

Customer Relationship Management at Apollomedics Hospitals, Lucknow: A Study

**Presented by
Anubhav Singh
1681**

MBA- Hospital and Health Management (Hospital)

**Under the Guidance of
Dr Nutan Jain, Professor**



BACKGROUND

Customer Relationship Management refers to a strategic system integrating people, processes, and technology to enhance the quality of patient interactions, engagement, and loyalty.

In the context of healthcare, especially private hospitals like Apollomedics Super Specialty Hospitals, CRM is implemented to improve patient satisfaction, streamline service delivery, and establish lasting patient-provider relationships.

Hospitals operate in a highly competitive environment where patient expectations are increasing, and loyalty is influenced by service efficiency and personalized communication.

CRM systems offer a solution by maintaining detailed patient histories, automating appointment processes, managing feedback, and providing analytical insights to improve service quality.



Research Questions and Objectives

- What is customer relationship management policy, guidelines, strategies and processes at Apollomedics Hospital?
- What is the role of CRM in service delivery and its effect on patients?
- *To review the customer relationship management policy, guidelines, strategies and processes at Apollomedics Hospital*
- *To study the role of CRM in OPD service delivery at Apollomedics Hospital.*
- *To identify enabling and hindering factors contributing to CRM implementation*



REVIEW OF LITERATURE

Title of the study & Year	Authors	Objectives	Methodology (Location, Sampling, Sample size)	Key Results	References
Effectiveness Of Customer Relationship Management In Healthcare Industry: A Study In Coimbatore (2025)	Gunaseelaprabhu & Umamaheswaran	To evaluate the effectiveness of CRM in the healthcare industry in Coimbatore	Location: Coimbatore, India Sampling: Not specified Sample Size: Not specified	CRM practices have a significant impact on patient satisfaction and loyalty.	Metallurgical and Materials Engineering. 2025 May 7:823-33
Customer relationship management in healthcare: strategies for adoption in a public health system (2024)	Sharma VK, Sharma V, Kumar D	To explore strategies for CRM adoption in public healthcare systems	Location: India Sampling: Not specified Sample Size: Not specified	CRM adoption is influenced by internal readiness and perceived benefits; strategies must align with organizational capabilities.	Journal of Marketing Theory and Practice. 2024 Sep 1:1–26

Title of the study & Year	Authors	Objectives	Methodology (Location, Sampling, Sample size)	Key Results	References
The Influence of Service Quality, Customer Relationship Management (CRM), and Image on Patient Satisfaction and Service Marketing Performance at a Type B Private Hospital in Makassar (2024)	Amuddin M, Damis H	To analyze the effect of service quality, CRM, and image on patient satisfaction and marketing performance	Location: Makassar, Indonesia Sampling: Not specified Sample Size: Not specified	CRM and service quality positively influence patient satisfaction and service marketing performance.	Revista de Gestão Social e Ambiental. 2024;18(7):1–20
Customer relationship management and patient satisfaction and loyalty in selected hospitals in Ghana (2021)	Abekah-Nkrumah G, Yaa Antwi M, Braimah SM, Ofori CG	To examine CRM practices and their influence on patient satisfaction and loyalty	Location: Ghana Sampling: Stratified random sampling Sample Size: 800 patients	CRM significantly impacts patient satisfaction and loyalty in Ghanaian hospitals	Int J Pharm Healthc Mark. 2021 Jun 9;15(2):251–68
Healthcare facilities website and their impact on customer satisfaction from the perspective of CRM (2019)	Budiman A, Bačík R, Fedorko R, Ivanková V, Turáková A, Kovaľová E	To examine how hospital websites influence customer satisfaction from a CRM perspective	Location: Not specified Sampling: Not specified Sample Size: Not specified	Effective websites enhance CRM outcomes and improve patient satisfaction.	Polish Journal of Management Studies. 2019;19

