

**STUDY ON EFFICIENCY OF NET PROMOTER
SCORE (NPS) IN MEASURING CUSTOMER
SATISFACTION IN A HOME HEALTHCARE
COMPANY**

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

Dr. Ankita Jana

Under the Supervision and Guidance of

Dr. Susmit Jain

2022

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DECLARATION BY STUDENT

I hereby declare that this dissertation titled “**Study on Efficiency of NPS in measuring Customer Satisfaction in a Home Healthcare Company**” 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 Information derived from the published or unpublished work of others has been duly acknowledged in the text.

(Signature)

Name of Student: Dr. Ankita Jana

Date: 22/06/2022

Date: 30th June 2022

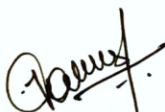
INTERNSHIP COMPLETION CERTIFICATION

CERTIFICATE

This to certify that **Dr Ankita Jana** 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 internship at **Tattva Home Healthcare Private Limited**, Chennai from March 21, 2022 to June 20, 2022.

We wish her all the best for her future endeavors.

For Tattva Home Healthcare Pvt Ltd



Rakesh Inkollu
AGM-HR

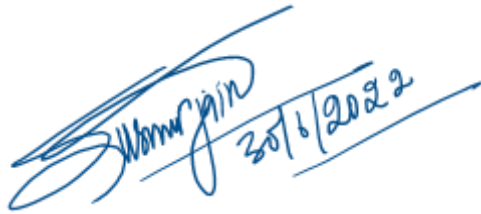
TATTVA HOME HEALTHCARE (P) LIMITED

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CERTIFICATE

This is to certify that dissertation titled “**Study on Efficiency of NPS in measuring Customer Satisfaction in a Home Healthcare Company**” is a record of the research work undertaken by Dr. Ankita Jana 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

Date: 30/6/2022

School Dean
IIHMR University, Jaipur

Date

ABSTRACT

Title: Study on Efficiency of Net Promoter Score (NPS) in Measuring Customer Satisfaction in a Home Healthcare Company

Submitted by: Dr. Ankita Jana,
Roll no.: 1070

Guided by: Dr. Susmit Jain

Background: One of the biggest challenges in healthcare sector is to sustain and improve the quality of care and services. By improving quality of care, patient experience can be enhanced. This is the sole reason why patient satisfaction has become the topmost priority of the majority of healthcare providers. Most of the patients availing home healthcare services seek for long-term care. To retain such long-term patients, patient satisfaction must be measured and analysed consistently to meet the needs and expectations of the patients and to improve the services further. One of the effective ways of measuring that patient experience consistently is by using the Net Promoter Score (NPS) metric. NPS being a customer satisfaction metric helps in measuring patient loyalty for the company. By achieving and maintaining a high NPS, the services provided by the company will become top-notch. Using NPS helps to understand how to deal with different clients. It also helps in knowing which customers to approach for referrals, which customers need an extra ‘wow’ factor and the customers who are vulnerable to stop taking the services. The range of NPS is -100 to +100 where a positive score or any score above ‘0’ is considered as ‘Good’, +50 scores are considered as ‘Excellent’ and scores above 70 are considered as ‘World-class’.

Objectives: The study was aimed to find out the overall NPS of the company, to identify factors influencing it, to suggest measures to improve NPS and to assess customer satisfaction more efficiently.

Methods: The study was based on both primary and secondary data. Primary data was collected from the responses given by the patients through rating and feedbacks. Secondary data was taken from the Quality Feedback data collected by the Quality Department at One Life Home Healthcare for the month of February and March, 2022. A sample size of 200 patients was taken from the four branches of One Life (Chennai, Coimbatore, Bangalore, Pune). The primary attenders of the respective patients were called at their convenient times and asked to give ratings and feedbacks. The NPS was then calculated by subtracting the percentages of Detractors (respondents giving score 1-6) from that of Promoters (respondents giving score 9 & 10) and analysed to measure customer satisfaction.

Results: The average NPS of the company was calculated to be '49.3' which is considered to be 'good' based on the global standards of NPS. The highest percentage of Promoters (enthusiastic customers who are likely to refer the company to their friends/colleagues) was found in Chennai branch, the highest percentage of Passives (passively satisfied customers) in Bangalore branch, and the highest percentage of Detractors (unhappy and dissatisfied customers) in Pune branch. The open feedback taken from the patient attenders helped in exposing various loopholes in the system.

Conclusion: NPS being a customer satisfaction metric helps in measuring patient loyalty for the companies. NPS metric helped in finding the percentages of Promoters, Detractors and Passives of the company. The open-ended feedback also exposed some pressing issues the customers were facing. However, NPS should not be used as the only method to capture customer satisfaction. Although used for its simplicity, NPS can overlook some important information.

Keywords: Home Healthcare, Net Promoter Score, Customer Satisfaction, Promoters, Detractors, Passives

ACKNOWLEDGEMENTS

Firstly, I would like to extend my sincere thanks to **Mr. T.R. Narayanaswamy** (Mr. Rahul), CEO of One Life Home Healthcare for providing me an opportunity to do internship in the esteemed organization. I express my sincere gratitude to my supervisors **Dr. Krishna Mehta**, Head of Operations and **Mr. Gajendran**, Sales-Regional Manager, for always being open for constructive discussions and for guiding throughout the dissertation period. I am extremely grateful to **Mr. Rakesh**, Head of HR, for his vision, dynamism and motivation that deeply inspired me.

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Name: Dr. Ankita Jana

Roll no.: 1070

TABLE OF CONTENTS

TITLE	PAGE NUMBER
Abstract	6
Acknowledgements	7
Table of Contents	8
List of Figures	10
Abbreviations	11
Chapter 1. Introduction	12
1.1 Importance of Patient Satisfaction	13
1.2 Customer Experience in Home Healthcare	15
1.3 Net Promoter Score	16
Chapter 2. Literature Review	20
Chapter 3. Methodology	23
Chapter 4. Data Analysis	25
Chapter 5. Discussion	31
5.1. Limitations of the study	32
Chapter 6. Conclusion	33
6.1. Recommendations	33
References	34
Annexure 1. Data collection tool: Questionnaires for Nursing services	36
Annexure 2. Data collection tool: Questionnaires for MO/Physio/Nursing visits	36
Annexure 3. Data collection tool: Rating scale	37

LIST OF FIGURES

S. No.	FIGURES
1	Net Promoter Score
2	General NPS Benchmark
3	Total number of patients across all the branches of One Life for the months of February, March, April, May and June
4	Total number of patients branch-wise for the months of February, March, April, May and June
5	Branch-wise distribution of patients based on service type (RN/PCA)
6	Total percentage of Promoters in the branches of Chennai, Coimbatore, Pune and Bangalore
7	Total percentage of Passives in the branches of Chennai, Coimbatore, Pune and Bangalore
8	Total percentage of Detractors in the branches of Chennai, Coimbatore, Pune and Bangalore
9	Branch wise Net Promoter Score for the months of February, March, April, May and June
10	Overall Net Promoter Score for the months of February, March, April, May and June
11	Percentage of major categories of complaints as taken from patient feedbacks from all the branches
12	Effect of Passives and Detractors on NPS

ABBREVIATIONS

S. No.	Abbreviations	Definitions
1	RN	Registered Nurse
2	Sr. RN	Senior Registered Nurse
3	PCA	Patient Care Assistant
4	HCA	Health Care Assistant
5	MO	Medical Officer
6	FS	Field Staff
7	NPS	Net Promoter Score

Chapter 1: INTRODUCTION

Medical care provided in a patient's home is called as 'Home care'. Home care includes provision of supportive care from a professional caregiver that allows the patient to recover safely at the comfort of their homes. In-home care services ranges from elderly patients needing assistance, post-hospitalization, physiotherapy to doctor home visits.

