. In case a ward reports for theft cases, it is directly forwarded to the CSO, and further actions are taken. The contractual working going on in the hospital can carry many unwanted materials inside the area. So, to prevent such situations, security checks are done at every step. And while work is carried on, a security guard is placed at the area to keep check.

In situations like medico-legal cases, security plays an important role in solving and provide enough evidence to the court. All the standardized procedures are followed by the team. In death cases, all the formalities are done and a report to police is provided for legal formalities. If a family member is not at the place to carry on the procedures and take over the body, it is kept in mortuary and security team keeps check to further keep the body safe. All the theft cases are handled according to the procedures standardized by the management. A security department is the only managing department in the hospital with very less or no complaints from patients. They keep their records safe and perform their duties in a mannered and organized way.

In case a VVIP arrives in hospital, security department takes whole responsibility of the person. All the standardized procedures are performed, just in case of any formality of opinion by them some procedures can be changed at time. Waste material, scraps or bio-medical waste is also secured, so that no harm to anyone is done and no theft case is observed. Shifts when changed, pre person handovers all the information and material to the next person in a standard way, so that no inconvenience is done to the personnel. Staff members going out are only allowed after gate pass is provided by their respective managers. In this case also all the standard procedures are followed. Parking area is also secured by security department, they control all the movements and threats to the hospital. In fire cases, regular mob drills are performed, all the equipment are checked and updated regularly. In case of external disasters, all the security personnel are trained, and equipment are checked regularly. In Code Blue, when all the family members of a patient are facing emotions, the security department is active to handle any kind of situation that can arise.

HOUSEKEEPING DEPARTMENT:**TABLE 5.3: Housekeeping Compliance**

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
1	Cleaning High Risk Areas	15	15	100%
2	Cleaning Medium Risk Areas and Ambulance	10	9	90%
3	Cleaning Low Risk Areas, Maintaining outside areas	13	12	92%
4	Cleaning Service Areas	6	6	100%
5	Basic Processes and Other Areas	10	9	90%
6	Linen, Uniform and Laundry Management	8	7	88%
7	Furniture Management	3	3	100%
8	Equipment Maintenance	3	2	67%
9	Consumables Maintenance	2	2	100%
10	Garbage and Bio-medical waste removal	6	6	100%
11	Pest Control	3	3	100%
12	Quality Service and Training	3	3	100%
13	Lost & found	5	5	100%
14	Glass Cleaning	4	4	100%
OVERALL STATUS		91	86	95%

The Housekeeping Department is the one that makes the very first impression in any hospital. Cleaning, hygiene, standards of designing is all part of housekeeping. Are the toilets clean and hygienic, is the floor well-polished, is OT clean, ICUs are kept hygienic is all what we understand by cleaning. But it is far more than this. The cleaning standards maintained and followed will determine whether we made our customer happy or not. The standardized points prepared are whether followed or not by such hospitals is what we will understand in following part.

The cleaning of high-risk areas, like ICU, OT, NICU, MICU, labs should be cleaned in proper way and with proper procedures. These procedures are properly followed by everyone. Cleaning of medium risk areas, like OPD, wards have different standards, which needs to be followed as these are the areas where patient and attendees wait for long time. As per my observation, hospitals keep these areas clean and around 90% of the procedures are followed by everyone. Likewise low risk areas like reception, waiting areas, offices are also kept clean, and standards are followed. The service areas like pharmacy, kitchen, should be kept clean also. The standards are well followed by organizations.

The basic processes that are standardized to be followed for cleaning are almost followed by housekeeping team and proper training to the team is provided by professionals, to avoid any kind of hassle and to follow all the processes in a mannered way. Linen, Uniform, and other laundry is well managed and packed to be sent out, as laundry services are outsourced is maximum of the hospitals. Laundry partner is also well informed, and standards are checked on regular basis by the manager of housekeeping department in hospital. The furniture acquired by housekeeping department in hospitals is labelled with codes properly in many hospitals to keep check on assets and inventory.

The equipment of housekeeping department used for cleaning purposes are managed any maintained well by the housekeeping department and manager keeps check on the procedures. Bio-medical waste includes waste from hospital, which is body parts, tissues from human body, syringes, operating equipment, sutures, etc. All the things mentioned should be kept away from normal cohort and kept in isolated manner. Every organization takes the matter sensitive and do not litter such items in open. Pest control procedures are followed by everyone, and no pests must be seen in hospital is understood by the organizations.

Training to every housekeeping employee is given by professionals for quality service standards maintained by hospitals. In case of lost and fund also, all the procedures are followed. Glass is done according to standards with standardized cleaning agents. Like we can analyze from the table above, around 95% of the procedures are well followed by hospital organizations in housekeeping department.