Title of the study & Year	Authors	Objectives	Methodology (Location, Sampling, Sample size)	Key Results	References
The impact of CRM on organizational productivity, customer trust and satisfaction using SEM: A study in Iranian hospitals (2017)	Yaghoubi M, Asgari H, Javadi M	To assess CRM's impact on productivity, trust, and satisfaction using SEM	Location: Iran Sampling: Stratified sampling Sample Size: 384 hospital clients.	CRM positively affects productivity, trust, and satisfaction in hospitals.	J Educ Health Promot. 2017 Jan 1;6(1):6
Examining the patient's satisfaction from Hospital Service Quality using the CRM Model (2015)	Hosseini MH, Meymand MM, Heidarvand S	To evaluate hospital service quality and its relation to CRM-based patient satisfaction	Location: Iran Sampling: Not specified Sample Size: Not specified	CRM improves patient perceptions of service quality and satisfaction.	J Entrep Bus Econ. 2015 Dec 30;3(2):16–40
The relationship between CRM usage, customer satisfaction, and revenue (2015)	Simmons RL	To investigate the relationship between CRM usage and performance outcomes	Location: USA Sampling: Not specified Sample Size: Not specified	CRM usage correlates positively with customer satisfaction and hospital	Walden University Dissertation, 2015

Title of the study & Year	Authors	Objectives	Methodology (Location, Sampling, Sample size)	Key Results	References
The effect of CRM on Customer Satisfaction with Health Facilities in Tanzania (2015)	Chigwala J	To analyse CRM's effect on satisfaction in Tanzanian health facilities	Location: Tanzania Sampling: Not specified Sample Size: Not specified	CRM has a strong positive effect on patient satisfaction.	Doctoral Dissertation, Open University of Tanzania
Evaluating customer relationship dynamics in healthcare sector through indoor patients' judgement (2011)	Chahal H, Kumari N	To study patient perceptions on CRM and service quality	Location: India Sampling: Not specified Sample Size: Not specified	CRM influences indoor patient satisfaction and perception of service quality.	Management Research Review. 2011 May 24;34(6):626–48

Methodology

The study is descriptive in nature.

Study area: Apollomedics Super Specialty Hospitals, Lucknow

Duration of Study: March -May2025

Study Population: OPD patients registered during March-April 2025 aged 18 years and above for e survey

Sampling: Convenience sampling

Sample Size: Appx 1100 patients registered for availing OPD services

10% + 4% (mobile number may not be functional) = 14% means 150 patients were approached 150 patients for e-survey

Responded 80 patients (response rate 53%)



Methodology

Step 1: Review of CRM Policy, Guidelines, and Strategies

To understand how CRM operates within outpatient services at Apollomedics
Analysed by thematic areas of the CRM emerged from the documents.

Policy Documents:

- Customer Relationship Management Policy
- OPD Registration and Appointment Management Policy)
- CRM-based Communication Policy
- CRM Feedback and Complaint Handling Policy
- Patient Privacy and Data Security Policy



Methodology

Guidelines:

- Appointment Booking Protocols via CRM
- OPD Registration and Data Entry Guidelines
- CRM Follow-Up and Reminder Protocols
- Complaint and Grievance Redressal Guidelines
- Feedback Collection SOP

Strategy documents:

- Digital Strategy for OPD Management
- Multi-channel Patient Engagement Strategy
- CRM Analytics and Dashboard Utilization Strategy
- Patient-Centered CRM Optimization Plan
- CRM Training and Staff Onboarding Strategy



Methodology

Step 2: CRM Process mapping of OPD patient journey (very first step to the last steps). A typical process was mapped and shown in flow diagram.

Step 3: Planning, designing, conducting and analysing a short patient satisfaction (with 18 years above patients who have visited within the three months March-May 2025 period, and are not employees of the hospital) online survey.