The management of patient satisfaction has now become the topmost priority for health systems across the country because it has a direct impact on the company's performance. According to a recent Deloitte-Scottsdale Institute survey about 92% of health system investments had "consumer satisfaction and engagement" as their top goals. Another study shows that around 88% of the healthcare executives believed that measuring and understanding patient experience have become more important than before the pandemic.

Majority of the patients availing home healthcare services seek for long-term care. To retain such long-term patients, patient satisfaction must be measured and analysed consistently to meet the needs and expectations of the patients and to improve the services further. The home healthcare companies are currently facing stiff competition for patients. The quality of services needs to demonstrate that it is providing the customers with what they are seeking in a home healthcare provider. To gain a competitive edge in the market, the companies should focus more on customer experience. One of the effective ways of measuring that customer experience regularly is by using the Net Promoter Score (NPS) metric.

A crucial component of the Net Promoter System is the Net Promoter Score that has historically been used in consumer-based industries for customer experience programs. The data captured through NPS indicate how loyal and satisfied the patients are in any healthcare organization and also provide indicators that are relevant to the organization's future growth and success. Healthcare organizations having strong NPS shows that the customers' needs are met and they are satisfied with the overall experience. It helps businesses to classify their customers into three groups (promoters, passives and detractors) to know which customers can be asked for referrals and then segment them by their needs. Promoters are the enthusiastic customers who are likely to suggest the company's services to their friends or colleagues, passives are clients who are not very loyal to the business and detractors are the unhappy and dissatisfied customers. NPS aids businesses in concentrating on the dual objectives of increasing Promoters and reducing Detractors.

One Life Home Healthcare, Chennai is one of India's first premier speciality home healthcare company aiming to provide world-class comprehensive clinical care to patients at their comfort of their homes. The caring team at One Life consists of Registered Nurses, Associate Nurses, Patient Care Assistants, Health Care Assistants, Medical Officers and Physiotherapists. Specialised nursing care is the most vital element of the company

having four cadres of specialised services ranging from basic health care assistants to the senior registered nurses providing assistance with activities of daily-living to specialised critical care. It has a dedicated Quality Department committed to meet patient expectations and initiate changes that improve patient comfort, satisfaction levels and clinical outcomes. Patient satisfaction, the crucial aspect of quality is measured by utilizing Net Promoter Score metric at One Life monthly. Followed by NPS data analysis, monthly review meetings are held to discuss, identify problematic areas and improve overall performances.

The present study is aimed to find out the overall NPS of the company, to identify factors influencing it, to suggest measures to improve NPS and assess customer satisfaction more efficiently.

Patient Satisfaction

Patient satisfaction is a subjective indicator of the effectiveness of care that helps healthcare professionals determine if a patient's expectations of a medical visit were fulfilled. This includes effectiveness of care, level of empathy and gaps in the service delivery.

A patient seeking medical care has a preconceived image of the healthcare organization based on its charges and reputation. Apart from the expectation of receiving the right treatment, there are certain other factors that affect the patient's overall satisfaction. The hospitals are now expanding their range of specialties, facilities and technologies. The competition in the market as well as patient expectation have also increased. Customer's expectation from a medical facility influences his decision of how soon or how often he wants to seek medical care from that facility.

A customer having high expectation from a hospital indicates a positive image of the facility in the society which help in attracting more customers. On the other hand, a customer having low expectation from a medical facility will prefer not to take services from it. A very high or unrealistic expectation can dissatisfy the customer despite the high standard of the medical practices.

To design and implement quality programs for patient satisfaction, necessary knowledge of customer expectation and factors affecting it, along with actual and perceived quality of healthcare are required. Human satisfaction being very complex depends on various factors like past experience, lifestyle, expectations, individual and social values.

There are some typical features of the home healthcare setting that influence patient satisfaction, safety and outcome quality. These include greater autonomy of patient at home, limited supervision of the caregivers by the primary physicians, and unique home environment for every patient. Thus, to improve quality it is crucial to identify various factors that influence patient satisfaction and outcome. This study provides insight on

how to achieve maximum patient satisfaction in home healthcare setting along with continuous improvement in quality of service.

1.1. Importance of patient satisfaction

- The healthcare field has become difficult to navigate due to the emergence of new regulations and policies. However, patients must be kept at the focal point of service evaluation and administration despite the recent trends. Patient satisfaction measures the clinical, social and emotional needs of the patients. The organizations that keep track of patient satisfaction are more likely to have improved clinical as well as financial results.
- Patient satisfaction has become an important area to focus in the current health system. Primarily, the patient satisfaction score is increased by improving nursing staff- patient interaction, improving service quality and by advancing the healthcare mission.
- Based on the patient satisfaction metrics, the organizations may adjust, penalize or choose to pay incentives.

Patient satisfaction: a quality indicator

Many firms are focusing on improving customer relations in order to boost the business performance. To work towards this goal, many companies have developed new business strategies that primarily emphasize on consumer expectations, attitudes, and preferences.

The consumers are becoming more conscious about the type of care they want to receive. In the same way, the care providers are becoming more perceptive to their concerns.

The primary goal of the health systems is to improve overall health of the population. There are many measures that are used to assess the overall quality of health systems. The standard factors used in determining quality comprise of: follow-up procedure, quality of care received, cost effectiveness, provider relations, patient satisfaction and comprehensive care.

Patient satisfaction scores can be used to measure the performance of care providers. It can also help the customers in choosing their healthcare sources. Keeping patients well-satisfied has many proven benefits for the healthcare facility, for example, lesser malpractice claims, improved efficiency, decreased turnover and a favourable reputation. Highly satisfied customers are much more likely to continue with brands and follow recommended service plans. Patient experience primarily depends on the patient's perception of the efficiency of a particular treatment plan.

Patient satisfaction- Patient perception

There are several factors that influence patient expectation. The determinants include past experience, word of mouth communication and external marketing. When a patient shares his experience about a hassle-free treatment process to his friends or family member, that person will also set high expectations from that medical facility. For a patient having bad past experiences due to prolonged waiting, one single smooth appointment will satisfy them.

Patients do not only consider outcome of the care plan while evaluating the quality of service. They already have a perceived expectation of quality based on the billboards, brochures and photographs advertised by the care provider. Another important factor that can impact the satisfaction level of patients is service delivery process. Though an efficient treatment plan can cure the disease, an apathetic attitude will lead to poor satisfaction level.