ENGINEERING DEPARTMENT:**TABLE 5.4: Engineering Compliance**

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
1	Complaints resolving	3	3	100%
2	HT/LT Transformer Operation & Maintenance	2	2	100%
3	HT/LT Panel Operation & Maintenance	2	2	100%
4	Central UPS	2	2	100%
5	Water Treatment	4	4	100%
6	Hot water generator	1	1	100%
7	Sewage treatment Plant	2	2	100%
8	Medical Gas	2	2	100%
9	AHU & FCU Maintenance	5	0	0%
10	DVM Operation & Maintenance	2	2	100%
11	Elevator maintenance	3	3	100%
12	Fire Fighting Pump Room Equipment & Hydrant	2	2	100%
13	Diesel Generator Operations & Maintenance	4	4	100%
Overall Status		34	29	85%

Engineering department handles the equipment and technological part in organizations. In hospitals, equipment, ventilation etc. is managed by engineering team. All the complaints from staff, patients are either resolved within one hour or options to keep the complaint on resolving is kept by the team. Required procedures for maintenance and operations of transformers are followed by engineering department. For electric panel operations and maintenance on regular basis, all the procedures to be followed as per standards are checked and completed. The central UPS system for all the hospital in case of power cut from supply is maintained and all the procedures for treatment are followed. The water treatment system is always maintained by the team and proper usage standards are followed. Hot water generation for usage during operations or other clinical procedures is done and equipment are well maintained by the team. Sewage treatment could be challenging in certain cases, but in such hospitals, proper usage is done for gardening or other purposes. Medical gases could be a sensitive case, therefore proper standard procedures are followed. AHU and FCU maintenance are the only part where procedures are not followed. Along with DVM operations and maintenance is properly done with all the standards. Elevator is an important part of engineering in hospital; hence it is well maintained. Firefighting essentials are well maintained and handled accordingly with procedures. The diesel generator operations are also well followed according to procedures in hospitals.

F&B DEPARTMENT:**TABLE 5.5: F&B Compliance**

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
1	Patient Meals	7	7	100%
2	Attendants Meals	4	4	100%
3	Patient Extra Orders	4	4	100%
4	Dialysis Meals	4	4	100%
5	Preparation of Ryle's Tube & Oral Feed	3	3	100%
6	Checking of Stores	7	7	100%
7	Raw food handling	4	4	100%
8	Storing Refrigerated Perishable Food	3	3	100%
9	Inventory Crockery Cutlery Breakage	2	1	50%
10	Kitchen Equipment Maintenance	3	3	100%
11	Kitchen Cleaning and Dish Cleaning	9	8	89%
12	Managing outsourced Food outlets and Vendors	5	4	80%
13	Staff & OT Meal Services	4	4	100%
14	Hand Hygiene	4	4	100%
	OVERALL STATUS	63	60	95%

Kitchen is a sensitive area in hospitals. Providing best food, with all hygiene and cleanliness is what everyone wants to do. As we can analyze from above table, 95% of the total standard procedures are followed properly by the kitchen staff in hospitals. Patient meals with extra orders are properly delivered and provided to patients, so that little complaints are observed from them and their families. In case of attendants, Food is provided according to the procedures and standards are followed properly. Dialysis patients ordering food from hospital must be provided good and healthy food. This is made sure by the kitchen team at every organization, so that no complaints are received from them. In case patients with Ryle's Tube & Oral Feed suggestions by the dieticians, separate food is prepared and delivered with care. All the necessary steps of standards are taken.

Checking and handling of stores is done by store supervisor everyday with checklists. For handling and storing of raw food, it is important we follow checklists and procedures for proper handling of food so that no food goes damaged. For this proper refrigerating and storing is done and checked further by supervisors. In case of breakage of crockery, report is forwarded to the manager, and amount is collected from the respective person. All the equipment is well maintained by kitchen staff everywhere and requirements are always told to the manager. In many cases, kitchen is outsourced by the hospitals. Managing of kitchen and dish cleaning is observed and cleaned by everyone in kitchen and the supervisors are responsible for kitchen ethics.

For cafeterias in hospitals, food is ordered from outsourced places. All the standards are followed and maintained by hospitals. For working staff in hospital, many hospitals provide free food, some provide discounts to the staff members. Though the staff is always clean, hand hygiene could be pain. So all the procedures are then followed and staff is made aware of the practices.

