

“DENTAL CARE AND CRM”

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Abstract

The project is an attempt to retain the existing customer. The study was made know whether customers are satisfied about Dental Care Hospital at Hubli-Dharwad. However satisfied customers will be the loyal customers. But it has also seen continuous improvement in CRM practices and keep understanding the customer in concurrent else it may not going good for further improvement.

Objective:

1. The study the patient's opinion about illustrations of processes.
2. Cleanliness, Operational facility, individual patient details.
3. To know the awareness about the health care system importance to stakeholders.
4. To elicit constraints involved in health care system practice.

Findings for Doctors

- Doctors take more than 30 minutes per patient at 58%. Lack in schedule/ waiting time management
- Hence doctors attend minimum patients per day [about 51%].
- Patients are given appointment both in Forenoon and Afternoon, not appreciated [57%]
- Lack in communication between [47%] of doctors & patient. Language barrier
- Up to 62% of doctors don't remind the patients about the treatment.
- About 50% of doctors do not participate and conducted awareness program.

Findings for Patients

- New patients visit about 53%, they visited the hospital for first time. Should hospital practice CRM for first time visitors?
- More than 30 minutes waiting time stated by 43.5% of patients for their first consultation. Lack of time management.
- But 81% of patients have been guided properly for further treatment to the concerned department. While 82.5% of patients have been properly guided about their dental problem and treatment.
- About 79.5% of patients are satisfied with the treatment.
- Almost 39.2% of patient's opinion about the politeness of the doctor from whom they have been treated is good. While 36.2% of patient's opinion about the standard of Dental care Hospital in city is good.

Limitation

1. The Research covers a sample size of only 500 was restricted to few Dental care units including respondents Doctors and Patients.
2. Constraints to get information from the organization guide due to their busy schedule.
3. The doctors may give biased opinion.
4. The information and data collected and analyzed is restricted to the researcher's knowledge and ability.

Keywords : CRM, Dental care, Patients, Communication management

HEALTHCARE AND HOSPITAL INDUSTRY

Healthcare industry is a wide and intensive form of services which are related to well being of human beings. Health care is the social sector and it is provided at State level with the help of Central Government. Health care industry covers hospitals, health insurances, medical software, health equipments and pharmacy in it.

Right from the time of Ramayana and Mahabharata, health care was there but with time, Health care sector has changed substantially. With improvement in Medical Science and technology it has gone through considerable change and improved a lot.

The major inputs of health care industries are as listed below:

- I. Hospitals
- II. Medical insurance
- III. Medical software
- IV. Health equipments

Health care service is the combination of tangible and intangible aspect with the intangible aspect dominating the intangible aspect. In fact it can be said to be completely intangible, in that, the services (consultancy) offered by the doctor are completely intangible. The tangible things could include the bed, the décor, etc. Efforts made by hospitals to tangibilize the service offering would be discussed in details in the unique characteristics part of the report.

Overview of health care sector in India:

India's healthcare sector has made impressive strides in recent years. It has transformed to a US\$ 27 billion industry and is surging ahead with an annual growth rate of 13.2% a year. The healthcare industry in India expected to grow in size to Rs 770,000 core by 2022. The healthcare industry employs over four million people, which makes it one of the largest service sectors in the economy of our country.

Healthcare is dependent on the people served; India's huge population of a billion people represents a big opportunity. People are spending more on healthcare. The rise in literacy rate; the higher levels of income; and an increased awareness through the deep penetration of media, has constituted to greater attention being paid to health. India has a very low density of doctors. Infant mortality is amongst the highest in India.

Hospitals in India are running at 80-90% occupancy. Major corporations like the Tatas, Apollo Group, Fortis, Max, Wockhardt, Piramal, Duncan, Ispat, Escorts have made significant investments in setting up state-of-the-art private hospitals in cities like Mumbai, New Delhi, Chennai and Hyderabad.

Good Healthcare in India is in extreme short supply and it is this gap that Corporate are looking to plug. Most users of healthcare prefer private services to government ones. The private Healthcare segment has grown into a formidable industry estimated to be Rs.8,00,000 crores. Using the latest technical equipment and the services of highly skilled medical personnel these hospitals are in a position to provide a variety of general as well as specialists' services.

The Government of India places top priority to healthcare in the national agenda. It is very serious about encouraging indigenous R&D and creation of human capital. This would improve the quality of life of our people, leading to greater socio-economic progress of the country.

Different types of health care services available in India

Hospitals: Pathology Clinics, Blood Banks, Meditation Centres, Emergency services like Ambulances, etc.