1.2. Customer experience in Home Healthcare

Customer experience in home healthcare refers to the holistic way of approach to taking care of a patient. It includes everything from the waiting time for initiation of service to the quality of services provided to the patient. The patient-consumers expect more than just quality services from healthcare providers. To gain a competitive edge in the market, the companies should focus more on customer experience.

The home healthcare companies are currently facing stiff competition for patients. The quality of services needs to demonstrate that it is providing the customers with what they are seeking in a home healthcare provider. A strong value proposition should be acquired by the companies to withstand the competition. By focusing on customer experience, a home healthcare company can:

- Identify flaws in the operating system
- Retain existing patients
- Reduce wasteful practices to save costs
- Bring in new customers through referrals
- Improve efficiency of service delivery

This is crucial for creating an outstanding customer experience that can help in improving brand strength, enhance margins and improve health outcomes of the patients: all that are required in value-based care.

1.3. NET PROMOTER SCORE

Loyal patients act as an asset to health care businesses as there is more likelihood for them to refer new clients. This is one of the main reasons why patient feedback is crucial for the decision-making processes of a company. Patient feedback can help the companies to identify strengths and weaknesses and improve the quality of services, which can benefit them in the long run. One of the effective ways to get patient feedback is by using the Net Promoter Score system (NPS).

A crucial component of the Net Promoter System is the Net Promoter Score that has historically been used in consumer-based industries for customer experience programs. The NPS is a proprietary tool created by Fred Reichheld, who also owns the NPS trademark registration together with Satmetrix and Bain & Company. It is a commonly used market research indicator that illustrates how likely consumers are to recommend a business, product, or service to a friend or colleague.

NPS helps businesses in classifying their customers into three categories: promoters, passives, and detractors to determine which customers can be approached for recommendations. These groups of customers are further divided based on their needs. NPS also aids businesses in concentrating on the dual objectives of increasing Promoters and reducing Detractors.

Patients are now taking on more of the financial burden of the healthcare costs and hence they expect the healthcare system to address their wants and needs in the same way as they encounter customer-focused brands: experiences focused mainly around ease of use and simplicity.

A high NPS indicates that the patients are happy with their experiences in a particular healthcare facility and are likely to come back in the future. However, a low NPS indicates that the care provider is likely to lose patients and there is need of improvement in the services.

Similarly, to retain patients and provide high quality care, the Home Healthcare systems need to strive for patient satisfaction and the Net Promoter Score is a good measure of that goal.

Importance of Net Promoter Score in Healthcare

It is important to establish a large segment of loyal patients who will help in creating a good image of the company. NPS being a customer satisfaction metric helps in measuring patient loyalty for the company. For example, the clients can be categorized into promoters, passives and detractors based on the feedback obtained from the patients. This will enable the company to take actions according to the number of patients in each category. Thus, if a company has larger number of promoters, it should consider maintaining the quality of the services along with finding strategies to improve and satisfy the detractors.

According to Bain analysis, there is a strong link between organic growth and a company's Net Promoter Score. On an average, the companies with high NPS grow at a rate of more than twice of the rate of their competitors. By achieving and maintaining a high NPS, the services provided by the company will become top-notch. Using NPS helps to understand how to deal with different clients. It also helps in knowing which customers to approach for referrals, which customers need an extra 'wow' factor and the customers who are vulnerable to stop taking the services.

According to Rao (2018), three elements are important for the implementation process of Net Promoter Score in organizations:

1. The outcomes must be clear.
2. Establish a closed loop procedure.
3. Business executives need to make NPS a mission and understand how it can improve the customer experience.

Measurement of NPS

Customer loyalty is measured through Net Promoter Score surveys, which divide customers into three groups: promoters, passives, and detractors. The NPS data is captured by asking one single question:

“How likely are you to recommend XYZ company to a friend or colleague?”

The customers then respond on a scale of 1 to 10. (1 being the lowest and 10 being the highest). Then the NPS score is calculated to identify the promoters, passives and detractors of the company.

- 1) **Promoters (score 9 to 10):** Promoters are viewed as devoted and ardent supporters. They serve as brand ambassadors and promote the company's praises to co-workers and friends. They are likely to stick with the company and are accountable for 80% of referrals. Promoters help in fuelling growth of the business and are pleasant for employees to deal with.
- 2) **Passives (score 7 to 8):** Customers in this category exhibit passive satisfaction and not greatly loyal to it, which means they can anytime choose other competitors. Their referral and repurchase rates are around 50% lower than that of the promoters.
- 3) **Detractors (score 0 to 6):** More than 80% of bad word-of-mouth comes from detractors, who are generally unsatisfied consumers. From an accounting standpoint, they may appear profitable, but their criticisms damage the brand, reduce its reputation, demotivate employees and discourage new customers. High rates of defection and churn are seen in such customers.

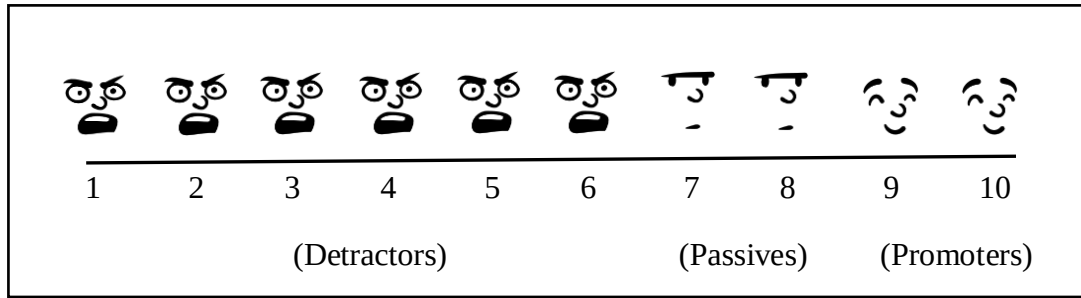


Fig.1. Net Promoter Score (NPS= %Promoters - %Detractors)

The Net Promoter Score is finally calculated by subtracting the percentage of Detractors from the percentage of Promoters. It can range from -100 (lowest- if every customer is a Detractor) to 100 (highest- if every customer is a Promoter).

The one-to-ten scale used in calculating NPS is familiar and easy for the customers to understand. (It avoids confusion in understanding the ends of the scale and thus mistakenly giving ‘one’ on a one-to-ten scale.) It also provides sufficient choice so that the customers do not always default to ‘five out of five’ score for satisfactory experiences. The 11-point scale helps us to find the actual behavioural differences from customers who score 9 or 10 versus the customers who score 1 and 6. Such behavioural differences are linked to economic value that helps in better understanding of the NPS.

General NPS Benchmark

The range of NPS is -100 to +100 where a positive score or any score above ‘0’ is considered as ‘Good’, +50 scores are considered as ‘Excellent’ and scores above 70 are considered as ‘World-class’. According to the global NPS standards, any score above ‘0’ is considered ‘Good’. It implies that majority of the company’s customer base is loyal.

