

# ANISH HOSPITAL – LOOKING BEYOND: A CASE

Prepared by

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## ABSTRACT

Dr Danvanthri the Chief Doctor & Chairman of Anish Hospital was aware of Healthcare Industry's growth in Coimbatore and wanted to find out the hospital standing and image among its peers . He appointed a consultant to investigate and report the status. The case investigates the image and performance of Anish hospital and its nearest competitor. Further this case is prepared to illustrate a fact finding research & some names of hospital have been disguised

## INTRODUCTION

Dr Danvanthri the Chief Doctor and Chairman of Anish Hospital along with Dr Pitchandi Chief Medical Consultant & Registrar of the hospital were discussing about competition to provide good health care to people of Coimbatore and standing of Anish Hospital among its peers.. Their discussion centered on the performance of Anish Hospital. Obviously they were looking beyond a healthy balance sheet and a clear vision that their hospital should attract & retain patients. A satisfied patient is the best ambassador to build the hospital reputation & brand. Anish Hospital is located in the business district of Coimbatore town the second biggest city in Tamilnadu known for its two Es namely Education and Entrepreneurship. The hospital is situated in Rathnapuri an area close to business center of Gandhipuram & Ram nagar a posh housing colony with a lot of commercial establishments. There are nearly fifteen hospitals both large and medium size hospitals having bedded capacity ranging from 50-250 beds situated in close vicinity of Anish hospital. The city has become a medical center attracting thousands of patients from neighboring cities like Salem, Madurai, Trichy, and Karur. Moreover patients from petro dollar rich Kerala State have converted the city as an attractive medical tourism destination.

Both the Chief Doctor and Registrar felt the need to take stock of situation & find out where they stand

with reference to neighborhood hospitals namely Kell mount hospital , MR hospital and Krishna hospital. They hired a management consultant Mr.Agoram to look into matter and he was briefed by both doctors about their requirements. The consultant was advised to adopt a simple methodology without much management jargons and use of simple method to arrive at the results. Mr. Agoram & his team after having discussion with key persons developed their methodology and selected survey method to arrive at the problem assigned to them The entire investigation was done in Ram nagar, Rathnapuri and Gandipuram block of Coimbatore i.e. the surrounding area where Anish hospital is located. In order to provide the current snapshot of the performance of various hospitals in the area and to find where **Anish Hospital** stands among them, this protocol involved data collection through a detailed opinion-questionnaire administered across, with a requisite sample allocation to garner current comparative opinions on choices, triggers, association and apprehensions in relation to the choice of hospital. As per the requirement of the study, the survey has been conducted into two parts.

- 1) The part of the study which involves perception of the people about the hospital in their vicinity and the preferences they make out of the available hospitals. The instrument for data collection, in the form of structured questionnaire was designed to facilitate information on demographic aspect of respondents. The demographic aspects included age gender, occupation, education and income. The questionnaire had a mix of open ended and close ended questions in it. The open ended questions which gave an added qualitative feel to the instrument provided the logic or the rational for the behavior patterns and those helped to generate insights.
- 2) The other part of the study which involved the

study of hospitals perception over the people coming to their hospital in which one to one interviews was conducted. Individual response thus obtained were compiled, processed and analyzed to arrive at the opinions of issues pertaining to it.

Based on the survey the results were tabulated & presented to both the doctors The parameters investigated to throw light at the problem at hand were infrastructure, billing, service, treatment and image. Further under each parameter various sub attributes were arrived at by brain storming session with key department heads and employees of the hospital.

#### **INFRASTRUCTURE:**

Infrastructure has become an important criterion for availing medical treatment, apart from the other service being offered by a hospital. Person visiting hospital for treatment also looks for appealing interiors and smoothening ambience. The patients also infer infrastructure based on the state of art equipments for medical care in the field of cardiology, cardiac surgery, neurology and neurosurgery, radiology, ultrasound, x-ray, MRI scan, nuclear medicine, gamma medicine etc. It is evident that when a person is steps into a hospital, he is already well informed about the quality and services that are offered and makes a judgment of his perception based on the infrastructure he notices while entering into the hospitals

The primary factor infrastructure can be sub divided into the following sub attributes:

- No. of in patients
- No. of out patients
- No. of beds
- Technologically advanced
- Operation theatre
- Laboratory and
- Cleanliness

This would mean that apart from rating the primary factors among themselves, ranking the sub-attributes of each primary factor would help in understanding in-depth what makes a particular primary factor being given importance than others. The process of rating the sub-attributes of infrastructure can be inferred from the show-card. So from the information collected from the respondents, the priority that people give for infrastructure can be arrived at from the rankings that have been given for the sub-attributes.