Online Medical Services: Telemedicine, Naturopathy, Yoga Centers, Fitness Centers, Laughter Clubs, Health Spas

In the Constitution of India, health is a state subject. Central Govt. intervention to assist the state govt is needed in the areas of control



and eradication of major communicable & non- communicable diseases, policy formulation, international health, medical & Para-medical education along with regulatory measures, drug control and prevention of food adulteration, besides activities concerning the containment of population growth including safe motherhood, child survival and immunization Program. The plan outlay for central sector health programmed in the Annual Plans 1997-98 is Rs.920.20 crore including a foreign aid component of Rs.400 Crore. A major portion of outlay is for the control and eradication of diseases like malaria, blindness being implemented under centrally sponsored schemes.

Another major component of the central sector health programmed is purely Central schemes through which financial assistance is given to institutions engaged in various health related activities. These institutions are responsible for contribution in the field of control of communicable & non-communicable diseases, medical education, training, research and parent -care.

Factors Attracting Corporatism in the Healthcare Sector

Recognition as an industry: In the mid 80's, the healthcare sector was recognized as an industry. Hence it became possible to get long term funding from the Financial Institutions. The government also reduced the import duty on medical equipment's and technology, thus opening up the sector.

Since the National Health Policy (the policy's main objective was 'Health For All' by the Year 2000) was approved in 1983, little has been done to update or amend the policy even as the country changes and the new health problems arise from ecological degradation. The focus has been on epidemiological profile of the medical care and not on comprehensive healthcare.

Socio-Economic Changes: The rise of literacy rate, higher levels of income and increasing awareness through deep penetration of media channels, contributed to greater attention being paid to health. With the rise in the system of nuclear families, it became necessary for regular health check-ups and increase in health expenses for the bread-earner of the family.

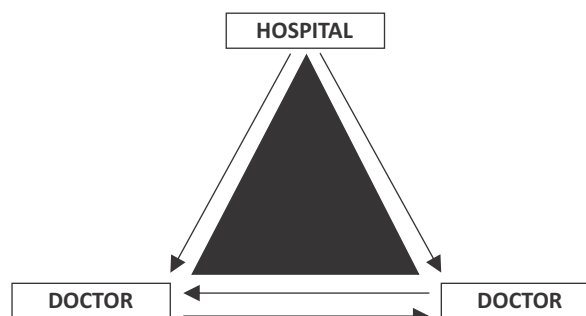
Brand Development : Many family run business houses have set-up charity hospitals. By lending their name to the hospital, they develop a good image in the markets which further improves the brand image of products from their other businesses.

Extension to Related Business: Some pharmaceutical companies like Wockhardt and Max India, have ventured into this sector as it is a direct extension to their line of business.

Opening of the Insurance Sector: In India, approx. 60% of the total health expenditure comes from self paid category as against government's contribution of 25-30 %. A majority of private hospitals are expensive for a normal middle class family. The opening up of the insurance sector to private players is expected to give a shot in the arms of the healthcare industry. Health Insurance will make healthcare affordable to a large number of people. Currently, in India only 2 million people (0.2 % of total population of 1 billion), are covered under Medi claim, whereas in developed nations like USA about 75 % of the total population are covered under some insurance scheme. General Insurance Company, has never aggressively marketed health insurance. Moreover, GIC takes up to 6 months to process a claim and reimburses customers after they have paid for treatment out of their own pockets. This will give a great advantage to private players like Cigna which is planning to launch Smart Cards that can be used in hospitals, patient guidance facilities, travel insurance, etc.

The Consultants, Financiers and Insurance Agencies are to benefit from this boom. The insurers will use PPOs that will grow into HMOs, to assume insurance risks on clients' behalf. Medical Equipments, Medical Software and Hospitals will see the biggest boom.

THE SERVICE MARKETING TRIANGLE:



- ▶ **Company :** Here, the hospital is the company that dreams up an idea of service offering (treatment), which will satisfy the customer's (patient's) expectations (of getting cured).
- ▶ **Customer :** The patient who seeks to get cured is the customer for the hospital as he is the one who avails the service and pays for it.
- ▶ **Provider :** Doctor, the inseparable part of the hospital is the provider, as he is the one who comes in direct contact with the patient. The reputation of the hospital is directly in the hands of the doctor. A satisfied patient is a very important source of word of mouth promotion for the organization.

Methodology

"Customer Relation Management"

The project also includes how to retain the existing customer. The study was made know whether customers are satisfied about of Dental Care. Because satisfied customers will be the loyal customers. It has also seen which things are not going good for further improvement.

Objective:

1. The study the patient's opinion about illustrations of processes.
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RESEARCH METHODOLOGY

The research design is descriptive in nature as the study includes the collection of data through Questionnaire & personnel interview.

