

**Summer Training at
RG Stone Urology and Laparoscopy Hospital, New Delhi
(April 3 to June 2, 2017)**

**Study of Patient Satisfaction Towards Outpatient Department Services
(OPD) at RG Stone Urology and Laparoscopy Hospital**

**By
Stuti Kothari**

**Under the guidance of
Dr. Susmit Jain**

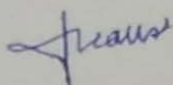
**MBA Pharmaceutical Management
2016-2018**

The logo for IIHMR University, featuring a stylized 'i' in a purple square followed by the text 'IIHMR UNIVERSITY' in a serif font.
School of Pharmaceutical Management
**The IIHMR University, Jaipur
2017**

This is to certify that **Ms. Stuti Kothari** has undergone summer training in **RG Stone Urology and Laproscopy Hospital, New Delhi** from 3rd April to 2nd June 2017.

The candidate herself completed the project assign to him during summer training. Her approach to the project was sincere and proactive. This summer training is in partial fulfillment of the course requirement recommended for the award of MBA in Pharmaceutical Management.

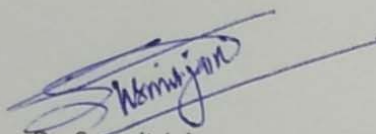
I wish her success in all his future endeavors.



Col. (Dr.) Ashok Kaushik

Dean (Academic & Student Affair)

The IIHMR University, Jaipur



Dr. SuSmit Jain

(Assistant Professor)

The IIHMR University, Jaipur

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Stuti Kothari D/o- Mr. Kailash Kothari, student of MBA Pharmaceutical Management at IIHMR UNIVERSITY, Jaipur has completed 2 months internship from 3rd April 2017 to 2nd June 2017 at RG Stone Urology and Laparoscopy Hospital. She has worked under the guidance of Ms. Anju Bakshi.

She has successfully completed her project with RG Stone Urology and Laparoscopy Hospital.

We wish her all the best in her future endeavors.



A handwritten signature in blue ink, appearing to read 'Anju'.

ANJU BAKSHI
MANAGER- NURSING & QUALITY

Acknowledgement

“The RG Stone Hospital that accompany the successful completion of the project would be incomplete without the mention of the people who made it possible.

I would like to take the opportunity to thank and express my deep sense of gratitude to my project mentor Ms. Anju Bakshi(Manager- Quality& Nursing) and Mr. Sandeep Narula. I am greatly indebted to both of them for providing their valuable guidance at all stages of the study, their advice, constructive suggestions, positive and supportive attitude and continuous encouragement, without which it would have not been possible to complete the project.

I would also like to thank Dr. Susmit Jain sir, who inspite of busy schedule has co-operated with me continuously and indeed, his valuable contribution and guidance have been certainly indispensable for my project work.

I owe my wholehearted thanks and appreciation to the entire staff of the organization for their cooperation and assistance during the course of my project.

I hope that I can build upon the experience and knowledge that I have gained and make a valuable contribution towards this organization in coming future.”

Stuti Kothari & Shriya Wadhwa

IIHMR University

Name of the Student)

(Signature)

TABLE OF CONTENTS

CHAPTER	CONTENTS	PAGE NO
Chapter 1	INTRODUCTION	
1.1	Organizational Profile	
1.1.1	About the Organization	
1.1.2	Vision	
1.1.3	Mission	
1.1.4	Values	
1.1.5	Corporate Social Responsibility	
1.2	Highlights of Achievement	
1.3	Mode of Data Collection About Organization	
Chapter 2	Departmental Information	
2.1	HR Department	
2.2	Technical Department	
2.3	Finance Department	
2.4	Factors Affecting Functioning Of Department	
2.5	Learning, Limitations and suggestions	
Chapter 3	RESEARCH METHODOLOGY	
3.1	Objective and Scope Methodology	
3.2	Introduction	
3.3	Materials and Methods	
3.4	Research Methodology	
3.5	Findings of the study	
3.6	Recommendations and Conclusion	
Chapter 4	References	
Chapter 5	Annexure	

INTRODUCTION

1.1 Organization Profile

1.1.1 About the Organization

“It was established in the year 1986 with its foundation in Mumbai. After mastering the technique of urinary stone management without surgery, RG is proud to introduce another revolutionizing technology – “100-watt Holmium Laser” from Coherent USA in the year 1999.”