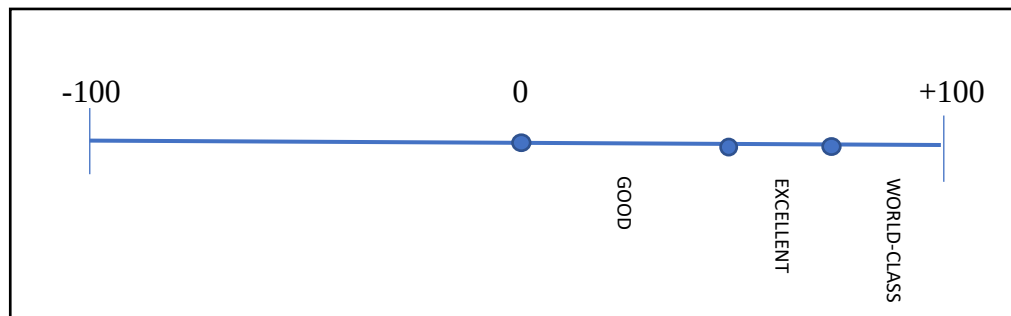


Fig. 2. NPS Benchmark

Four stages of Net Promoter Score

To exploit the full potential of Net Promoter Score, it is used with an automated feedback program setting. The various stages of NPS help to determine which stage a company is in currently and what steps can be taken next to push NPS program to the next level.

- *Stage 1:* In this stage of NPS program, the companies measure their NPS only for the sake of measuring. They send out the invitation to the customers to an NPS survey and only collect the results back. In this stage, the companies do not actively analyse the results and take steps to improve their score.
- *Stage 2:* At this stage, a flow of automated alerts is sent when respondents give a low NPS score. These alerts are sent to the account managers and support team. The detractors are then contacted. Companies at this stage actively try to improve NPS but there is a link missing at the management level.
- *Stage 3:* Companies in this stage, try to create a dedicated NPS follow up team. All the detractors' feedbacks are categorised for a structured reporting. The results of the follow up survey can help in determining which incentive will be working best for which issue category. The management team can also analyse the structured data from the detractors and take actions for the major categories of issues.
- *Stage 4:* In this stage, the companies try to incorporate some kind of Business Intelligence Software (BIS) for example SAP or Microsoft Dynamics. The BIS use various kinds of data to identify strength of social connections among the customers and to determine the influence of Customer A on Customer B. The NPS survey also provides data to contribute to the churn risk coefficient. In this way, the BIS can help in churn identification by using NPS. An automated system can be devised based in this flow to win back at-risk customers while dealing with large volume of customers because it might not be possible to screen every single detractor with a follow up team.

The workflow thus involves all the steps: sending the survey, receiving information, analysing the information to further improve services and to reduce the number of detractors, preventing the detractors from churning, identifying promoters and using them as ambassadors.

Chapter 2: LITERATURE REVIEW

Author	Title	Study Location	Sample Size	Salient Features
K Kaartinen, U Sipilä, P Setälä, S Hoppu (2021)	315 Patient experience analysed through net promoter score (NPS) in the emergency medical service	Tampere University Hospital, Finland	315	The research study was aimed to analyse the feasibility and primary results of customized net promoter score in Emergency Medical Service. The results showed that people in low density communities intended to give higher scores than people living in medium or high-density communities. NPS can be adopted as a patient satisfaction measurement metric in EMS as it is easy to commence. But it needs proper implementation to achieve better results.
Lauri Viitanen (2021)	Measuring Customer Experience Using Net Promoter Score (NPS): Case Public Healthcare Organizations In Finland	Public healthcare organizations in Finland	7	The research study was conducted to analyse how NPS was utilized by the public healthcare organizations in Finland to improve customer experience. The study revealed multiple benefits of using NPS as customer experience measurement metric: it discloses areas of development in a company, high number of positive feedbacks received motivated the employees, it also signalled the transparency of organizations operations towards the customers. It was also concluded that other form of metrics can provide more extensive and valuable data to support NPS analysis.
Alismail, A., Schaeffer, B., Oh, A., Hamiduzzaman, S., Daher, N., Song, H. Y.,	The Use of the Net Promoter Score (NPS) in an Outpatient Allergy and Pulmonary Clinic: An	Outpatient Subspecialty clinic in Southern California	1708	The goal of the retrospective quality improvement study was to compare the efficiency of the standard survey approach with that of an on-site, brief 2-question survey conducted utilising a tablet-

Furukawa, B., & Tan, L. D. (2020)	Innovative Look into Using Tablet-Based Tool vs Traditional Survey Method			based tool immediately following a patient visit. The findings demonstrated that when using the tablet approach rather than the conventional survey method, there was a greater response rate to NPS questions.
Ankit Singh, Ekta Tewari, Priya Ravi (2020)	SERVQUAL (Service Quality) vs NPS (Net Promoter Score): A Comparative Study of Private and Public Hospitals in Sikkim	Private and a Public hospital in the Himalayan state of Sikkim	NA	The research study, which was the first of its type, used the SERVQUAL model in conjunction with the NPS approach to compare the service delivery of a private and a public hospital. According to the study's findings, SERVQUAL and NPS should not be viewed as competitive measurement methods. To get a better grasp of the issue areas, the two methodologies might be combined..
Mark Wilberforce, Sarah Poll, Heather Langham, Angela Worden, David Challis (2018)	Measuring the patient experience in community mental health services for older people: A study of the Net Promoter Score using the Friends and Family Test in England	Community mental health centre in England	352	The research study was aimed to evaluate the strength of association between NPS and satisfaction scores. Despite the doubts over the validity of NPS in community mental health services, the results showed that NPS can produce valuable results to the clinicians, researchers, managers and service commissioners if a wider set of data is collected. However, for improved reliability and greater breadth, multi-item measures are recommended.
Rebecca Koladycz, Gwendolyn Fernandez, Kate Gray and Heidi Marriott (2018)	The Net Promoter Score (NPS) for Insight Into Client Experiences in Sexual and Reproductive Health Clinics	Sexual and reproductive health clinics in El Salvador, India, Kenya and Nigeria	NA	The research study was aimed to address the concern of slower uptake of NPS due to its acceptability and adaptability in non-commercial settings, and especially among populations with low literacy. The findings showed that NPS can be adapted effectively among low-literacy patients in low-resource clinics. When demographic and service-use

				questions were combined, useful insights on client groups that would less or more likely to recommend the services were generated by NPS.
Mr. Dinesh.N (2018)	How Net Promoter Score Relates To Organizational Growth	Bangalore, India	38	The research study was conducted to show how NPS affects the organizational growth. The results indicated that by using NPS, the companies can track the recommendation rates for the service provided and also can identify the key problematic areas that will further help the companies to improve the score. NPS alone be inadequate as an administration instrument but when used correctly and with some extra motivational addressing, NPS can prove to be a valuable metric.
Néomie Raassens, Hans Haans (2017)	NPS and Online WOM: Investigating the Relationship Between Customers' Promoter Scores and eWOM Behaviour	Netherlands	189	Two unique sets of data that combine net promoter scores of customers and online-word-of-mouth behaviour (eWOM) were used in the research study. Results showed that there is a positive relationship between NPS score given by the customers and the valence of online messages. It also showed that promoters and detractors were homogeneous with the valence of eWOM messages they spread, whereas, the passives showed heterogeneous message valence. Although, passive have no weight in calculating net promoter score, but the results indicate that the companies must flag passives for further attention and action.