Methods of Data Collection:

Primary Data:

The primary or the first hand data will be collected with the help of handing out the questionnaires for the survey to the Doctors and Patients. The Doctors and Patients will be asked how they feel about the Dental care Hospital and measurement of their awareness about Dental care and what necessary needs of improvement of visibility improvisation are.

Sampling Plan:

Sampling unit : Doctors and Patients Dental problems

Sampling Method : convenience Sampling method

Sampling Size : 100 Doctors & 400 Patients

Sampling Design: The research will be mainly adopted on Patients and Doctors survey. The sample will be selected for survey of convenience sample and cluster sample with sample size of 500 respondents.

DATA ANALYSIS:

Data are useful only after analysis. Data analysis involves converting the series of data recorded observations into descriptive statements and / or inferences about relationships. The information gathered will be formulated in the form of a coding sheet and the appropriate Pie-charts and Bar-chart will be used for easy understanding of the project work using SPSS (Statistical package social system)

Customer Relationship Management

Customer Relationship Management is a company-wide business strategy designed to reduce costs and increase profitability by solidifying customer loyalty. It's a strategy used to learn more about customers' needs and behaviors in order to develop stronger relationships with them. After all, good customer relationships are at the heart of business success.



The hospitals have been extremely successful in attracting more international patients for an endless range of treatments, partly due to the cutting-edge medical expertise and equipment, but more so because of the customer service they provide. The hospitals are built like five-star hotels, and they have deployed customer relationship management technology to manage their growing list of international patients. Their ability to provide first-class customer service in addition to the best quality in medical treatment is what differentiates them from the rest of the competition. The service they provide and the follow up all contribute to a growing number of patients returning for new treatments and follow up appointments. And with this technological edge to their approach to customer relationship management, the hospitals can maintain its lead in the premium healthcare range without resorting to a price-based strategy.

Customer retention

Under the present of competitive environment, the focus of the Organization is more on customer retention than customer acquisition. Customer retention is the process of keeping customer acquisition. Customer retention is the process of keeping customer in the customer inventory for an Unending period by meeting the needs and exceeding the expectations of those customers

Customer Relationship Management focuses on acquiring, developing and creating satisfied loyal customer; achieving profitable growth; and creating economic value in company's brand.

Customer Relationship Management strives to improve the customer's experience of how they interact with the company and produce high customer equity .the more loyal customer, the higher are the customer equity. Recently CRM has taken a center stage in the business world with businesses concentrating on saving money and increasing profits by redefining internal processes and procedures. It costs a company dramatically less to retain and grow an existing client, than it does to court new ones. It is said that "It is seven times more expensive to acquire a new customer than to keep an existing one", therefore the value of customer information and management should never be underestimated

Customer Equity

Customer equity is defined as the total of the discounted lifetime value of all the firm's customers In other words, a firm is only as good as its customers think it will be the next time they will do business with that firm.

Customer equity comprises of three drives

- Value equity
- Brand equity
- Relationship equity

Value Equity

Value Equity is the customer & apposes objective assessment of the utility of a brand, based on perceptions of what is given up for what is received.

Quality: How does the customer evaluate the quality of the firm & apposes offerings?

Price: How attractive is the price?

Convenience: How convenient is it to do business with the firm?

Brand Equity

Brand Equity is the customer & apposes subjective and intangible assessment of the brand, above and beyond its objectively perceived value.

This evaluation is shaped by the firm & apposes marketing strategy and tactics and is influenced by the customer through life experiences and associations with the brand.

Builds awareness and attracts customers

Build emotional connections with customers

Reminds customers to repurchase

The Role of the Brand in Building Customer Equity

Customer brand awareness

Customer attitude toward the brand

Customer perception of brand ethics

Relationship Equity

Relationship Equity is the tendency of the customer to stick with the brand, above and beyond the customer & apposes objective and subjective assessments of the brand. It focuses on the relationship between the customer and the & apposes firm, based upon the actions taken by the firm and by the customer to establish, build, and maintain a relationship.

- Does the customer benefit from relationship with the firm?
- Does the firm benefit from its relationship with the customer?
- Does the customer stand to lose if the relationship is discontinued?

Relationship equity considers questions such as:

- Loyalty programs (frequent purchase/reward programs)
- Special recognition and treatment programs
- Affinity (emotional connection) programs
- Community programs
- Knowledge-building programs (learning relationship or structural bonds)

CRM (Customer Relationship Management) is something that is not restricted to any country or culture. Wherever customers are there, business cannot afford to keep them unhappy; and that is where CRM comes in as a strong requirement.