“The equipment was inaugurated in a live workshop at RG Stone, Mumbai in association with West Zone Chapter of Urology Society of India by Dr. D. Bagley and Dr. Akhil Das, professor at New York Medical College.”

“Over the last 28 years, instruments and equipments have been regularly upgraded & updated with the latest technology available and the new ones added in order to keep pace with the latest advancements worldwide. RG is fully equipped with state-of-the-art, U.S. FDA approved, international standard equipments. We have achieved **ISO 9001:2000 certification** for our quality management system.

RG has been certified by Guinness Book of World Records for treating the largest kidney stone (13 cm) in the world.”

“Taking in view, our international standard success rates many public sector undertakings, multinationals, insurance companies and Ministry of Health and Family Welfare have empanelled us for the treatment of their employees and their dependants”

1.1.2 Vision

“Their Vision is “To evolve into a global player in integrated healthcare service for the better management of health of the individual and the community at large.” To make this vision a reality they are:

➤ Keeping the patient’s needs at the forefront of all our considerations

➤ Adhering to international standards of healthcare management

➤ Saving & Enriching Lives

➤ Fostering culture of constant, research, innovation and expansion of medical service

➤ Attracting the best team of medical practitioners in the industry

➤ First Institute to treat a patient having permanent cardiac pacemaker with stone by lithotripsy.

➤ Enthusing our staff and personnel to render cheerful assistance, courteous understanding and dedicated commitment to our patients”.

1.1.3 Mission

“Mission is to touch a billion lives. We strive to reach out to people from every walk of life and do our bit to help them stay healthy. Apart from the major social initiatives and programmes that RG Stone Urology & Laparoscopy hospitals has initiated, every individual hospital in the group does its bit for the community it serves. Every member of the RG family is committed to provide care and solace to the people in their location.”

1.1.4 Values

➤ Patient’s well-being: It will be our topmost priority

➤ Adopt and encourage ethical practices

➤ Comply with all applicable laws and regulations

➤ Provide a safe and comfortable working environment to employees and associates

➤ Embrace technology and innovation in the delivery of healthcare

➤ Provide socially responsible and safe healthcare

1.1.5 Corporate Social Responsibility

“Corporate Social Responsibility (CSR) has acquired new dimensions in the recent years. Today, RG Stone Urology & Laparoscopy Hospitals are proactively taking up this good hearted investment and giving a social value to all their business endeavors. In India, though corporate have a strong will to dedicate their resources for a social cause, they find it difficult to reach the right people considering the demography and diverse social problems of the country.”

“They thus join hands with the corporate to help them advance their welfare initiatives to the needy families and save on their time and human resources and help the corporate meet their Corporate Social Responsibility targets with expertise in the respective field.”

“The very foundation of RG Stone Urology & Laparoscopy Hospital as laid on the realization of a group of young corporate professionals that it was their **corporate social responsibility** to give back to the society.”

1.2 Highlights of Achievement: RG Stone Hospitals

Few Firsts of RG

- First Institute in the country to have 'Siemens Lithotripsy'.
 - First Institute in India to introduce '100-watt Holmium Laser'.
 - First Institute to perform Laparoscopy assisted PCNL for a Pelvic Kidney Staghorn.
 - First Institute to treat the youngest patient with stone (6 months).
 - First Institute to treat the oldest patient with stone (107 years).
 - First Institute to treat a patient having permanent cardiac pacemaker with stone by lithotripsy.
-

Few Only's of RG

- Only institute to offer all available modalities of stone disease management under a single roof.
 - Only institute to offer all available modalities of prostate disease management under a single roof.
-
- Only institute in India to have 15 Super Specialty Urology Centres.

- Only institute to attain ISO 9001:2000 certificate for Lithotripsy, Endourology, Holmium Laser, Laparoscopic Surgeries and Diagnostics.
-
- Only institute to have more than 65 International and 100 National publications.
-
- Only institute to have internationally trained faculty.
-

1.3 Mode of Data collection

“Tool or mode of Data collection was Face to face interviewing (**Paper-and-pencil personal interviewing (PAPI)**) of the Authorities/Heads of the various departments such as Finance Department, HR Department, Technical Department, Quality Department. Also, Data collection about the functioning, limitations of working of the various Departments was done through Observational and Exploratory learning of the Departments in the entire duration of the Summer Internship. Interaction with the Employees/Staff of the organization and evaluation of their working culture provided with more knowledge of their work, limitations and suggestions that can improve their Quality of Work.”