Chapter 3: RESEARCH METHODOLOGY

- **Research question:**

- ✓ What is the overall NPS of the company and which factors are responsible for impacting it?
- ✓ How efficient is Net Promoter score system in measuring customer loyalty and satisfaction in a Home Healthcare company?

- **Aims and objectives:**

- ✓ To find out the overall NPS of the company
- ✓ To identify factors influencing NPS
- ✓ To suggest measures to improve NPS.
- ✓ To suggest measures to assess customer satisfaction more efficiently.

- **Study design:** Descriptive cross-sectional study

- **Type of data:** Quantitative and Qualitative

- **Setting:** One Life Home Healthcare, Chennai

- **Study Population**

Inclusion criteria: All patients who have taken the home healthcare service from the four branches (Chennai, Bangalore, Pune, Coimbatore)

Exclusion criteria: VIP patients (families holding celebrity status, perceived connections or power)

- **Study tools:** Questionnaires and rating scale

- **Duration of study:** 21st March to 18th June, 2022

- **Sample size:** 200 patients (from the four branches of One Life: Chennai, Coimbatore, Pune, Bangalore)

- **Sampling Technique:** Convenience sampling

- **Data Collection Procedure:** Primary data was collected from the responses given by the patients through rating scales.

Secondary data was taken from the Quality Feedback data collected by the Quality Department at One Life Home Healthcare for the month of February and March.

- **Data Analysis Plan:** The NPS Calculation was done by using answer to one key question with the help of a 0-10 scale: How likely is it that you would recommend our services to a friend or colleague?

The respondents were grouped as follows:

- A) Promoters- customers who gave score 9 or 10
- B) Passives- Customers who gave score 7 or 8
- C) Detractors- Customers who gave score between 1 to 6

The Net Promoter Score was then calculated by subtracting the percentage of Detractors from the percentage of Promoters. The data was then analysed using Ms Excel and presented graphically through bar charts and pie charts.

Chapter 4: DATA ANALYSIS

Total number of patients across all the branches of One Life for the months of February, March, April, May and June

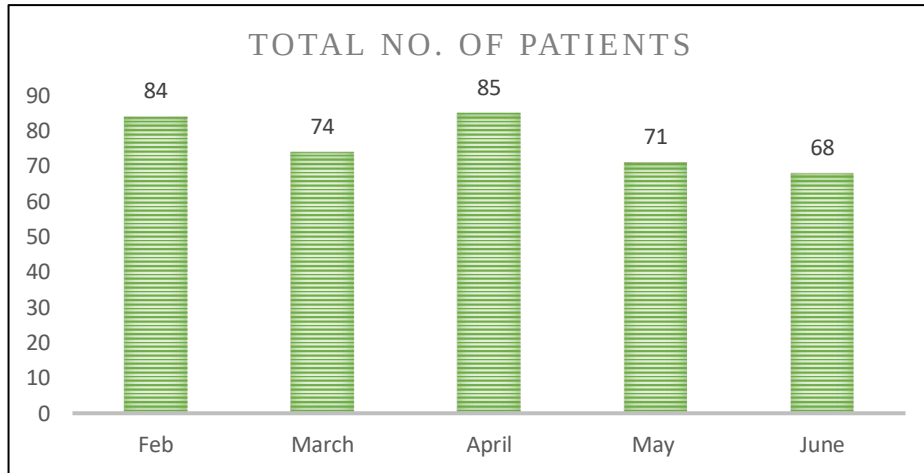


Fig.1.

The above figure shows that the highest number of patients was noted for the month of April (85) and the least was noted for the month of June (68).

Total number of patients branch-wise for the months of February, March, April, May and June

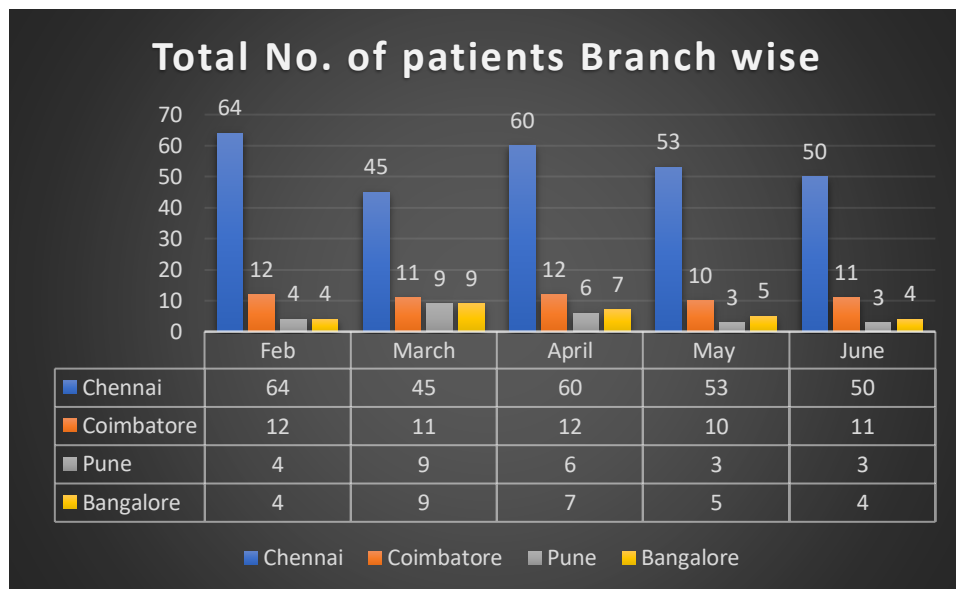


Fig.2.

The above figure shows that the Chennai branch had the highest number of patients (64) in the month of February, whereas the Pune branch had the lowest number of patients (3) for the months May and June.

Branch-wise distribution of patients based on service type (RN/PCA)

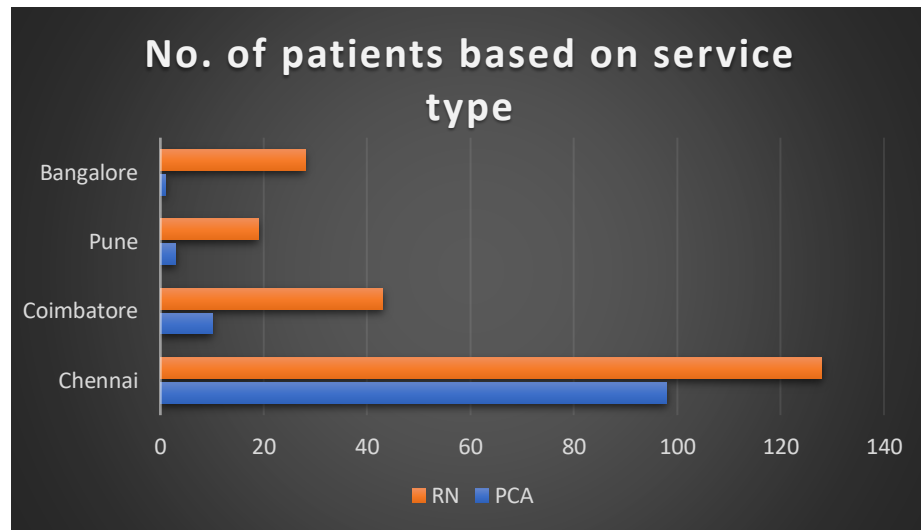


Fig.3.