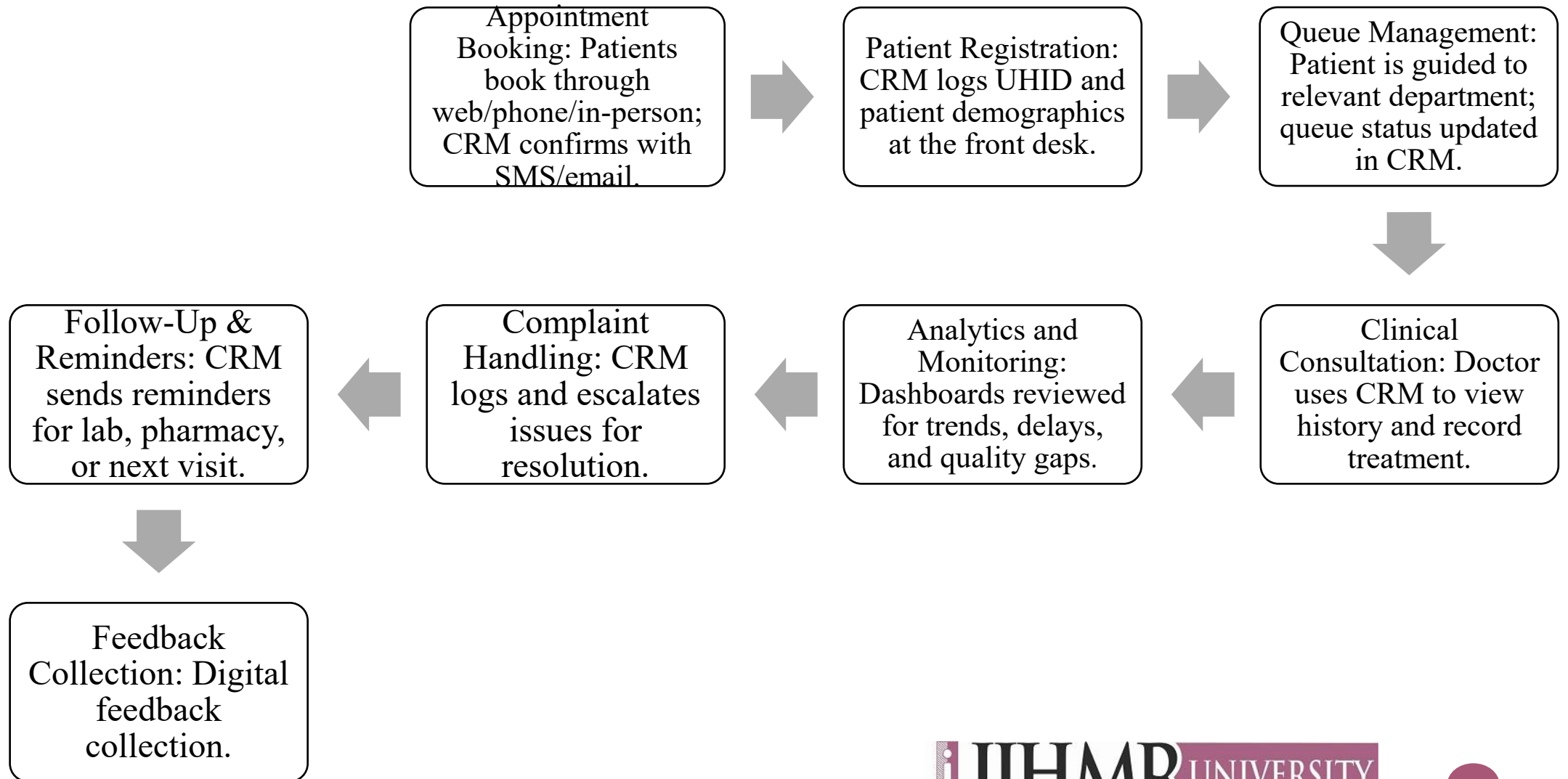
- *Rating scale: Strongly disagree, Disagree, Neutral, Agree, Strongly Agree*
- e survey data was analysed using descriptive statistics. Each CRM service component was analysed based on patient ratings from 1 to 5, allowing the identification of strengths and gaps in service delivery.
- Referring to the results, a discussion was held with the CRM team members to find the hindering factors.