Tool used:- Questionnaire(Department-wise/Program wise Questionnaire)

2. DEPARTMENTAL INFORMATION

2.1 HR Department

“Human resource management in RG Stone Functions by Application of management principles to management of people in an organization. HRM here includes various management functions like recruitment, wage/ salary administration, labor welfare, promotions. It also includes labor budget and forecasting. Human Resource Management also functions by bringing people in the organization together so that the goals of each are met. This means focused human resources planning, recruitment, selection, placement, performance appraisal, compensation administration, incentives, employee benefits, social security, industrial, employee grievances, collective bargaining, personnel records and many other fields directly

or indirectly handled by the HR department. Overall the HR practices are Fairly good in RG stone Hospital.”

“Total number of personnel in RG Stone Faculty (2015-2017)

Male: 629

Female: 371

Total: 1000

It indicates that are more number of male members within the hospital as staff and less number of females.

- There is Grievance Redressal Mechanism for Gender related issues and all the academic matters with in the Hospital
- Women special facilities include Women security arrangements and Public Conveniences for women with in the hospital.”

2.2 Technical Department

“The technical department functions by managing the clinical software and related processes that serve the onsite hospital departments. Information about wards, ICU, operating rooms, labor & delivery, and usually the emergency department is maintained by this department. Also, Inpatient Billing, Inpatient registration, Health Information Management (HIM). Clinical orders and Inpatient lab results, Software to support pharmacy system all comes under Technical Department. Controlled access to medical records is only authorized to the Technical Department and some other higher authorities who can access them. All the patient records are kept Confidential by this Department.”

According to the information collected from Technical Department As per Annexure A it was seen that

- RG Stone is involved in Training and educating their Employees according to the requirement. They also actively Participate and organize Healthcare Awareness Campaigns.
- Their area of Providing Operations and services is restricted To Urban Area.
- RG Stone Hospital has its branches On a National level, the Areas that it covers Includes Delhi, Haryana, Maharashtra, Tamil Nadu, Goa, West Bengal, Uttarakhand.
- They have a Consultation Process for their Employees as well as their Customers.
- Hospital is working under their own Governing Board who run the work of organization, they have no Membership Program with any Partner organization, Service Providers or Individual Members.

- There are 5 members in the Governing Board of the Hospital who are Highly Educated and Qualified. These include Dr. Bhim sen Bansal, Dr. Manish Bansal, Mr. Harish Bansal, Mr. K.K Iyer, and Mr. S.K. Khanna.

2.3 Finance Department

“Finance Department is responsible for management of Hospital’s cashflow. It is involved in making all the strategic Decisions. The functioning of the all the other departments is linked with the finance Departments as it generates Funds for all the Requirements of the Hospital. The finance department works with managers of other departments to prepare the organization’s budgets and forecasts, and to report back on the progress against these throughout the year. This information is used to plan staffing levels, asset purchases and expansions and cash needs, before they become necessary.”

“As per the information gathered from finance department (Annexure A) Revenue and Expenditure of the three years is

	Revenue	Expenditure
2014-2015	1150626440	1172883008
2015-2016	1254742987	1277353898
2016-2017	1227944663	1303543270

The statistics clearly indicates that the Revenue Has always remained less than the expenditure occurred consecutively in all the three years. Also, there is no source of funding from Government agencies, Donations, special events, Membership Fees. All the funds to the Hospital come from the revenue earned.”

2.4 Factors affecting functioning of Department

- “Structure of Department-The organization structure of the HR department in the hospital should comprise of the Director as head, HR manager, Assistant Managers and a number of HR executives looking after recruitment; training; safety, security, general administration, labor, vigilance, government regulations and legal issues.

The HR department needs to be an integral part of the top management of these health care facilities so that HRM inputs and support for attaining the mission and vision of the organization are available at the highest levels.

- Economics- Economics affects the functioning of the departments too. As observed from the financial Data that the expenditure occurred consecutively in the past three years by the hospital exceeds than the revenue occurred. So economy is big factor that is affecting the Functioning the various departments
- Size of the staff-There is requirement of more number of skilled workforce (Doctors, Specialist) as the patients seems to complain about waiting time in every procedure.
- Coordination-The organization needs greater coordination among Departments to work effectively for the attainment of their goal.”

