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A study of customer relationship management in a selected hospital for health checkup: Research article

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Abstract

The Hospital where the study was conducted is a quaternary healthcare centre – an IHH Healthcare Group Company – is a leading integrated healthcare services provider in India. It is one of the largest healthcare organizations in the country with 36 healthcare facilities (including projects under development), 4000 operational beds and over 400 diagnostics centers (including JVs). The objectives of the study are to check the various Health Checkup packages offered by a corporate hospital, to know the profile, pattern and repetition of the customers, to determine the factors affecting the relationship between the customers and hospital. This study will provide an insight into the hospital and steps being taken by them to improve their relationship with their guests/customers. From the study, one can infer the CRM strategy adopted by the hospital to attain customer retention, customer satisfaction and in turn, building brand image in the minds of the customers. The study is exploratory in nature. It is designed to identify the CRM which is used by the hospital and to study the importance of its while giving the health check up to the patients in a selected hospital.

Keywords: Chhani, consumption, fuel-wood, households, Lanchaan

Introduction

“The most valuable asset of any business is its customer”

Customer Relationship Management (CRM) in a very broad way can be defined as the efforts made towards creating, developing and maintaining a healthy and long-lasting relationship with the customers using technology.

“Successful CRM is about competing in the relationship dimension. Not as an alternative to having a competitive product or reasonable price, but as a differentiator. If your competitors are doing the same thing as you are (as they generally are), product and price won’t give you a long-term, sustainable competitive advantage. But if you can get an edge based on how customers feel about your company, it’s a much stickier–sustainable–relationship over the long haul.”

Business people started using the term Customer Relationship Management (CRM) since the early 1990s when the concept of business started to change from being transactional to relational. CRM directly contributes towards customer benefits and the growth of businesses. Customer relationship management (CRM) which has overriding significance for any business is no less significant for hospital services. Hospitals are most important elements in any health care delivery system. The hospital plays important elements in any health care delivery system and also play a major role in maintain and restoring the health of the people. Care of the sick and injured, preventive health care, health research, and training of medical and paramedical staff are general broad functions of a hospital. It involves to the outpatient and inpatient hospital services and many occasions emergency medical services. An important resource in hospital is human resource. This should be particularly emphasized in the content of a hospital since relationship of medical staff plays important role in treating patients- the hospital customers.

Health check is a series of tests to screen each functional area closely to detect even the smallest symptom of major illness. It also helps to identify the reason for minor ailments, which are constant. The five basic Health Check packages, which are as follows:

1. Master Health check
2. Executive Health Check
3. Heart check

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4. Whole Body Check
5. Well Women Check

Normally MHC is altogether a different type of activity hospital when compared to other activities. A prospective patient may undertake some of the tests as required for deciding to be treated as in-patient or out-patient or there is no problem and he/she may be sent out. The projection is altogether different in the sense that a person who undergoes these tests comes to hospital in a planned way with such type of motive behind that he is more conscious about his health and would like to have repeat visits, repeat consultancy and who may be trying to keep his health in a good condition to avoid any future unexpected eventualities. CRM can play a very important role in attracting and retaining the customers.

Hence, the present study is undertaken to find out the profile pattern and repetition of the customers, various health packages offered by hospital and to find out the factors affecting relationship between hospital and patient.

Literature review

A study on "Customer Relationship Management and Hospital Service quality" conducted in Ethiopia. The data used for this study were collected in a survey that was carried out between October and December 2009 at the University of Ilorin Teaching Hospital. The survey was targeted at health workers that have first or direct contact with patients, who are mostly Nurses and Doctors. This is based on the premise that they are in the best position to execute and implement Customer Relationship Management in their Health Organisation. There were 1154 Nurses and Doctors in the Hospital as at the time of conducting this research (Nurses – 687, Doctors - 467). The results of this study have clearly shown that successful implementation of Customer Relationship Management will bring about improve service quality in health organizations. It was also revealed that Personalization, Interactive Management and Relations with Patient are important components of Customer Relationship Management [1].

"Customer Relationship Management (CRM) in Health Care Sector - A Case Study on Master Health Check" conducted in Hyderabad (Andhra Pradesh). The study aims at presenting some of the CRM concepts and elements - formulate CRM strategy to take proactive measures towards customer-centric business in a corporate hospital to improve customer satisfaction by building up better customer relationships leading to increase in revenues. An exploratory research is undertaken to focus on creating a customer Relationship Management strategy for the Master Health Check in the hospital [2].