Along with rankings obtained, the respondent's perception of the corresponding hospital's

performance for that particular sub-attribute was rated over a scale of 1-5. This would help in comparing the priority of the people with the performance of that hospital for that particular attribute. Based upon the above ideology, the analysis of the collected data was carried out, from which the results are inferred as follows. **EXHIBIT I**

The findings show that inside infrastructure, majority of the respondents i.e., 70.7% of the total sample size give their first priority for cleanliness. The rankings show the order of the sub-attributes according to the priority of the people, wherein it can be seen that 71.9% of the respondents are least interested about the number of visiting patients to the hospital. Close to this is the number of patients followed by the number of beds that are available in the hospital, where it can be seen that around 60% of the people feel that these attributes do not really require importance when compared to cleanliness, technologically advanced, laboratory respectively and operation theatre respectively. The performance analysis of the hospitals based on the response of the people gives the following inferences. **EXHIBIT II**

The analysis shows the overall performance of each hospital in infrastructure which was arrived at from the calculations carried out on the respondent's perception. This shows that according to people the leader in infrastructure is Kell Mount Hospital, followed By Anish Hospital which is quite young. Hence it can be seen that infrastructure is a competitive strength for Anish Hospital, as even though Krishna Hospital and M.R. Hospital belong to the same locality where Anish Hospital is located, people believe that Anish Hospital excels in infrastructure than the other two.

#### **Billing:**

Purchasing power of people has increased considerably today. People no more give importance to the price that they pay for the service that they get. They only consider the value that they get back in return for the price that they have paid. But again this does not mean that the billing part can totally be set aside and concentrate only on the services offered. Even though an above mentioned opinion might prevail about billing, the overall ranking of the primary factors shows that 100% importance is given to billing, the rest following it. To understand this in a more in-depth manner, an analysis of the sub-attributes would help in understanding as to why this is being felt so important. The following list shows the sub-attributes of this primary factor over which

the analysis can be carried upon.

**Sub-Attributes:**

- Competitive pricing
- Accuracy of billing
- Credit facility
- Speed of resolution of billing problems

This would mean that apart from rating the primary factors among themselves, ranking the sub-attributes of each primary factor would help in understanding in-depth what makes a particular primary factor being given importance than others. The process of rating the sub-attributes of billing can be inferred from the show-card. Based upon this ideology, the analysis of the collected data was carried out, from which the results are inferred as follows. **EXHIBIT III**

The findings from the analysis show that even though the purchasing power of people has considerably increased, the highest priority that people give in billing i.e., 38.20% of the respondents is for competitive pricing. The reason behind this is that, gone are the days when there used to be only one hospital where people had to run for every medical help that they wanted. In the locality where this study was done, there seemed to be more number of hospitals than restaurants, general stores or any other store. In such a situation where people have an abundant number to choose from who offer all the services as the other does, competitive pricing does play a vital role in the decision making of the consumer. And so when it comes to the accuracy of the bill, it is not quite surprising that people feel that it is next important to competitive pricing. People are aware that credit facilities are not available till now and so 37% of the respondents feel that it is least important which is again the same for speed of resolving billing problems. The performance analysis of the hospitals based on the response of the people gives the following inferences. **EXHIBIT IV**

The findings of the performance analysis show that over a scale of 1 to 5, the respondent's perception about Anish Hospital position in this factor is only 2.8. Krishna Hospitals has the top most rating of 3.5 in this factor, followed by M.R hospital and Kell Mount Hospital respectively. The score of the other hospitals need not be considered as it would be considering all the hospitals in Chennai and not restricting to the area of study.

**Service:**

Service is another important factor by which not only hospitals but even the other sectors try to excel which would pull in more customers and also

help in retaining their customers. And when it comes to service, it could be said that hospitals are the personification of service. The overall analysis would lead to say that 98.6% of the respondents feel that it is again a critical point which plays a vital role in choosing a hospital. The following list shows the sub-attributes of this primary factor over which the analysis can be carried upon.

**Sub-Attributes:**

- Staff availability
- Specialists
- Emergency service
- Ambulance service
- Complaint management
- Maternity
- ICU
- CCU

This would mean that apart from rating the primary factors among themselves, ranking the sub-attributes of each primary factor would help in understanding in-depth what makes a particular primary factor being given importance than others. The process of rating the sub-attributes of service can be inferred from the show-card. Based upon this ideology, the analysis of the collected data was carried out, from which the results are inferred as follows. **EXHIBIT V**

The analysis of the attributes shows that after a person has entered into a hospital, the first thing he looks for is a person who can immediately assist him in his problem. Availability of staff round the clock is what it would mean otherwise. It is seen from the analysis 43% of the respondents feel that it is the most important in service. Since today almost all the hospitals have all the facilities, service is the area where they differentiate themselves from the rest. The performance analysis of the hospitals based on the response of the people gives the following inferences. **EXHIBIT VI**

The performance analysis shows that Anish Hospital stands next to Kell Mount Hospital who stands first in the mind of the respondents when it comes to service. Even though Krishna Hospital has been rated 4 in this factor it can be set aside as people have rated Krishna Hospital in this factor only for their excellent service in maternity care and not for the entire services that can be availed.

**Treatment:**

Treatment and service go hand in hand. When a person enters into the hospital, after service the next best thing that he will look for is treatment. Treatment is again a factor which hospitals try to excel in so that they can differentiate themselves from the rest.

The overall analysis on the respondents' perception shows that treatment is a factor which is 99.9% important to them when it comes to choosing of hospital.