2.5 Learning, Limitations and suggestions

“It was a great learning experience as it unfolded the knowledge of functioning of different departments within the Hospital. Limitation of the study was there was less cooperation among the staff to share the data about their functioning and even the patients showed less interest in answering the questions for the survey.

Suggestion for RG Stone Hospital from my side is to empower the strength of women in their faculty members so that they will equally involve & participate in the organization. and also, there must be recruitment of more skilled staff so that every work can be processed easily.”

PROJECT REPORT

A Study of patient satisfaction towards outpatient department services (OPD) at RG Stone Urology and laparoscopy hospital.

3.1 Objective and Scope of Methodology

Research Objectives:

- To assess patient satisfaction with services provided in the hospital.
- To find out different problems faced by patients when they had attended OPD services

3.2 Introduction

“Health care quality is a Global issue. Patient satisfaction is one of the important goals of any health system. Outpatient department in any hospital is considered to be shop window of the hospital. Patient satisfaction is an important parameter for assessing the quality of patient care services. Satisfaction is defined as patient’s emotional feelings about a specific consumption experience. Patient satisfaction depends on many factors such as quality of clinical services provided, availability of various medicines, behavior of the doctor and other health staff. The quality of services in health means an inexpensive type of services with minimum side effects that can cure or relieve the health problems of patients. For a health care organization to be successful monitoring patients perception is a simple but important strategy to assess and improve their health performance.”

3.3 Materials and Methods

“Materials and Methods: This study was carried out in the outpatient department of RG Stone Urology and Laparoscopy Hospital at New Delhi. A Pre-Structured Feedback form was given to the patients at the end of their outpatient visit. A total of 120 patients were selected by random sampling in a span of 2 months from 3rd April to 2nd June and interviewed using feedback form after their OPD visit. The items in the questionnaire referred to the particulars of the patient such as Name of the patient, concerned doctor for the treatment, services particulars such as Telephone, enquiry, registration, waiting time, laboratory, x-ray, uroflowmetry, and ultrasound. Courtesy and behavior particulars of consultant, nurses, technicians, other staff. Hospital services particulars such as housekeeping and security. There was also a recommendation section which included the problems and needs of the patients. The feedback included choice such as excellent, good, average and needs improvement and 5-minute time slot spent for each patient. Patients were told that the purpose of the study is to assess the patient satisfaction of the services provided by the hospital so as to bring about further improvement in the services.”

“The data collected was analyzed by applying appropriate statistical test.”

Scaling of responses: 4-Excellent, 3-Good, 2-Average, 1-Needs improvement

3.4 Research Methodology

“Study design: Descriptive & cross-sectional study

Sampling technique: Convenient sampling

Sample size: 120 patients, covering OPDs of all consultants

Place of study: RG Stone Urology and Laparoscopy Hospital, New Delhi

Duration of study: April-June 2017

Primary Data source: Structured Questionnaire & Interview

Data analysis: Using MS Excel 2013”

3.5 Findings of the study-

For analyzing the data, the average of the various OPD services was calculated to find the percentage of each service

Average for the services-

	Telephone	Enquiry	Registration	Waiting time for consultation
Average	3.725	3.5333333	3.458333	4