PHARMACY AND STORES

TABLE 5.5: Pharmacy

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%Age Compliance
1	Purchase Requisition	5	5	100%
2	Receiving of Materials	6	6	100%
3	Chargeability Criterion for Materials	3	3	100%
4	Storage & Arrangement of Materials at Main Stores	6	5	83%
5	Issue of Materials by stores	7	4	57%
6	Issue of Materials from O.T.	2	2	100%
7	Acceptance of Material Returns from Nursing Stations & Wards	1	1	100%
8	Consignment Handling	4	2	50%
9	Unused Open Consignment Items Handling	1	1	100%
11	Purchase Returns	9	9	100%
12	Physical Stock Verification	6	6	100%
13	Dispensing at OPD Pharmacy	5	5	100%
14	Faulty Medicines & Drugs	3	3	100%
15	New SKU in Stores	1	1	100%
16	Count Correction	3	3	100%
17	Emergency Cash Purchase	3	3	100%
Overall Status		65	59	91%
10	Narcotics Handling	58		

Pharmacy in hospitals is something that is very important. Pharmacy stores create the maximum revenue, or we can say, most money to run the hospital is generated from pharmacy. A good infrastructure and enough manpower are required to run such department efficiently. The purchase and sales process goes the same way for every hospital. The purchase requisition is dropped by the manager after information from the supervisor, and then after getting quotations from different vendors the best deal is finalized by the manager. A timeline is provided to the vendor with specifications on order. When the product is received, a security check is done by security department and the products are further checked by the manager and pharmacist.

The price and quality of product before receiving is done before even purchase requisition is dropped. Manager and pharmacist check the quality and test the product and then only the final requisition is mailed to the vendor. The store and pharmacy are supposed to be on the same floor and in the middle of hospital for easy accessibility to whole hospital. Management of store is important, as it must be easy to find the drug or other requirement easily on floor. To keep the drug that sound alike in different cabinet. Drugs that look alike must be kept on different cabinets. Drug required to be kept in freezing temperature, must be kept in freezers. IV, sutures bandages to be kept for easy accessibility. All these things are kept in mind while storing a drug.

When a drug or medical requirement is low in pharmacy, requisition to get things out of store is dropped to supervisor by team. When there is a requirement in O.T., ICU, Wards, for patients, requisition by nursing end is dropped via a phone call or mail to the pharmacy and further the request is processed, and indent is completed by the team. In case there is no requirement of a drug, wrong indent is dropped, nursing station returns the product. A standard procedure is followed by pharmacy assistant in such cases. During handling of consignment, some of the standard procedures are not followed by team. A consignment should be checked whether the standard temperature, packing is done and delivered with same requirements. But somewhere the procedures are not followed. In case the consignment is not used by pharmacy, and we need to return it to vendor, the same standard procedures are followed and products with nearby expiry date are returned.

The stocks available are checked by pharmacist and manager to check for expiry dates, overstocks, so that easy returns are prior use is done by pharmacy team. The same process of indent request and dispensing is followed for requirements at OPD. While talking about OPD pharmacy there are some different standards from IPD pharmacy. OPD pharmacy can only provide drugs if a slip with doctor's signature is showed at the counter. Some faulty medicines and drugs are returned with same standards and procedures by the pharmacy. A SKU is generated at pharmacy in case a requirement is indented by doctor or nurses and same product is in stocked. At the end of the day correct collections and counts of indents as sorted out by on duty person and the same is hand overed to the next person in charge. As we can analyze from the table 91% of the standard procedures are followed by pharmacy. The narcotics department in some hospitals is not introduced due to lack in manpower and knowledge.

IT DEPARTMENT:**TABLE 5.6: IT Compliance**

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%age Compliance
1	End User ID Password	2	2	100%
2	E-MAIL ID Management	2	1	50%
3	E-MAIL ID Deletion	5	4	80%
4	E-MAIL ID Creation	7	6	86%
5	Install, Move, Add and Change Services	2	2	100%
6	Data Backup	4	4	100%
7	End User Restoration	1	1	100%
8	Virus Protection	1	1	100%
9	Patch Management	1	1	100%
10	Asset Installation	2	2	100%
11	Asset Projection	1	1	100%
12	Asset Return	1	1	100%
13	Asset Movement	2	2	100%
14	Asset Change	2	2	100%
15	IT Partner Management	1	1	100%
16	IT Change Management	4	0	0%
17	Incident Management	2	2	100%
18	Problem Management for IT Systems	1	1	100%
19	Active Directory Creation	3	3	100%
20	Active Directory Deletion	3	3	100%
21	Active Directory Modification	2	2	100%
22	Antivirus EPO Server (Deletion, Creation & Modification)	5	5	100%
23	Asset Configuration	2	2	100%
24	Distribution List Creation	3	3	100%
25	Distribution List Deletion	3	3	100%
26	Distribution List Modification	4	4	100%
27	Install, Move, Add & Change Service Request	2	2	100%
Overall Status		68	61	90%

As we can analyze 90% of the standard procedures are followed by the IT Department. In maximum cases IT department work according to these procedures and work accordingly.