"A study on customer relationship management in hospitals with reference to Miraj City". The main purpose of this paper is to find out the patients satisfaction in private healthcare. A total of 100 participants were selected randomly those visit private hospitals in Miraj city for healthcare facility. This paper is an attempt to find out inter-relationships between customer's perception and customer satisfaction. This paper reviews and identifies essential service quality that is related with the customer satisfaction in the private hospitals of Miraj city [3].

"Innovative Services and Customer Relationship Management System in Indian Health Care Sector". This paper presented the study being conducted to investigate the

perception of the CRM systems in the private hospitals in the northern part of India as there is a lack of adoption of CRM systems in hospitals. Qualitative research approach that is interview based was adapted in the study. The management of 10 private hospitals in the northern part of India was interviewed. The results revealed no hospital has adopted CRM system. In addition, there is a substantial lack of understanding of the benefits of CRM systems in hospitals. Some hospitals claim that implementation of CRM system is not of their other hospitals indicated their willingness for adoption another issue is the high costs associated with the implementation of CRM systems [4].

"Customer Relationship Management: Emerging Practice, Process, and Discipline". Customer relationship management (CRM) has attracted the expanded attention of practitioners and scholars. More and more companies are adopting customer-centric strategies, programs, tools, and technology for efficient and effective customer relationship management. They are realizing the need for in-depth and integrated customer knowledge in order to build close cooperative and partnering relationships with their customers. The emergence of new channels and technologies is significantly altering how companies interface with their customers, a development bringing about a greater degree of integration between marketing, sales, and customer service functions in organizations. For practitioners, CRM represents an enterprise approach to developing full-knowledge about customer behavior and preferences and to developing programs and strategies that encourage customers to continually enhance their business relationship with the company [5].

"Customer relationship management in healthcare" Cumhuriyet University Faculty of Science. Customer relationship management research is utilized to explain the need for a more patient-oriented support. This paper argues about customer relationship management in healthcare Method: the present article has utilized the valid resources in the subject under study. Conclusion: CRM tools and strategies will be implemented in the marketing and service layer. The healthcare organization should perform reengineering process to adapt their CRM strategy and tool in order to acquire potential customer coming for the service [6].

Methodology

Research Approach

The data collected for the study is by interviewing and giving structured questionnaire to 75 patients who opted for health check up. The investigator did personal observation to check out the activities relating to CRM.

Sources of data

The primary source of data is collected by personal observation, interviewing Guest Relation Manager and by giving questionnaire to the patients. The secondary data is collected by going through the records maintained in the department.

Content validity

The tools were given to some of the experts for the content validity. Based on their suggestion and recommendation restructuring of tool was done.

Duration of the study

The study was conducted for a period of one month.

Sampling and sampling techniques

By using random sampling technique, 75 patients who have opted for health check up were selected for the purpose of the study.

Tools

The tools used for data collection are mainly interview schedule, structured questionnaire. However information is also collected from feedback forms of the hospital. Data is interpreted by using graphs and tables showing the number of respondents and its percentage

Data analysis

The data collected for the study is mainly divided into two parts.

- **Part I:** Contains the data obtained by using the questionnaire which was given to the patients to study the profile, pattern and repetition of the customer.
- **Part II:** Contains the personal observation by the investigator, interviewing Guest Relation Manager and by going through the records maintained in the department to find the factors affecting the relationship between the customers and the hospital.

The different health checkup packages offered by this hospital are

1. Master Health Check Up
 2. Pre-Marital Health Check for Women
 3. Pre-Marital Health Check for Men
 4. Executive Health Check Up
 5. 9. 5. Cardiac Health Check Up
 6. Pre-Employment Health Check
 7. Preventive Health Check for Women
 8. Pediatric Health Check
- Add on Tests (Only on requests)

Table 1: Distribution of sample according to type of health check up packages opted for a period of one month

Type of Package	No. of Respondents	Percentage
Master health check	26	35%
Executive health check	19	25%
Pre-marital health check for women	00	0%
Pre-marital health check for men	0	0%
Cardiac health check	9	12%
Pre-employment health check	14	19%
Preventive health check for women	7	9%
Padiatric health check	0	0%
Total	75	100%