Results

Key points from the review of documents

- The **CRM Policy** at Apollomedics Hospital promotes timely, efficient, and patient-centered engagement throughout the OPD journey using digital tools.
- Digital appointment booking and registration protocols** are mandated to reduce manual errors and improve service efficiency.
- Automated communication systems** (SMS, email, WhatsApp) are used for appointment confirmations, test result alerts, and follow-up reminders.
- The hospital follows a structured **feedback and grievance redressal mechanism** integrated into the CRM system to resolve patient concerns efficiently.
- Patient data privacy and confidentiality** are ensured through secure CRM usage and access restrictions.
- Standard operating procedures (SOPs)** are in place for appointment handling, demographic data entry, reminders, complaint logging, and feedback collection.
- The **multi-channel patient engagement strategy** supports real-time communication to minimize missed appointments and enhance satisfaction.
- CRM dashboards and analytics tools** are used by managers to monitor OPD trends, waiting times, and feedback scores for decision-making.
- A dedicated **training and onboarding strategy** ensures that front-line staff are regularly trained in CRM functions and service quality protocols.

CRM Process Flow



Percent distribution of respondents by their response on patient satisfaction by CRM services

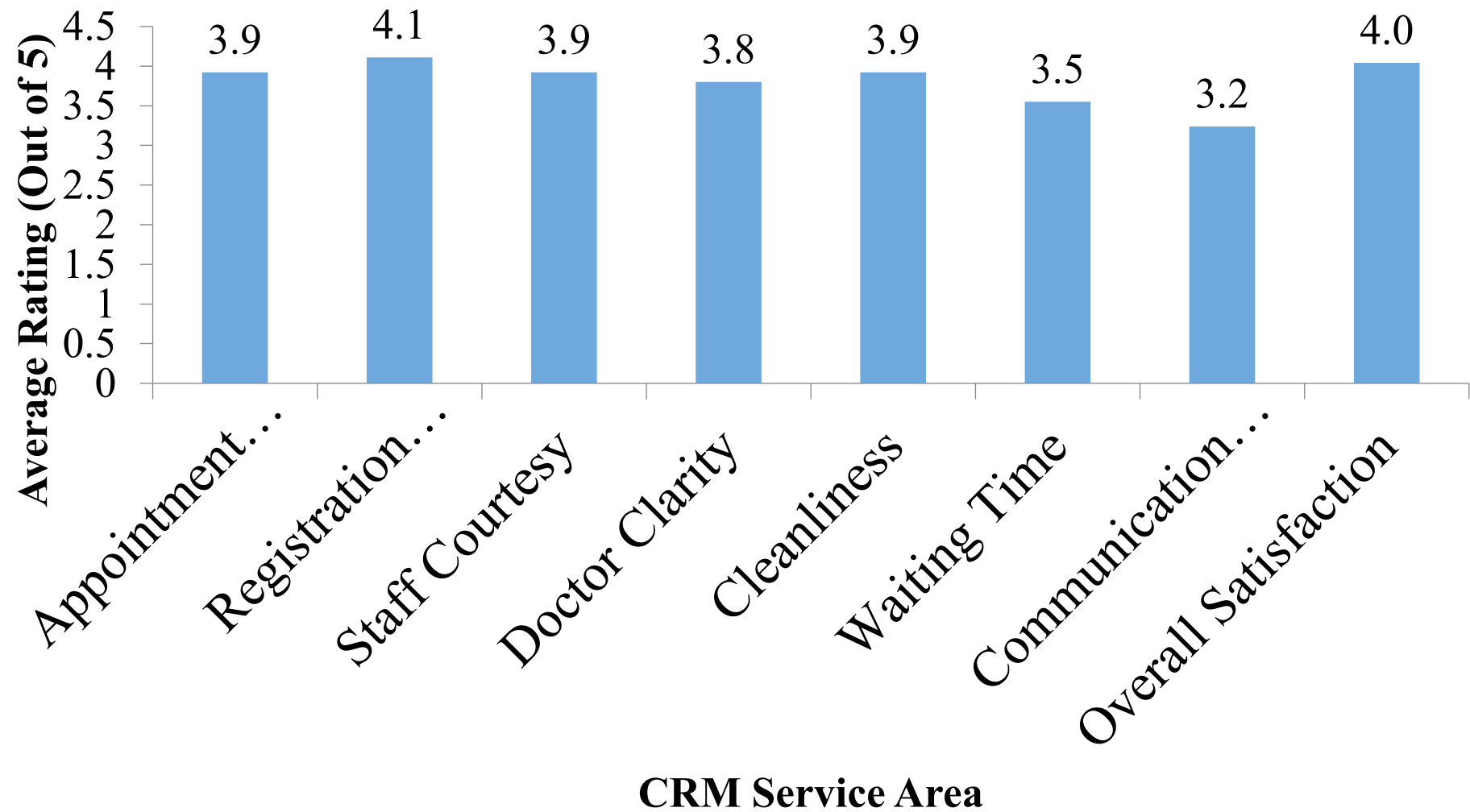
CRM Service	Disagree	Neutral	Agree	Strongly Agree
Appointment Booking Ease (n=80)	0	31 (39%)	24 (30%)	25 (31%)
Registration quickness (n=70)	0	20 (29%)	21 (30%)	29 (41%)
Staff courtesy (n=80)	0	31 (39%)	24 (30%)	25 (31%)
Doctor clarity (n=80)	0	35 (44%)	26 (32%)	19 (24%)
Cleanliness (n=80)	0	27 (34%)	32 (40%)	21 (26%)
Waiting time satisfaction(n=80)	17 (21%)	20 (29%)	25 (31%)	18 (22%)
Communication quality (n=80)	26 (32%)	24 (30%)	15 (19%)	15 (19%)
Overall satisfaction (n=80)	0	29 (36%)	19 (24%)	32 (40%)