PURCHASE DEPARTMENT:**TABLE 5.7: Purchase Compliance**

S.NO.	Standardised Areas	Standardised points	Compliance as per standardised points	%age Compliance
1	Procurement of OPEX Materials & Services	16	14	88%
2	Item Master and Vendor Master Management	7	7	100%
3	Purchase Committee	3	3	100%
4	Vendor Rating & Development	3	3	100%
5	Cancellation & Amendment of Purchase Order	1	1	100%
Overall Status		30	28	93%

The purchase department in hospital deals with purchasing of all the requirements from each corner and department of hospital. The requirement could be an AC, or a paper pen. All the process starts from requirement indent by respective departments. Further the request is approved by Head Admin and management. The purchase department is not a revenue generating department, but it is a department where finances are expended. All the procedures are tried to be followed as per the standards.

As we can analyze, 93% of the standard procedures are followed by the department in hospitals. The procurement of OPEX materials is done according to the procedures following 88% of the standards. Management of the vendor and item is handled by manager. The purchase committee follows all the standard procedures along with rating of vendors and development in products. In case of cancellations and amendment in purchase order, all the standard procedures are followed.

TABLE 5.8: Overall compliance

S.No.	Department	Total standardised Areas	Total standardised points	Compliance as per standardised points	%Age Compliance
1	Engineering & Maintenance	13	34	29	85%
2	IT	28	68	61	90%
3	Pharmacy & Stores	17	65	59	91%
4	Purchase	5	30	28	93%
5	PCS	12	62	55	89%
6	Security	23	191	190	99%
7	Housekeeping	14	91	86	95%
8	Food & Beverages	14	63	60	95%
Overall Status		126	604	568	94%

All the developing hospitals follow maximum standard procedures they should follow. Maximum of the 94% of these procedures are followed by the departments. To upgrade the standards and follow all the procedures and enough manpower and infrastructure is important in all the organizations.

5.2: EMPLOYEE SATISFACTION

To analyze the satisfaction rates among the employees in hospital a survey is conducted, and we will analyze the results with the help of graphs. In the responses, 1 being the lowest number or disagreement and 5 being the highest number or agreement with statement.