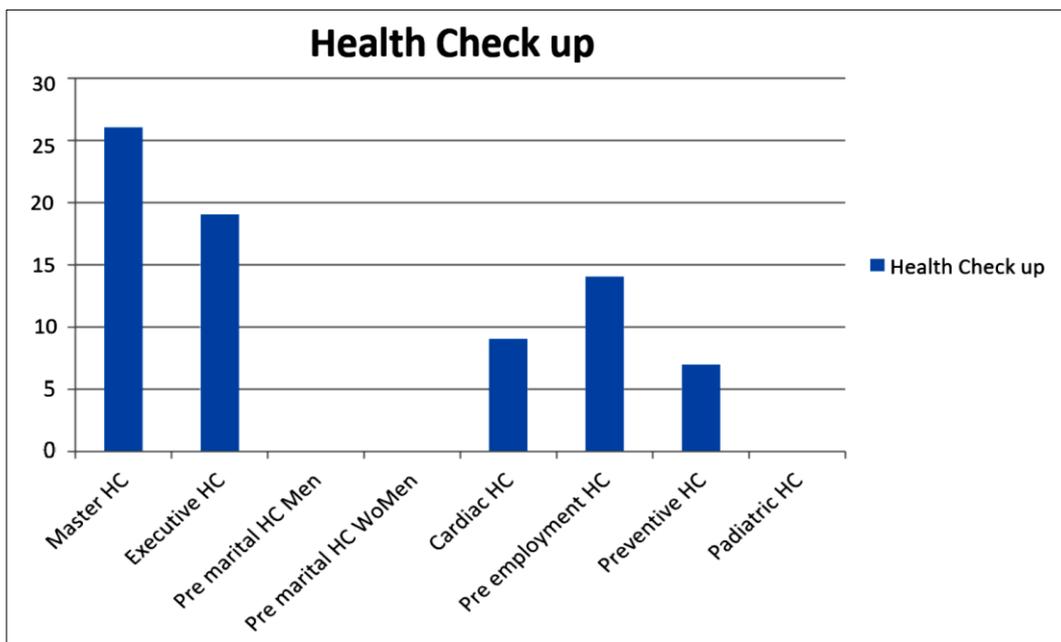


Fig 1: Distribution of sample according to type of health check up packages opted for a period of one month

This part deals with the profile, pattern and repetition of the customers.

Table 2: Distribution of sample according to age

Sl. No	Age	No of Respondents	Percentage
1	Below 20	3	4%
2	21-40	47	63%
3	41-60	19	25%
4	Above 60	6	8%
	Total	75	100%

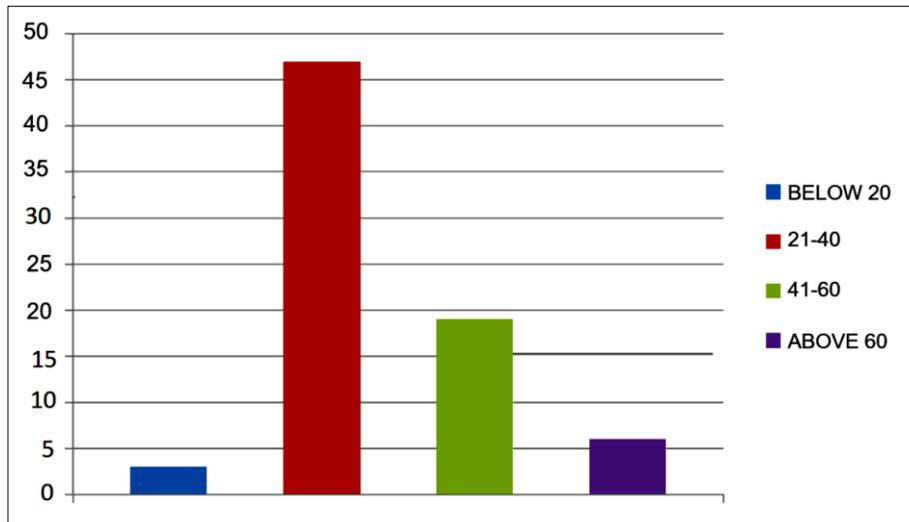


Fig 2: Distribution of sample according to age

The above table 2 and figure 2 shows that 4% of the respondents belong to the age group less than 20yrs, 63% of them belong to age group 21-40yrs, 25% of them belong to age group 41-60 yrs and 8% of them were of them of the age group above 60yrs.