The above figure indicates that across all the branches, the RN service is utilized more than the PCA service. So, to achieve better results and customer satisfaction, the organization must focus more on the RN service category.

Total percentage of Promoters in the branches of Chennai, Coimbatore, Pune and Bangalore

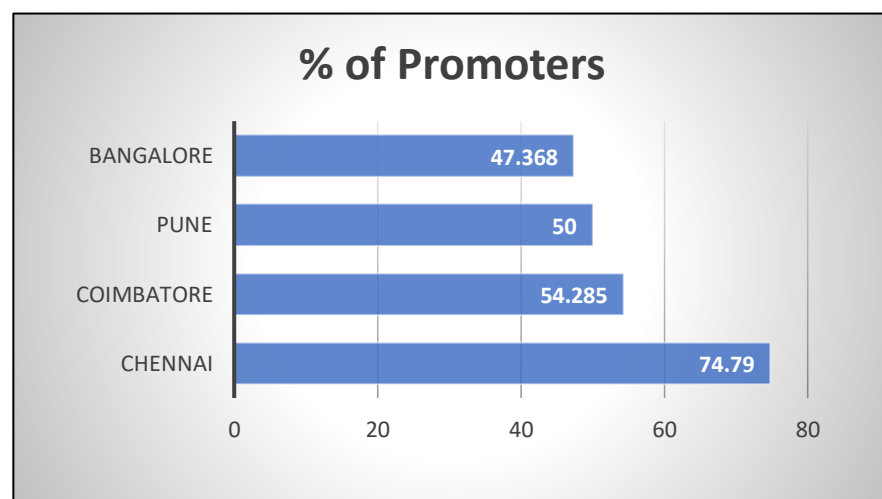


Fig.4.

The above figure shows that the Chennai branch had the highest percentage of promoters of 74.79% whereas the Bangalore had the least percentage of promoters of about 47.37%.

Total percentage of Passives in the branches of Chennai, Coimbatore, Pune and Bangalore

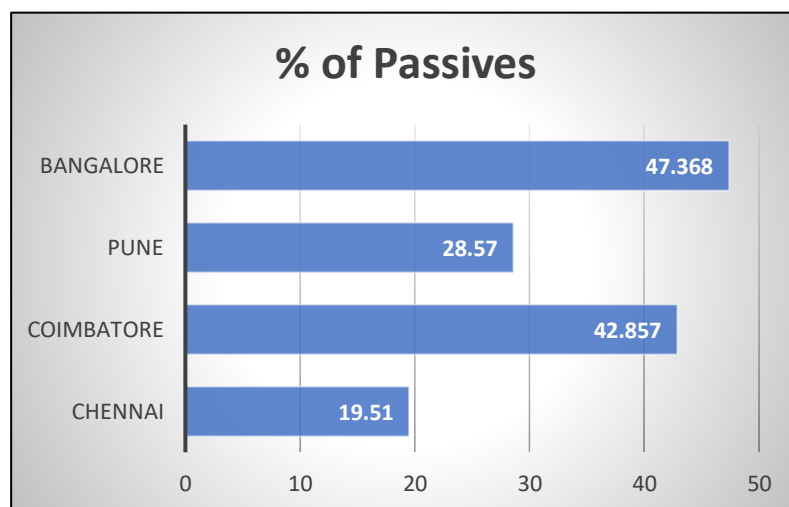


Fig.5.

The above figure shows that the Bangalore branch had the highest percentage of Passives (47.38%) whereas the Chennai branch had the least percentage of Passives (19.51%).

Total percentage of Detractors in the branches of Chennai, Coimbatore, Pune and Bangalore

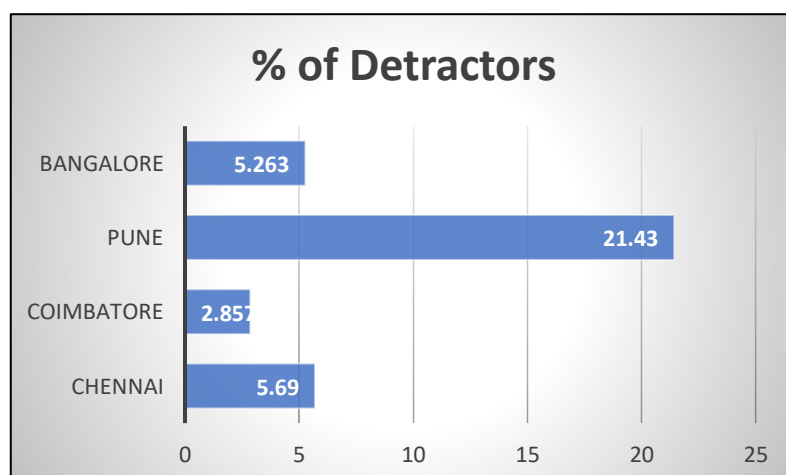


Fig.6.

The above figure shows that the Pune branch had the highest percentage of Detractors of 21.43% and the Coimbatore branch had the least percentage of Detractors of about 5.7%.

Branch wise Net Promoter Score for the months of February, March, April, May and June

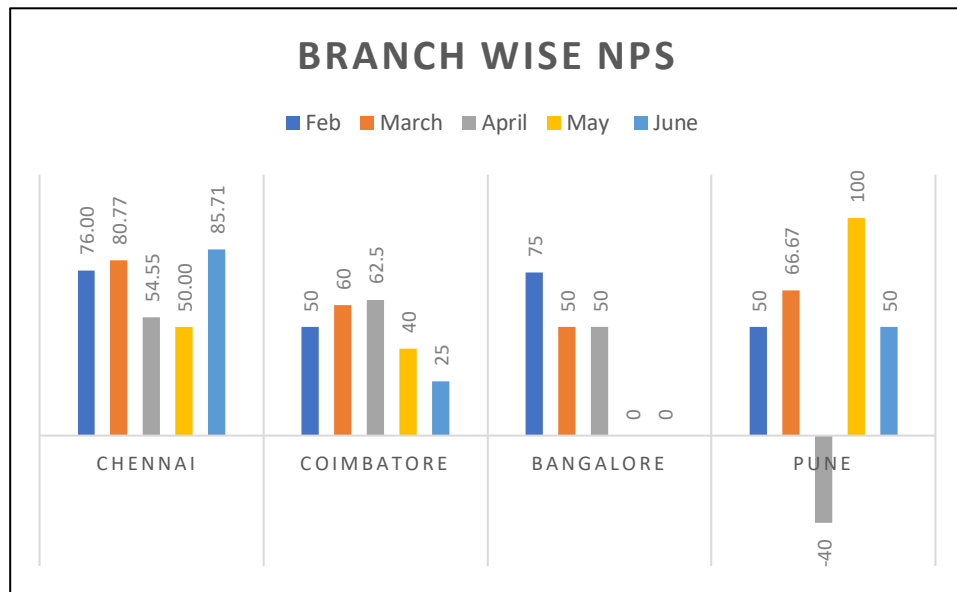


Fig.7.