Table No. 1

On x axis of the graphs- Services are taken

On y Axis- scale 1-5 of the facilities is taken

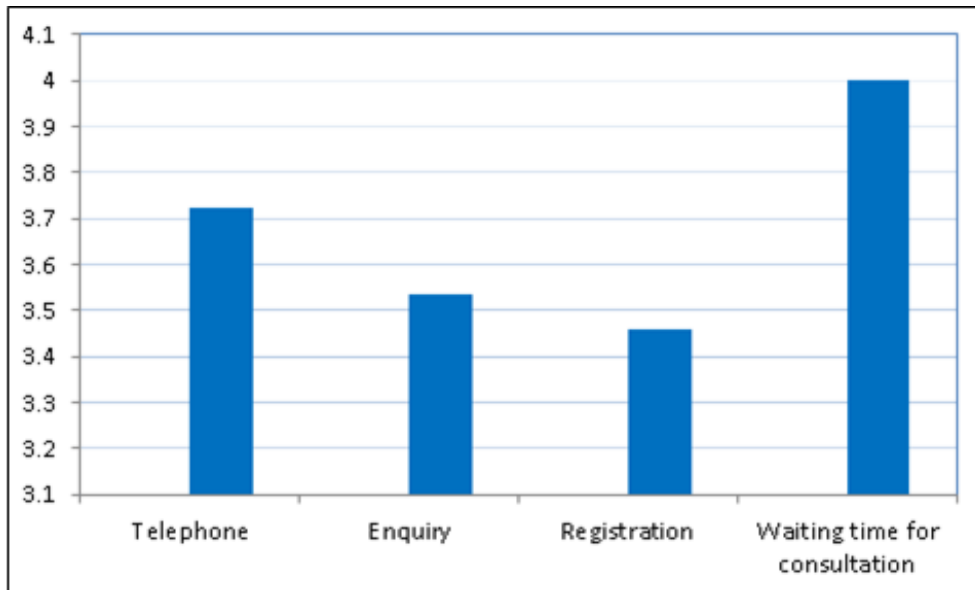


Figure No. 1

	Laboratory	X-ray	Ultra Sound	Uroflow-metry	Patient co-ordination
Average	3.175	3.042105	3.084211	3.084211	3.147368

Table No. - 2

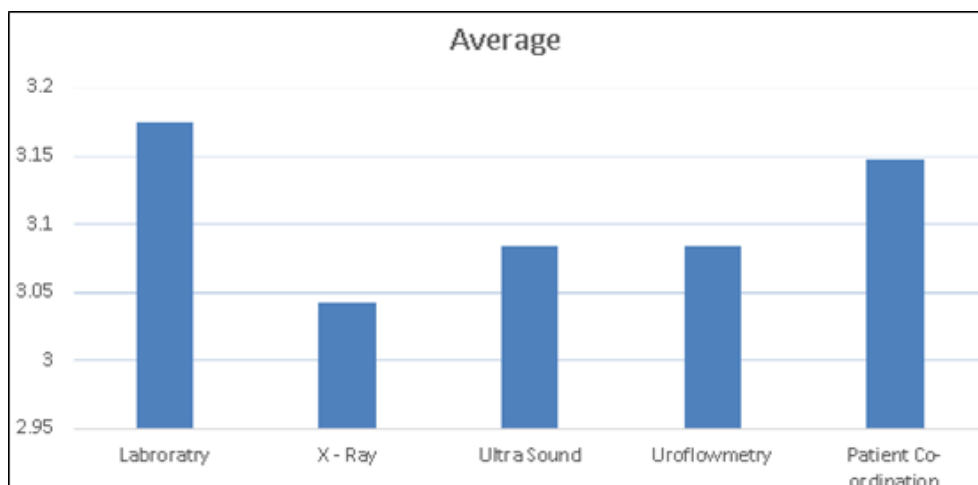


Figure No. -2

Average for courtesy and behavior services-

	Receptionist	Nurse	Consultant/ Doctor	Technician	Other Staff
Average	3.242105	3.210526	3.212766	3.136842	3.189474