Table 3: Distribution of sample as per gender

SL. No	Gender	No. of Respondents	Percentage
1	Male	51	68%
2	Female	24	32%
	Total	75	100%

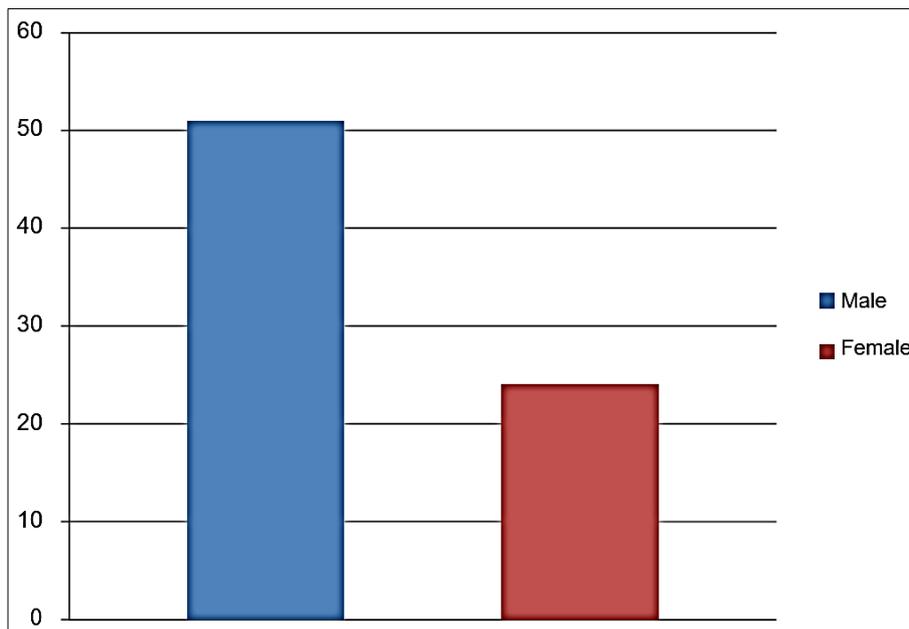


Fig 3: Distribution of sample as per gender

The above table 3 and figure 3 shows that 68% of the respondents were male and 32% of them were female.

Table 4: Distribution of sample according to the type of clients

SL. No	Type of Client	No. of Respondents	Percentage
1	Corporate	41	55%
2	Individual	34	45%
	Total	75	100%

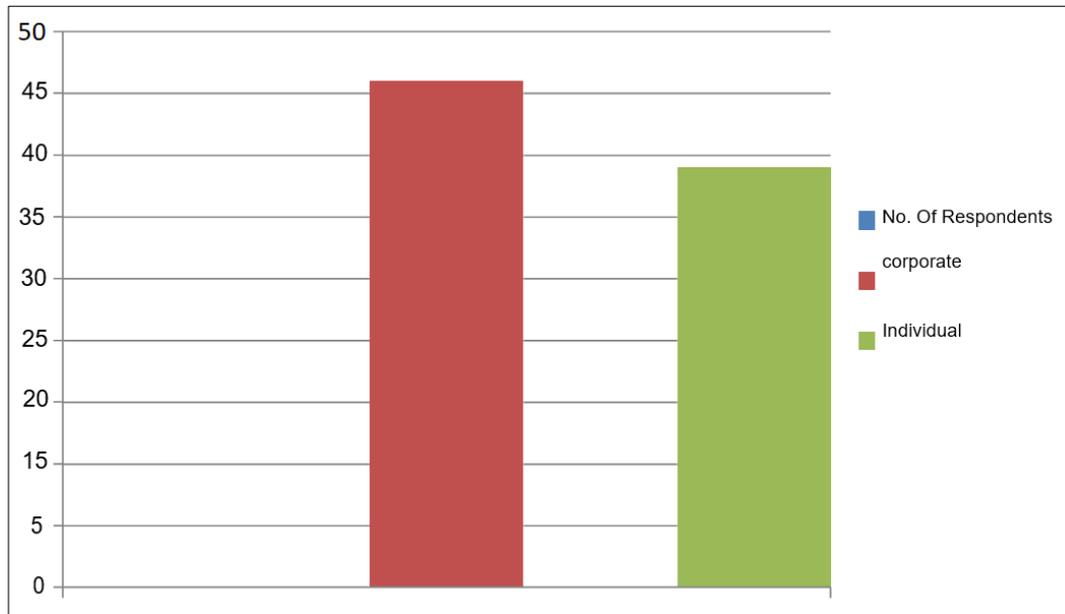


Fig 4: Distribution of sample according to the type of clients

The above table 4 and figure 4 shows that 55% of the respondents were corporate clients and rest were individual clients.

Table 5: Distribution of the sample regarding education level

Sl. No	Education	No. of Respondents	Percentage
1	Primary	2	3%
2	Secondary	10	13%
3	Graduate	47	63%
4	Post Graduate	16	21%
	Total	75	100%

The above table 5 and figure 5 shows that 63% are graduates, 21% are post graduates, and 13% are secondary and 3% of them have primary education.