In India, the trend is positive. When compared to about twenty years ago, people have more choice and every company knows it can't take customer for granted .May be the movement is slow, but we see a steady progress towards an increased focus on the customer rather than merely on the products and price .

Today's era is of service because customers are ultimate base line for any business to sustain in this competitive world

The concept of CRM is relatively simple and familiar to insurers. The two points of the concept are:

- Understand your customers' unique requirements.
- Offer them the services and products over their lifetime that will maintain or increase their profitability and retain them as your customers.

These are the some supporting strategies that implement these concepts to yield significantly greater results and a true competitive advantage.

These supporting strategies generally fall into three groupings: analytical, marketing and operational. The analytical path focuses on mining the data you have on your existing customers, and marrying that data with external data when possible to develop a scoring index. This index can then be reliably applied to individual customers to indicate their level of profitability, tendency to remain a customer, and propensity to acquire other products and services.

CRM for Patients

The ability to store all of a patient's information in one place that is accessible at various points throughout the hospital can greatly improve processing efficiency. The cost savings from eliminating manual processing and information-gathering alone can be quite significant. Information such as prescription and treatment history can quickly be compared to billing history and insurance information, giving employees an advantage when performing billing or collections activities.

The same prescription and treatment information can be used to eliminate the need to process lengthy paper forms, which results in a higher patient turnover rate and virtually eliminates the possibility of administering drugs that may have a negative reaction to a patient's allergies or current medication. Data can also be used for marketing purposes, simplifying appointment reminders and phone checkups.

CRM for Doctors

A unique aspect to CRM within hospitals is the ability to track information on employees as well as clients. There is much information on a hospital's physicians that can benefit from being stored in a single place. At a glance you can see the exact procedures that each physician has performed, along with patient feedback related to each procedure. You can track physician performance measurements alongside pay rates to ensure that bonuses and raises are given to the highest performers.

The importance of CRM solutions in healthcare

It is clear that increased adoption in software such as CRM solutions will increase the overall quality of service rendered by hospitals and consequently, have a positive impact on the healthcare industry. But the inherent benefits extend beyond that. In an industry where human capital is a vital resource, a well-run hospital IT infrastructure can have a huge impact on cost control and patient care, as well as in increasing employee productivity and overall competitiveness.

Analysis & Interpretation

a) Doctors

1) Number of Patients Doctor attend per day

	Frequency	Percent
Valid 1-10	51	51.0
10-20	32	32.0
20-30	12	12.0
30-40	5	5.0
Total	100	100.0

Source: Primary data

- ➔ More that 51% of doctors have less work load

2) Duration with each patients(minutes)

	Frequency	Percent
Valid Less than 15min	20	20.0
15-30min	23	23.0
More than 30min	57	57.0
Total	100	100.0

Source: Primary data

- ➔ 58% of doctors take more than 30 minute to treat the patients.
- ➔ Advanced (local language) Business communication between doctors and the patients needed.

3) Old Patients appointments

	Frequency	Percent
Valid Forenoon	20	20.0
Afternoon	23	23.0
Both	57	57.0
Total	100	100.0

Source: Primary data

- ➔ 57% of doctors give both the time appointment to the patients appointment,
- ➔ There is marginal difference between Forenoon and afternoon appointments given by the doctors.

4) Interaction per week

	Frequency	Percent
Valid Phone	13	13.0
Mobile	24	24.0
SMS/Mail	16	16.0
Don't Interact	47	47.0
Total	100	100.0

Source: Primary data

- ➔ 47% of doctors don't interact with the patients.
- ➔ The above chart explains - customer retention and the relationship equity with the patients is very low.

5) Reminders by Doctor per week

	Frequency	Percent
Valid Yes	38	38.0
No	62	62.0
Total	100	100.0

Source: Primary data

- ➔ 62% of doctors don't remind the patients about the treatment.
- ➔ There should be a support system to remind the patients about their appointment

6) awareness program conducted

	Frequency	Percent
Valid 2-3	30	30.0
5-6	14	14.0
7-10	6	6.0
Not Conducted	50	50.0
Total	100	100.0

Source: Primary data

- ➔ 50% of doctors have not conducted awareness program..
- ➔ Only 6% of the doctors have intention of awareness program.
- ➔ This interpretation deals with the Brand equity.

b) Patients

Q1.Occupation

	Frequency	Percent
Valid Employed	91	22.8
Business	66	16.5
Student	149	37.2
Agriculture	49	12.2
House Wife	45	11.2
Total	400	100.0

Source: Primary data

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- Only 6% of the doctors have intention of awareness program.
- This interpretation deals with the Brand equity.