Table No.- 3

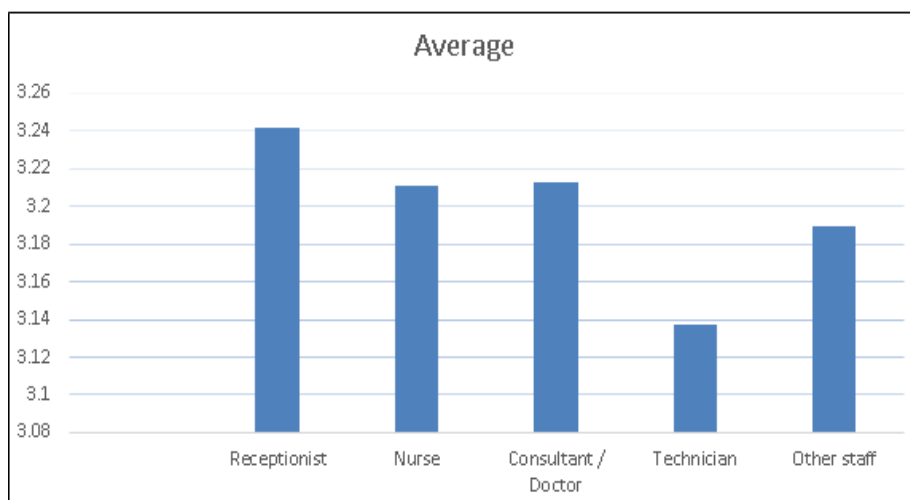


Figure No.-3

Average calculation for Hospital facilities-

	Housekeeping	Security
Average	3.210526	3.2

Table No. - 4

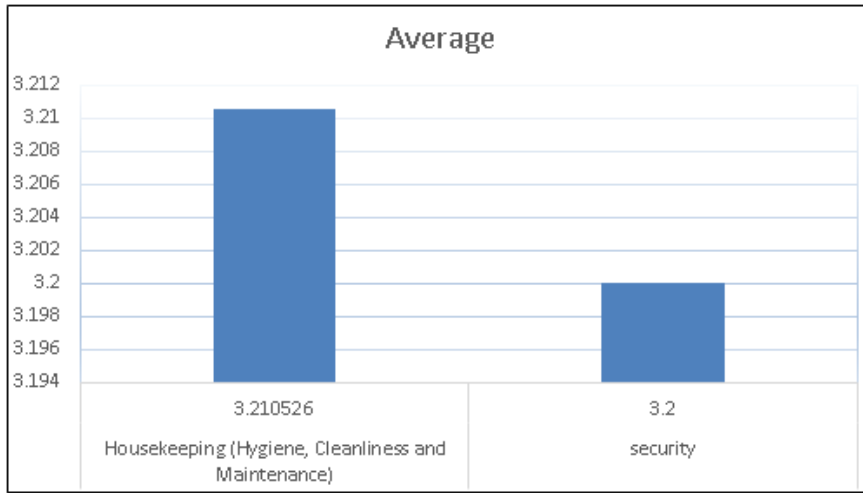


Figure No.-4

The percentage of each service was calculated separately as shown in this graph-

	Services	Courtesy and Behavior	Hospital facilities
RG Stone facilities	84%	79.95%	80%

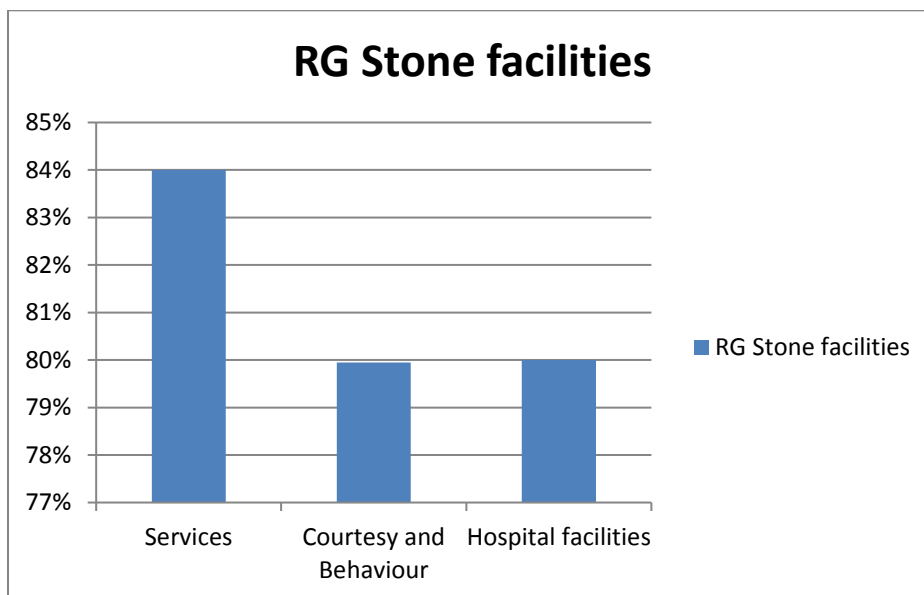


Figure No- 5

After taking the averages of all the services of the OPD, the net average of services was calculated –

Calculation

Total Average of OPD Feedback Form= 3.290

= $3.29/4 \times 100 = 82.25$

The present study was an attempt to assess the level of satisfaction of the patients about various aspects of health care in the hospital. The overall patient satisfaction rate in the study was rate in the study was 82.25%. When enquired regarding the different services provided by the hospital, it was observed that 84% of the people were satisfied with the quality of services which included telephone, enquiry, registration, waiting time, laboratory, x-ray, ultrasound, uroflowmetry. The level of satisfaction for courtesy and behavior of staff, nurses, and doctors was found to be 79.95% and among the hospital services such as hygiene and security facilities the level of satisfaction was found to be 80%

On enquiry regarding suggestions for improvement and problems faced by the patients they faced dissatisfaction regarding the waiting time. Majority of the patients recommended that there should be less waiting time for the patients who come up with emergency need of treatment. Also patients seemed dissatisfied with the adequate number of nurses for carrying out different services in the hospital. They need to wait for different procedures being conducted. The next factor of dissatisfaction was the behavior of nurses and receptionist; patients suggested that there need to be more generosity among the staff attending the patients. High cost of the facilities and medicines was also a concern factor for patients.