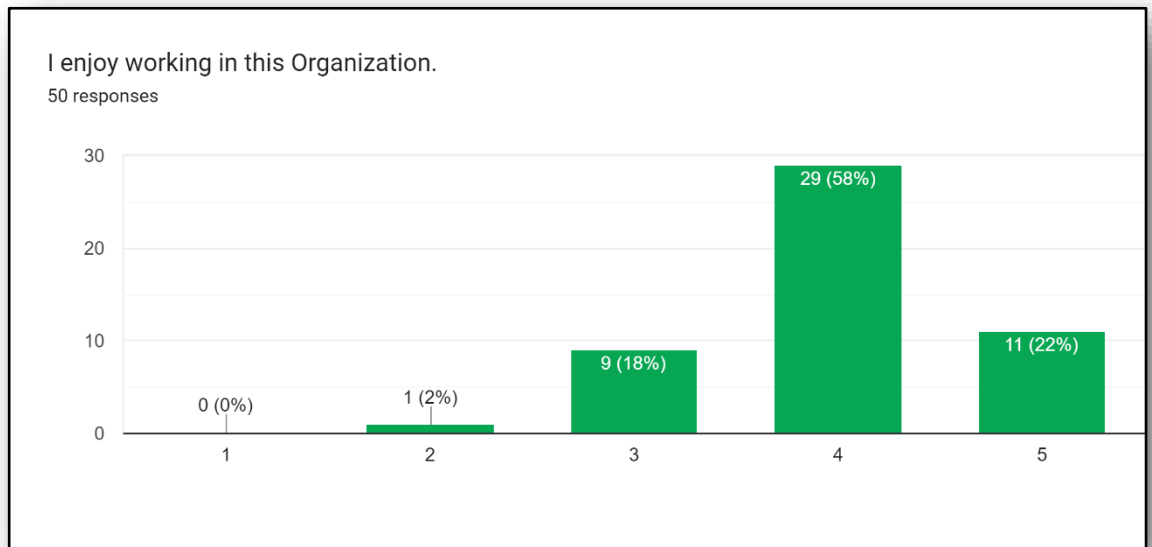


Fig. 5.1

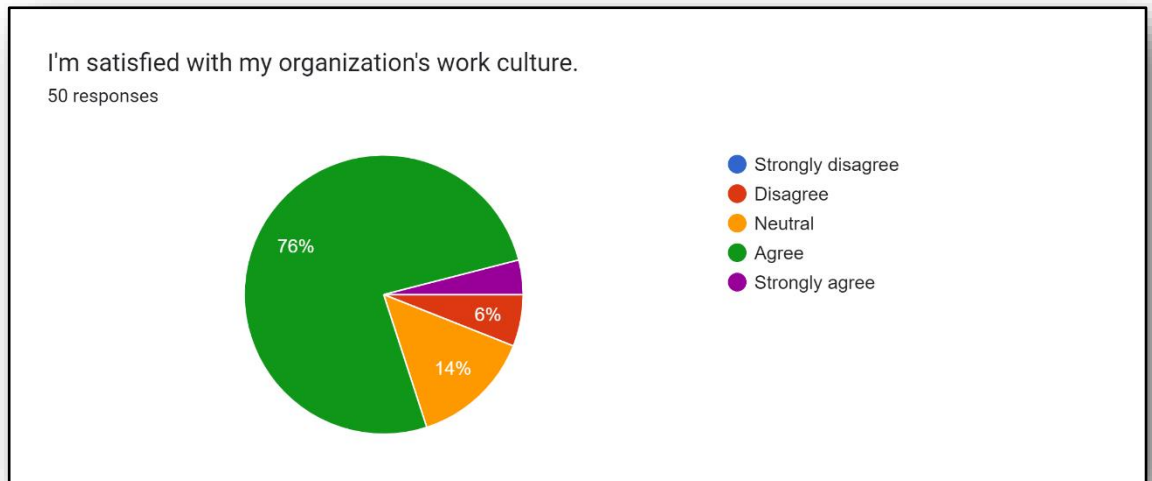


Fig. 5.2

I'm satisfied with my opportunities for professional growth.

50 responses

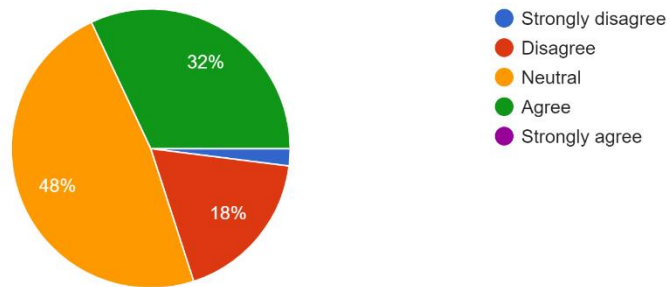


Fig. 5.3

My job opportunities match well with my strengths.

50 responses

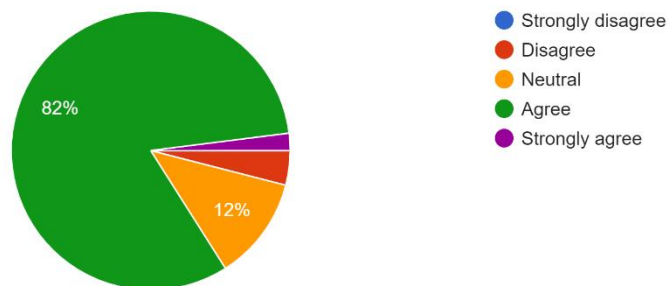


Fig. 5.4

I'm satisfied with my work life balance while working in this organization.

50 responses

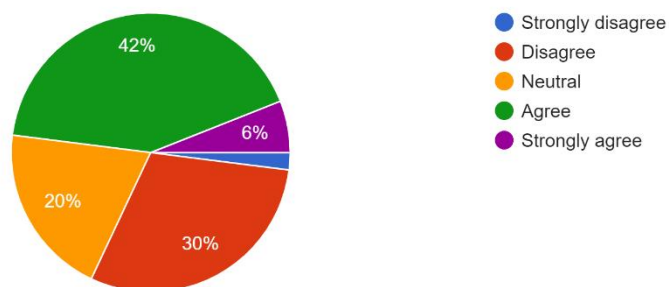


Fig. 5.5

Communication between the senior leaders and employees is good in my organization.