The above chart shows that Chennai branch had the highest NPS (85.71) in the month of June and the Pune branch had the least NPS (-40) in the month of April.

Overall Net Promoter Score for the months of February, March, April, May and June

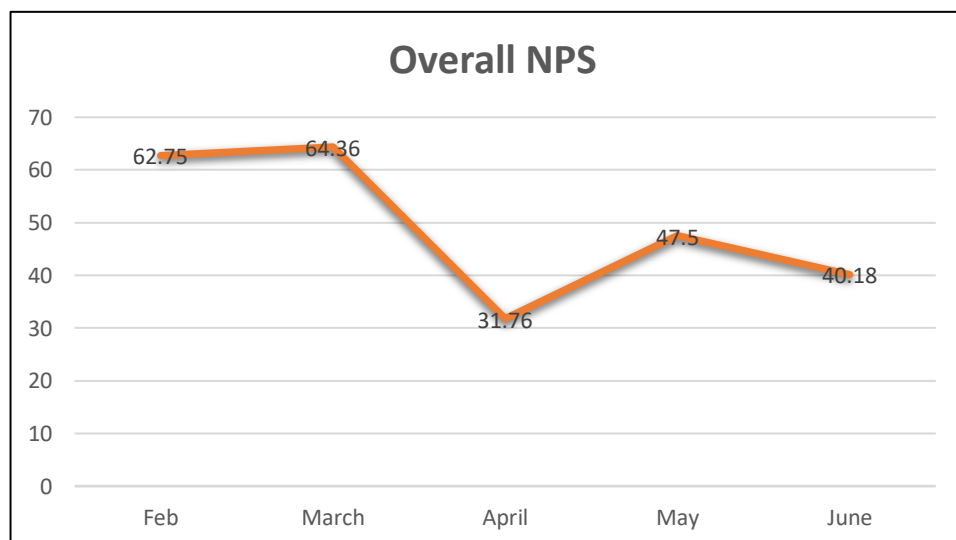


Fig.8.

The above figure shows that the highest NPS was recorded in the month of March (64.36) following which the score dropped to the least (31.76) in the month of April.

Effect of Passives and Detractors on NPS

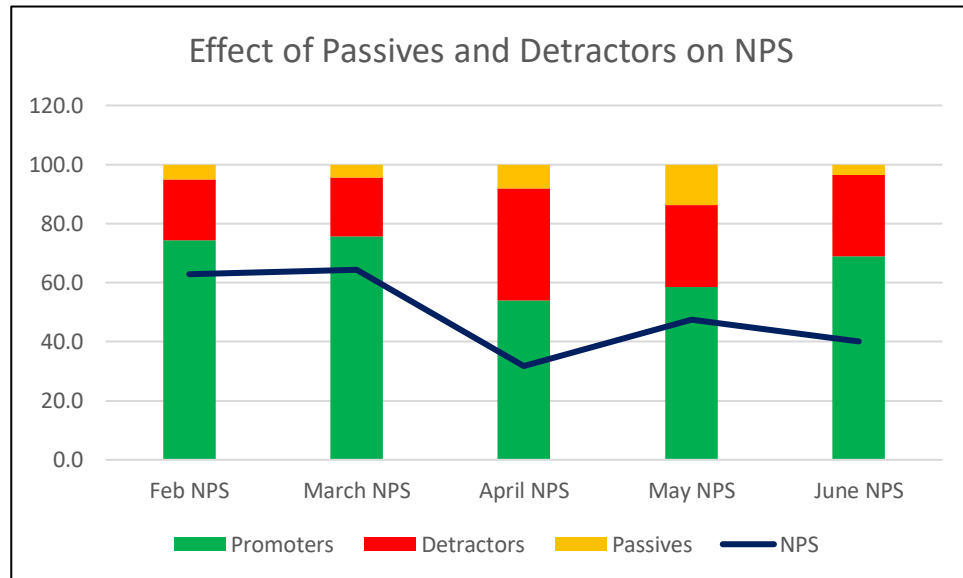


Fig.9.

The above figure shows the change in NPS with the changes in the numbers of Passives and Detractors.

Percentage of major categories of complaints as taken from patient feedbacks from all the branches

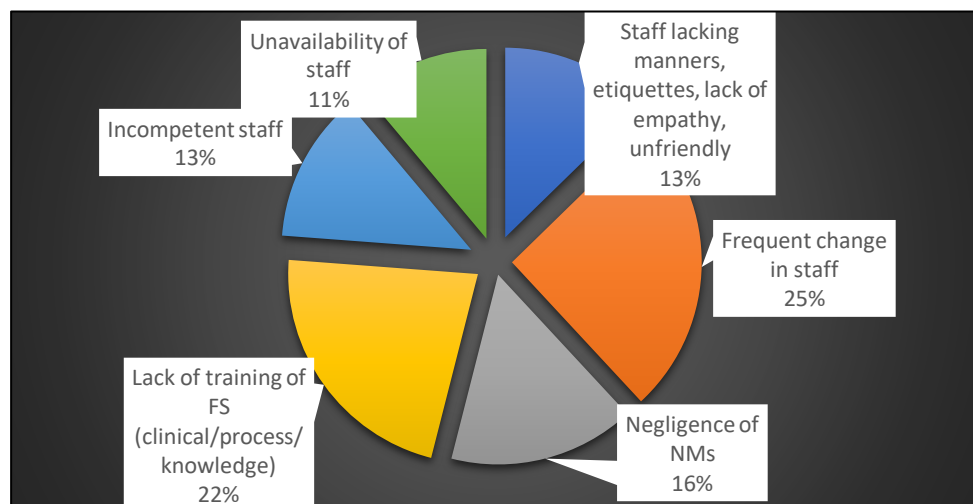


Fig.10.

Along with the questions asked to the patient attenders on call about service quality, they were asked to give feedback or complaints if they had any. Such feedbacks were then categorised depending on their frequency.

The major categories of complaints were:

1. Frequent change in staff (25%)- Highest
2. Field Staff lacking proper training: clinical/process/knowledge (22%)
3. Negligence of Nurse Managers (16%)
4. Incompetent and negligent Field Staff (13%)
5. Staff lacking manners, etiquettes, empathy and unfriendly (13%)
6. Unavailability of staff (11%)- Least

The other categories included the following complaints:

- Poor performance of reliever staff
- Staff not maintaining hygiene standards
- Tariff concern
- Improper handover of duties
- Staff panel not introduced to patient attender
- Irregular MO visits
- Poor Management team
- Staff lacking soft skills
- No action taken against previous complaints

Chapter 5: DISCUSSION

One of the biggest challenges in healthcare sector is to sustain and improve the quality of care and services. By improving quality care, patient experience can be enhanced. This is the sole reason why patient satisfaction has become the topmost priority of the majority of healthcare providers. Most of the patients availing home healthcare services seek for long-term care. To retain such long-term patients, patient satisfaction must be measured and analysed consistently to meet the needs and expectations of the patients and to improve the services further. The purpose of this study is to find the overall NPS of the company, identify factors influencing it and to suggest measures to improve NPS.