RESULTS

- The results show that there was almost gender balance in the respondents as 56 per cent were men patients. Nearly one-fourth of the patients fall in each age group of the young adults (18-25 years) and adults (26-35 years). About 35 per cent cases fall in 36-50 age group followed by 18 percent were above the age of 50 years. Average age of the respondents was found to be 36-37 years.
- Highest satisfaction was observed with 'Registration Quickness', as 71% of patients responded in affirmative, followed by cleanliness (66%), Staff Courtesy, Cleanliness and Appointment Booking (61% each). Overall, most of the patients (64%) expressed satisfaction with their outpatient experience, as indicated by their responses in the Overall Satisfaction category.



Average patient satisfaction ratings by CRM services



HINDERING FACTORS

- **Patient Registration:** Manual registration or repetitive data entry causes delays, especially for returning patients.
- **Real-Time Queue Management:** Patients frequently complain about unanticipated delays or lack of updates while waiting.
- **Patient Communication:** Communication gaps between the hospital and patients regarding reports, rescheduling, and billing are common.
- **Structured Feedback Collection:** Feedback is not always collected in a consistent or timely manner.
- **Follow-Up and Review Coordination:** Patients often miss follow-up dates due to lack of reminders.
- **Complaint and Grievance Management:** Patients lack a formal channel to report service concerns during OPD visits.
- **Integration with Diagnostic and Billing Services:** Patients require guidance after consultations for tests and billing, often resulting in confusion or delay.
- **Data Analytics and Performance Insights:** Managers lack real-time visibility into OPD trends, such as peak hours, patient dropouts, or feedback scores.
- **Training and Compliance Monitoring:** Inconsistent CRM usage by staff members affects the quality of data and service standardization.



Conclusion and Recommendations

- Strengthen CRM Communication Features
- Implement Smart Queue and Waiting Time Systems
- Enhance Feedback Capture and Utilization
- Continuous CRM Training for Staff
- Expand CRM Integration Scope

Implications for Hospital Administrators

- Real-time CRM dashboards can help track patient flow, waiting times, and service feedback for continuous improvement.
- Investing in queue management and automated response systems can directly impact satisfaction metrics.

Implications for IT and Operations Teams

- CRM software should be upgraded to include multilingual communication, AI-based reminders, and analytics for demand forecasting.
- Integration with Electronic Medical Records (EMR), billing, pharmacy, and diagnostics is essential for seamless patient experience.

Implications for Quality & Training Teams

- Patient feedback through CRM must be regularly reviewed and used as a metric in performance evaluations.
- CRM training should be part of regular capacity building for front-line staff to ensure consistent service delivery.



THANK YOU