50 responses

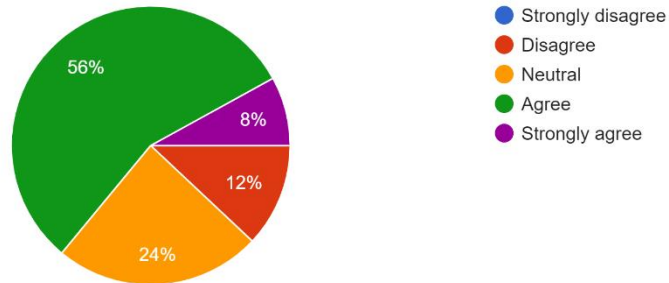


Fig. 5.6

I feel inspired while working in this organization.

49 responses

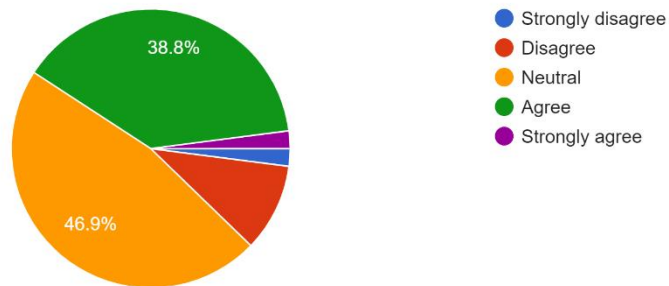


Fig. 5.7

My organization's management recognizes strong job performance.