Net Promoter Scores for five months (February, March, April, May and June) involving a total of 200 customers were analysed. A trend of patient attrition was found from April to June which could be due to quality concerns, tariff issues or less lead conversion rates. The total number of patients is higher in Chennai branch compared to other branches for all the months. The first operating branch was started in Chennai, which managed to build and maintain a good customer base. The other recently opened branches are still in the process of growing customer base. The company focuses on marketing four types of services: critical nursing care by Sr.RNs, skilled nursing care by RNs, basic care by PCAs and physiotherapy services. But the data indicates only one of the services (skilled nursing care) is utilized efficiently across all the branches followed by PCA services. This implicates that the company needs to enrich and focus more on these services as well as generate more leads for utilising the other types of services. The Chennai branch had the highest percentage of promoters compared to other branches followed by the Coimbatore branch. The highest percentage of passives was noted for Bangalore branch. The 'Passive' segment of respondents although brushed off by marketers as 'neutral' part of NPS, is the most sensitive and important segment of all. There is high risk of churning in these customers because they have neutral feelings about the services and may leave if a better deal comes along. Passives are a unique opportunity because if they are reached out with the right approach, they may get converted to an enthusiastic Promoter whereas using wrong approach can turn them into detractors. Thus, the Passives are unpredictable yet valuable assets for the companies. The highest percentage of detractors was found in the Pune branch. Thus, it is suggested to address the customers' concerns right away and take corrective and preventive actions to reduce the percentage of detractors.

It can be interpreted from the data that the Chennai branch had exceptionally high NPS compared to other branches. The Bangalore branch had '0' NCPS for two consecutive months thus indicating they had neither promoters nor detractors for those months. The NPS for Pune dropped to -40 in April and then shoot up to 100 for the next month. This implies that the complaints of the detractors were addressed and the issues were resolved. The overall NPS for all the branches was highest in March (64.36), the least

in the next month (31.76) and the average NPS for all the five months was calculated to be 49.3. The average NPS (49.3) of the company can be considered 'good' based on the global standards of NPS. The open feedback taken from the patient attenders helped in exposing various loopholes in the system. The maximum number of complaints were about frequent change in staff, incompetent and untrained staff and negligence of NMs. It was also found that the company is in stage 2 of Net Promoter Score i.e., the company is actively trying to improve NPS but there is no proper link at the management level.

5.1. **Limitations of the study**

Measuring customer satisfaction using NPS helped in finding the percentages of Promoters, Detractors and Passives of the company. The open-ended feedback also exposed some pressing issues the customers were facing. But it is suggested that NPS cannot measure customer behaviour accurately. The customers can claim that they will recommend the company to friends/colleagues, but it is not proved that they actually do it. The scoring given by the customers is highly subjective. Some customers may rate '7' for good experience or some may rate as '9'. Thus, the scoring may not truly indicate the customer's experience with the services. It was also noticed that some of the customers were not interested in giving feedback and thus they randomly gave scores only for the sake of answering. Scores from such customers may affect the overall NPS and thus portray an erroneous picture of customer experience. To conclude, NPS can be included as a part of strong loyalty management and customer satisfaction system. But it should not be used as the only method to capture customer satisfaction. Although used for its simplicity, NPS can overlook some important information. Thus, along with the NPS, other metrics like CSAT (Customer Satisfaction Score), CES (Customer Effort Score) must be used to better understand customer experience.

Chapter 6: **CONCLUSION**

The management of patient satisfaction has now become the topmost priority for health systems across the country because it has a direct impact on the company's performance. Using Net Promoter Score helps to understand how to deal with different clients. It also helps in knowing which customers to approach for referrals, which customers need an extra 'wow' factor and the customers who are vulnerable to stop taking the services. Measuring customer satisfaction using NPS helped in finding the percentages of Promoters, Detractors and Passives of the company. The open-ended feedback also exposed some pressing issues the customers were facing. However, when used alone, NPS may not accurately measure customer satisfaction. NPS can be included as a part of strong loyalty management and customer satisfaction system. But it should not be used as the only method to capture customer satisfaction. Thus, it is suggested to use other metrics along with NPS like CSAT and CES to get a better understanding of customer experience in a company.

6.1. **Recommendations**

Suggestions to improve NPS for better customer satisfaction:

1. The detractors and passives should be asked about the reasons behind their scores to dig even better into the context. All such requests and concerns should be considered by the company and actions should be taken at the earliest to resolve their issues.
2. A vision of winning as many promoters as possible should be shared throughout the company. The company should be transparent about the process of NPS tracking and how it can influence company's annual reviews. The field staff and employees can be incentivized based on NPS ratings and feedbacks to motivate them for continuing their efforts.
3. Regular short, interactive meetings should be held to provide a forum for all the teams to discuss service escalations and to brainstorm solutions.
4. The open feedback from customers helps in pointing out the departments that need to improve quality. The feedback can also be used by the in-house training team to train the staff on the factors that affect patient satisfaction and to how to improve in such areas.
5. One more question can be added for the NPS rating, "In what ways could your experience been better?". This encourages the customers to give honest feedbacks. It also shows the company's interest in knowing how their experience could have been better. The feedback can also be used to make a strategic approach to improve customer experience.
6. The corrective action process should not be stopped after solving the customers' issues. The concerned customer must be conveyed about how the situation was handled and what actions were taken by the department to fix the problem. This will make the customers feel truly valued.

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ANNEXURE 1

DATA COLLECTION TOOL: QUESTIONNAIRE FOR NURSING SERVICES

S.No.	Questions for Nursing care (shift based)
Q.1.	Rate your experience with our Nurses on a scale of 1-10
Q.2.	Rate your experience with our Nurse Managers on a scale of 1-10
Q.3.	Rate your experience with our MO visits on a scale of 1-10 (only for Grade 2 and 3 patients)
Q.4.	How likely would you recommend our service to your friends and family on a scale of 1-10?
Q.5.	Any feedback you would like to give us?

ANNEXURE 2

DATA COLLECTION TOOL: QUESTIONNAIRE FOR MO/PHYSIOTHERAPY/NURSE VISITS

S.No.	Questions for visit services (MO/ Physiotherapist/Nurse)
Q.1.	Rate your overall experience with One Life on a scale of 1-10.
Q.2.	Rate your experience with our MO/Physiotherapist/Nurse on a scale of 1-10.
Q.3.	Rate for outcome of the visit on a scale of 1-10.
Q.4.	How likely would you recommend our services to your friends and family on a scale of 1-10?
Q.5.	Any feedback you would like to give us?

ANNEXURE 3

DATA COLLECTION TOOL: RATING SCALE

POOR			AVERAGE		EXCELLENT				
1	2	3	4	5	6	7	8	9	10