3.6 Recommendations and Conclusions

Recommendations

- To raise level of patient satisfaction there should be training and orientation of staff after regular intervals
- Basic health care material should be made easily available to the patients at subsidized rate.

- There should be continuous Up Gradation Of services to make the patients more comfortable.

Conclusion

“Patient feedback is important as continuous quality improvement is linked to the use of timely and useful feedback from the patients. It was seen that the satisfaction level of the patients with the services delivered by the hospital was good on most of the parameters. Some difficulties were faced by the patients in respect of availability of medicines and other facilities at subsidized rates delay in reports and behavior of the staff.”

ANNEXURE

Departmental Information:

1. BACK GROUND INFORMATION

I. Full Name of the Organization:

II. Complete Postal Address with Fax No./ Email ID/Contact No/ Website Address:

III. Year of Establishment:

IV. Type of Organization:

Central Organization State Organization Deemed Organization
Private Organization National Importance Institute

V. Particulars of the Departmental Officer Completing this Questionnaire

Name:

Designation:

Department:

Work Address:

Email ID:

Mobile:

2. HUMAN RESOURCES

2.1 Total Number of Personnel in RG STONE HOSPITAL Faculty:

PROGRAM- wise / DEPARTMENT -wise (Please use extra sheets)

Department-wise / Program wise	RG STONE HOSPITAL Faculty (2015-2017)	
	M	F
Total		

3. FINANCIAL

3.1 Income/ Expenditure

Total Income received / Expenditure during last 3 years:

	2013-14	2014-15	2015-2016
Income Received			
Expenditure incurred			

***Data Source: Finance Report from RG Stone Hospital**

3.2 What are the sources of funding for your organization? Please indicate the percentage breakdown as Appropriate:

Government or public agencies (e.g., grants, fees, project) _____ %

Donations & gifts (individuals, corporations) _____ %

Special events (net of expenses) _____ %

Membership fees _____ %

Other sources (including endowment, interest) _____ %

4. TECHNICAL DEPARTMENT

4.1 Please tick on the categories in which your organization is working

Education / Training	☐	Complaint handling	☐
Class Action / Litigation	☐	Advocacy	☐
Awareness Campaigning	☐	Information Dissemination	☐
Others.....	☐		

4.2 Please tick Area of your operation:

Rural	☐	Urban	☐	Both	☐
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4.3 Please tick on the territory of your operation:

District Wise	☐	State-wise	☐	National	☐	International	☐
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4.4 Please specify Name of District/State/Countries Covered.....

4.5 Does your organization participate in Consultation Process: Yes No

4.6 Number of Members in your Governing Board

Information of Members in RG STONE HOSPITAL			
Name	Educational Qualification	Experience	Duration

5. Do you have a grievance redressal mechanism for :

a) Gender Related Issues

Y

N

b) Academic Matters

Y

N

6. Mention women specific facilities in the Organization.

a) Public Conveniences / Washroom

Y

N

b) Common / Recreation Room

Y

N

c) Day Care Centres

Y

N

d) Women Security Arrangements

Y

N

OPD Feedback Form

Dear Sir/Ma'am.

The **R G Group of Hospitals** strives to deliver "Personal Care" We appreciate the time taken to complete this form and truly value your suggestions that we hope will enable us to provide the highest patient care.

Name of Patient: _____

Contact No./E-mail ID: _____

Date: _____

Consultant Name: _____

Room No.: _____

UHID No.: _____

Description

Rating

Excellent

Good

Average

Needs Improvement

a) Services

- Telephone
- Enquiry
- Registration
- Waiting Time for Consultation
- Quality of Service

- Laboratory
- X-Ray
- Ultrasound
- Uroflowmetry

- Patient Co-ordination

b) Courtesy & Behaviour

- Receptionist
- Nurses
- Consultant/Doctor
- Technician
- Other Staff _____

c) Hospital Facilities

- Housekeeping (Hygiene, Cleanliness and Maintenance)
- Security

d) How would you rate the overall

Comments

Please give

Special Recognition:

Incase you feel that any of our staff served you exceptionally well, please help us in recognizing them _____

Thanks for your valuable feedback