50 responses

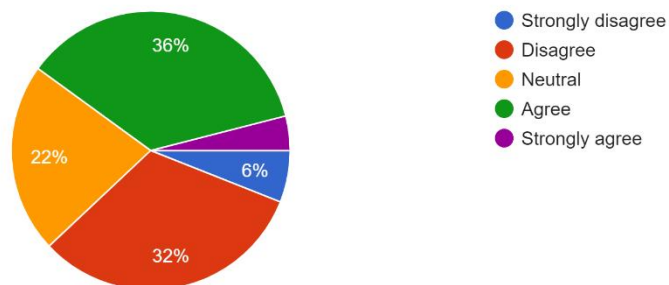


Fig. 5.8

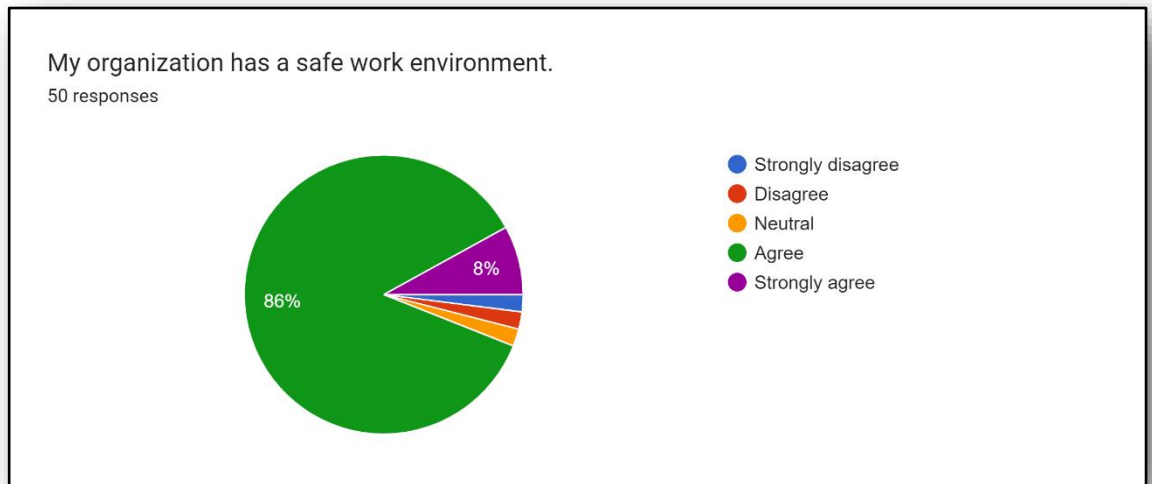


Fig. 5.9

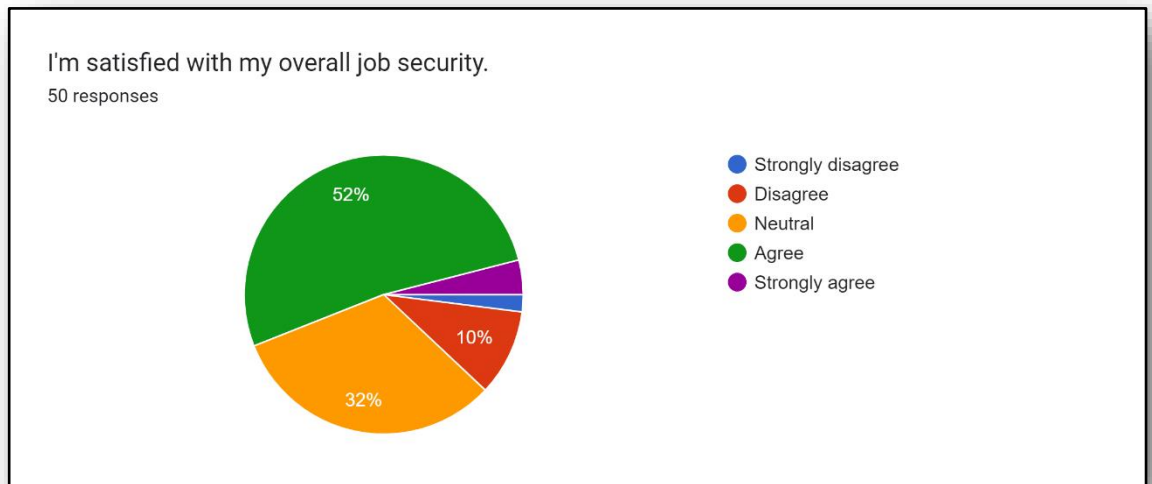


Fig. 5.10

Analyzing from the survey and charts above, satisfaction level among some of the employees is low. On organization, employee expect their management to listen to them and do things to benefit them. Here is how we can analyze satisfaction rate among the employees simply with the help of chart.

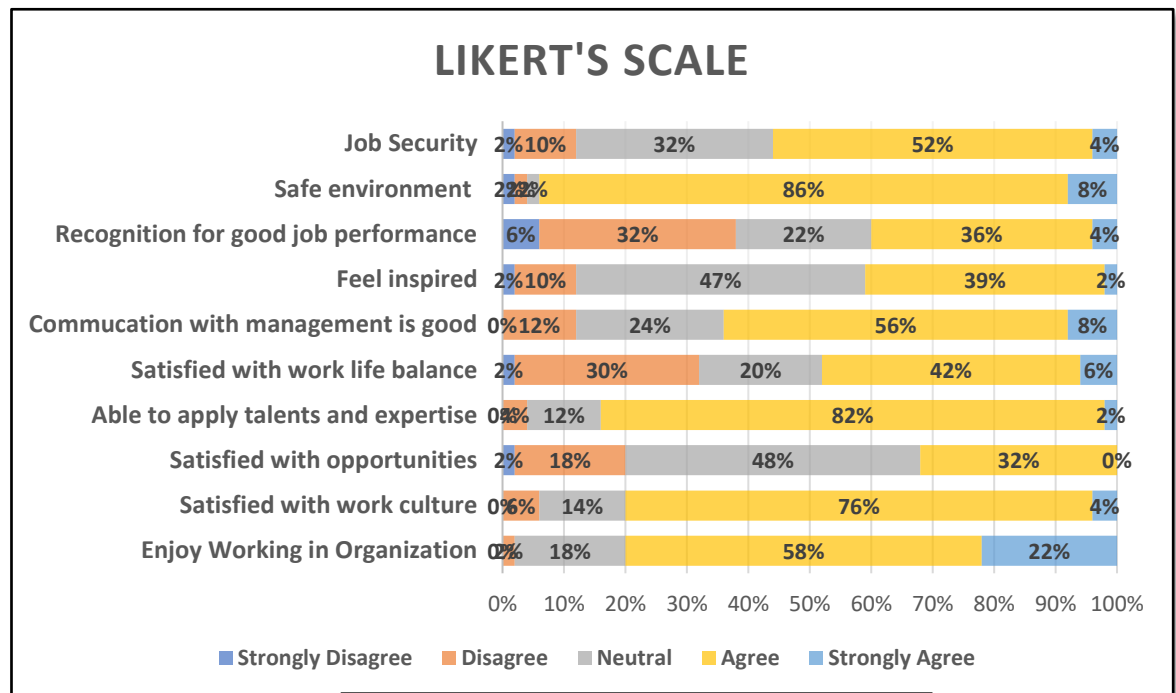


Fig. 5.11

People in such new developing organizations enjoy working, as they got to learn new things, but in some cases the situations and environment doesn't let them agree to the statement. Employees get fed up with the work and management. They enjoy working with the co-employees sometimes but not the environment. Employees are only 76% satisfied with the work culture of hospitals.

Employees in the hospital organizations feel like there is no growth in industry, and there are no opportunities for them which can satisfy their career growth. Applying talents and expertise help an employee a lot to enjoy their journey in hospital. Around 82% of employees can apply their talents and expertise and helping them stay in the organization. Work and family both are important to everyone. Balancing out both lives is quite difficult, but organization stress level can make it more difficult for employees balance their lives.