Table 6: Distribution of the sample according to region

Sl. No	Religion	No. of Respondents	Percentage
1	Hindu	51	68%
2	Muslim	14	19%
3	Christian	10	13%
4	Any Other	0	0%
	Total	75	100%

The above table 6 and figure 6 shows that 68% of the respondents were Hindus, 19% of them were Muslims and 13% of them were Christians

Table 7: Distribution of the sample as per the region they belongs

SL. No	Region	NO. of Respondents	Percentage
1	Within Mohali	61	81%
2	Outside Mohali	14	19%
	Total	75	100%

The above table 7 and figure 7 shows that 81% of the respondents are from Mohali and 19% of them were from

outside Mohali.

Table 8: Distribution of the sample as per occupation

SL. No	Occupation	No. of Respondents	Percentage
1	Government	8	11%
2	Private	52	69%
3	Self Employed	7	9%
4	Any Other	8	11%
	Total	75	100%

The above table 8 and figure 8 shows that 11% of the respondents were from government sector, 69% were from private sector, 9% were self employed and 11% belongs to any other sector

Table 9: Distribution of the sample according to marital status

SL. No	Marital Status	No. of Respondents	Percentage
1	Married	48	64%
2	Unmarried	27	36%
	Total	75	100%

The above table 9 and figure 9 shows that 64% of the respondents were married and rest were unmarried.

Table 10: Response of the sample regarding the order of visit to the hospital

SL. No	Order of Visit	No of Respondents	Percentage
1	New visit	42	56%
2	Revisit	33	44%
	Total	75	100%

The above table 10 and figure 10 shows that 56% of the respondents visited the hospital for the first time and rest 44% revisited

Table 11: Response of the sample regarding the various factors affecting the Relationship between hospital and customer

Criteria	Yes	Percentage	No	Percentage
Satisfaction level	64	85%	11	15%
Problem faced in finding the departments	16	21%	59	79%
Availability of specialist doctors	70	93%	5	7%
Got adequate information about treatment and follow up from doctors	56	75%	19	25%
Problem faced while availing the services	8	11%	67	89%
Feel that Staffs were well coordinated	62	83%	13	17%
Feel good about facilities available in OPD	60	82%	15	18%
Feel that service offered up to expectation	63	84%	22	16%
Waiting time more than 30 mins for consultation	11	15%	64	85%
Feel that hospital and its premises clean and appealing	72	96%	3	4%

The above table 11 and figure 11 shows the response of the patients regarding various aspects, 85% responded were satisfied with the services, 79% responded didn't find any problem while finding the department, 93% responded that, specialist doctors were available whenever needed, 75% responded that, they got adequate information about treatment and follow up from doctors. 89% responded that, they did not face problem while availing the services, 83% felt that staffs were well coordinated, 82% responded that facilities were good at the OPD, 84% responded that services offered was up to their expectation level, 85% responded that they did not have to wait for consultation more than 30 minutes and 85% responded that hospital premises were cleaning and appealing.

Result

The study revealed that hospital is providing eight different type of health check up packages to the customers out of which more customers opted for Master Health Check up package. The health Check up packages which hospital is offering is affordable to the most of the clients it is because the majority of the customers are coming from corporate sector. Although hospital is providing different Health Check up Packages, there are some packages such as pre-marital health check up and pediatric health check, which no customers are opting for. The main reason behind this problem is the lack of awareness regarding the scheme by the public. The hospital is attracting more customers by tie up with several corporate companies and offering the services at lesser amount to those companies. Most of the clients visiting are satisfied with the services provided by hospital. Though there are some problems like increased waiting time during the peak hour, the hospital can minimize those problems by optimum utilization of the existing resources. The guest relation executives in OPD were doing the job very effectively like hosting, orienting and assisting the patients through whole procedure of availing the Health Check up. They were also doing the appointment scheduling for customers. They attend to patient's complaints and see that the patients are satisfied. Feedback Management is also done by the guest relation executives using the feedback form. The executives update the management regarding the suggestions and complaints of the patients. The guest relation executives guide the patients to different departments and coordinate the activities of the various departments.

Conclusion

The study revealed that the hospital is doing very well in building the relationship with customers by giving the services up to their expectations. The CRM strategies used

are effective and help the hospital to retain the customers by satisfying them. These strategies even helped them to attract the new customers. The majorities were satisfied with facilities provided in OPD and were adequate. Majority of the clients would like to revisit the hospital. In future hospital may adopt new strategies to attract customers and hospital can add more health check up packages which are affordable to those customers.

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