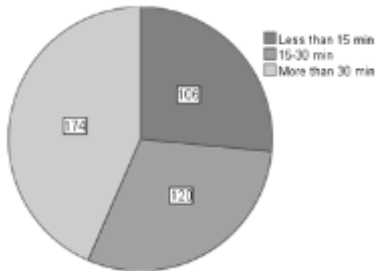
Q2. first visit to the hospital?

	Frequency	Percent
Valid First Visit	212	53.0
Consecutive	188	47.0
Total	400	100.0

Source: Primary data

- 47% of patients will visit the hospital stating the CRM is Fairly Good

Q3. How long did you wait for your first consultation?



Source: Primary data

- Less than 43.5% of people only are made to wait for more than 30 min

Note: - Refer Question 2 of Doctors

This explains the individual treatment time makes next patient waiting.

Q4. How long did you wait for your first consultation?

	Frequency	Percent
Valid Yes	324	81.0
No	76	19.0
Total	400	100.0

Source: Primary data

- 81% of patients have been guided properly for further treatment to the concerned department.
- 19% of patients have not been guided properly for further ' treatment to the concerned department.
- Hospitality : CRM-service management found about 81%.

5) Have you been properly guided about your dental problem and treatment?

	Frequency	Percent
Valid Yes	330	82.5
No	70	17.5
Total	400	100.0

Source: Primary data

- 82.5% of patients have been properly guided about their dental problem and treatment,
- 17.5% of patients have not been properly guided about their dental problem and treatment..

Q6. Satisfied with the treatment

	Frequency	Percent
Valid Yes	318	79.5
No	82	20.5
Total	400	100.0

Source: Primary data

- 79.5% of patients are satisfied with the treatment

Q7. politeness of the doctor from whom you have been treated

	Frequency	Percent
Valid Very Good	102	25.5
Good	157	39.2
Satisfactory	135	33.8
Worst	6	1.5
Total	400	100.0

Source: Primary data

- 39.2% of patients have a good opinion about the politeness of the doctor from whom they have been treated
- 33.8% of patients have a satisfactory opinion about the politeness of the doctor from whom they have been treated

Note:- Refer question 2 of Doctors

Q8. opinion about the standard of hospital

	Frequency	Percent
Valid Very Good	127	31.8
Good	145	36.2
Satisfactory	126	31.5
Worst	2	.5
Total	400	100.0

Source: Primary data

- 36.2% of patients have good opinion about the standard of hospital.
- 31.8% of patients have a very good opinion about the standard of hospital.
- 31.5% of patients have Satisfactory opinion about the standard of hospital

Findings for Doctors

- Doctors take more than 30 minutes per patient at 58%. Lack in schedule/waiting time management
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- New patients visit about 53%, they visited the hospital for first time. Should hospital practice CRM for first time visitors?
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- Almost 39.2% of patient's opinion about the politeness of the doctor from whom they have been treated is good. While 36.2% of patient's opinion about the standard of Dental care Hospital in city is good.

Suggestions & Recommendation:-

- Business communication between patients and doctors need improvement.
- Support required to the doctors for the CRM process - to remind the patients about their treatment appointment in digital platforms.
- To build Brand Equity Dental care units need to conduct more awareness program.

SUGGESTIONS GIVEN BY DOCTORS

1. Regular dental check up, maintain good oral hygiene.
2. Don't miss appointment, Difficult to manage when patients come late on an appointment.
3. Difficulty regarding stopping habits like chewing tobacco & smoking.
4. Don't miss the appointments oral maintain the oral hygiene.
5. Making people to follow dental advices, maintaining good doctor patient relationship.

SUGGESTIONS GIVEN BY PATIENTS

1. At least once the doctors should remind the patients so that the patients will not miss appointments.
2. Waiting time is more as the patients form out station also come to take treatment, if the patients come late they are sent back.
3. We have to have the hospital like SDM. It is very good to the people of all the classes. If we got to the private hospital, we have to sell our teeth and pay their fee.
4. Give appointment on time and check up the one by one client.
5. Do not experiment with new doctors in critical treatments
6. Nurse should speak properly with patients and keeping in mind time management.
7. Doctors should speak in local language (Kannada/Hindi) because most of the patient are from rural/village places.
8. Can be thought of procedures little faster than it takes.
9. Need more trained doctors....
10. It would be better if the patient will get all treatment at possible less time i.e., within one or two visit, as it causes different for far village people to come back here...
11. Postponing the appointment is not appreciated
12. Staff members should behave properly with all the patients equally.

Limitation

1. The Research covers a sample size of only 500 was restricted to few Dental care units including respondents Doctors and Patients.
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