Communication and clearing out conversations with management about work is important. As it keeps the environment less stressful and happy. Only 56% of the employees feel management is approachable and happy to listen to them. Employees feel inspired when their mentor or senior motivates them and help them out in difficult situations. When their good work is recognized by management and they are applauded for the same, there is a good environment created. Around 40% of the employees feel they are motivated by their surroundings and seniors. It is important for every employee that they must feel safe while working and not threatened by anyone. It is good that maximum employee percentage of 86 feel safe working in the hospitals. Employees feel secure about their job when the management praises and helps them out. Only 52% of the employee population feel secure about their job.

5.3: PATIENT SATISFACTION

In conversation with patients in hospital, many attendees and patients feel frustrated and insecure because of their experience with the same hospital or other hospital. This time when they visit hospital, they want a smooth process to be performed. Experiences of patients and their feedbacks are used as quality indicators in hospital setting.

Satisfaction among patients would help the management improve them more and work on areas they are lacking behind.

The patient satisfaction study was conducted with in-person conversations with patients and their attendees. The study evaluates that patient were somewhat satisfied with front office staff and cleaning processes. However, patients were not happy with the waiting time for diagnosis and all the documentation process. Satisfaction level was influenced by demographic characteristics such as age, gender, nationality, education level. For example, patients with older age were more satisfied with the services whereas younger population was aggressive and dissatisfied. Moreover, patients with other nationality than Indian were less satisfied with the diagnosis process. This could be due to lower awareness and expectations about the service provided at hospitals among patients.

The OPD patients were more dissatisfied and in disagreement because of lousy experiences in diagnostic processes. When asked for further possible improvements, participants offered many suggestions related to waiting time, better communication, and enough manpower. The IPD patients were satisfied with the services overall. Some complaints were for not enough manpower and slow services. Whereas the patients who come with health packages visit with expectations of fast and reliable services. Patient come fasting for necessary laboratory tests and examinations. They want the processes to be completed quickly so that they can further go for other examinations and work for the day. But due to less equipment number and not enough manpower, patients feel the processes are slow and this should not be done in case of package patients.

Improving patient satisfaction scores and overall patient experience of care is a top priority for health systems. But even though health systems realize the importance of improving the patient experience of care, they often use patient satisfaction as a driver for outcomes. Here are some steps that hospitals are suggested to take to improve their patient satisfaction ratio:

- Use patient satisfaction as a balance measure.
- Evaluate entire care teams and not individual providers.
- Use healthcare analytics and indicators to understand and act on services.
- Leverage innovations, for technology and manpower.
- Improve employee engagement.

The importance of quality in the healthcare is recognized but not been implemented. Quality in operations is a dominant aspect in hospitals and quality improvement programs are now being implemented in many hospitals. It is important that we conduct regular patient satisfaction surveys so that we should be aware of quality of services provided by our hospital and healthcare providers. There is a direct correlation between patient satisfaction and effectiveness of treatment. Physicians, nurses, and other hospital operations staff play a vital role in the processes and procedures. The operational procedures if are standardized, patient will go happy with our services.

CHAPTER 6: CONCLUSION

Being the only multi-specialty private hospitals in the critical areas, such hospitals can do much better and improve their services so far for patients. Number of ECHS patients choosing private hospital services over other hospitals should receive quality care. One change in the operation, drifts all the outcomes and further processes. To keep the procedures streamlined, HODs of all the departments should divide responsibilities to their supervisors and design their services in such a way that employees could handle stress and more occupancy easily. HODs need to create a checklist for their daily works and a monthly checklist. A daily routine checklist would help departments to identify issues on daily basis and then they can resolve and find better solutions in a better way. Daily meetings of department or briefing should be a mandatory step towards improvement of management in hospital. Team leaders and HODs must motivate their staff, so that they keep on doing their work with dedication. With my observation, I came to a concluding note that while recruiting a staff member, they should be given a proper training for their work. There should be direct and clear communication between senior management and staff, this will keep them motivated and staff would feel that they are getting enough respect and compensation for their work. For patient's, daily rounds by HODs, senior management should be conducted to keep themselves updated about any complaint and suggestions. Daily and monthly checklist would keep the work streamlined and organized.

Now it's high time that management of such hospitals should take necessary steps towards managing their hospitals in a well-planned manner. A good infrastructure, quality services, reduced costs, and timely services is what keep a patient and employees happy. 5S and TQM approach can help a lot to improve many of the divisions that would help hospital to grow and develop for high occupancy and quality services.

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