The following list shows the sub-attributes of this primary factor over which the analysis can be carried upon.

**Sub-Attributes:**

- Hospitality
- Quality
- Advance Technology
- Consistency
- Departments

This would mean that apart from rating the primary factors among themselves, ranking the sub-attributes of each primary factor would help in understanding in-depth what makes a particular primary factor being given importance than others. The process of rating the sub-attributes of treatment can be inferred from the show-card. Based upon this ideology, the analysis of the collected data was carried out, from which the results are inferred as follows. **EXHIBIT VII**

The analysis of the attributes shows 66.2% of the respondents feel that hospitality is the most important factor among the sub-attributes in treatment. People feel that apart from the medical care that they get for their problems, they believe that good words from the staff can bring down their pain by half. Next important is quality followed by technology, consistency and departments in the hospital. The performance analysis of the hospitals based on the response of the people gives the following inferences. **EXHIBIT VIII**

The performance analysis shows that in treatment Anish Hospital and Kell Mount are at par with a rating of 3.8 over a scale of 1 to 5. The hospitals which follow them in the list are M.R.Hospital and Krishna Hospitals. Even though Anish Hospital is quite young, it has engraved itself a position in the field by offering excellent treatment and stands ahead of its close competitor M.R.Hospital.

**Image:**

Image is another very important factor which every organization of every sector tries to portray itself in that way so as to position itself first in the minds of the consumer. On the event failing to do so, then even though the organization might excel in the other primary factors but everything goes for a toss when the customer fails to remember the organization when it comes about that sector.

The overall analysis of all the primary factors shows that people feel that the image of the hospital that

they choose is 99.7% important, the reason being that for a hospital its image increases more by word of mouth than any other media. To understand why this parameter is being given such an importance, an analysis on the sub-attributes of image would be the next best step. The following list shows the sub-attributes of this primary factor over which the analysis can be carried upon.

**Sub-Attributes:**

- Trustworthy hospital
- Prompt response
- Customer focused
- Hospital with quality standard
- Knowledgeable hospital
- Professionalism
- Hospital with a professional
- Responsive to market changes

This would mean that apart from rating the primary factors among themselves, ranking the sub-attributes of each primary factor would help in understanding in-depth what makes a particular primary factor being given importance than others. The process of rating the sub-attributes of image can be inferred from the show-card. Based upon this ideology, the analysis of the collected data was carried out, from which the results are inferred as follows. **EXHIBIT IX**

The analysis of the sub-attributes shows the need which drives people to feel that image is 99.7% important. It can be seen from the findings that 39.3% of the people feel their decision on choosing a hospital depends on the trust the hospital bears on its name. Next is prompt response followed by focus on the customer, the reason being that every individual feels that his own health issue is the most important and requires immediate attention. Hospital with quality standards is the next important factor followed by the rest as the findings show. There is one reason behind this particular factor as to why trust is considered very important than quality which came out during the conversations with the respondents. People believe that trust is most important when it comes to a hospital, because they already come to know about the quality of the hospital from others. The performance analysis of the hospitals based on the response of the people gives the following inferences. **EXHIBIT X** The performance analysis findings show that when it comes to image Kell Mount Hospitals is the leader, followed by Krishna Hospitals. M.R.Hospital and Anish Hospital are at par with a rating of 3.2 over a scale of 1 to 5.

### Concluding Remarks

Anish hospital has overall advantage & has scope to performance better and gain market acceptance in its surrounding The hospital is doing well with infrastructure being fairly good compared to their competitors, billing area need to be addressed, services area need to be concentrated to get better results, treatment offered received good score and the hospital image need to looked into and bettered.

### EXHIBITS

#### EXHIBIT I LEVEL OF IMPORTANCE OF SUB ATTRIBUTES

SUB-ATTRIBUTES	RANK	LEVEL OF IMPORTANCE
Cleanliness	1	70.7%
Technologically advance	2	48.3%
Laboratory	3	37.07%
Operation theatre	4	48.3%
Number of beds	5	66.2%
Number of in patients	6	60.6%
Number of out patients	7	71.9%

#### EXHIBIT II INFRASTRUCTURE ANALYSIS:

HOSPITALS	INFRASTRUCTURE (Mean)
ANISH	3.7
KELL MOUNT	3.9
M.R.	3.4
KRISHNA	3.5
OTHERS	2.7

#### EXHIBIT III LEVEL OF IMPORTANCE OF BILLING ATTRIBUTES

SUB-ATTRIBUTES	RANK	LEVEL OF IMPORTANCE
Competitive pricing	1	38.20%
Accuracy of billing	2	34.8%
Credit facility	3	37.0%
Speed of resolution of billing problems	4	37.0%

#### EXHIBIT IV BILLING ANALYSIS

HOSPITALS	BILLING RATING
ANISH	2.8
KELL MOUNT	3.0
M.R.	3.2
KRISHNA	3.5

OTHERS 4.1

**EXHIBIT V LEVEL OF IMPORTANCE OF SERVICES**

<b>SUB-ATTRIBUTES</b>	<b>RANK</b>	<b>LEVEL OF IMPORTANCE</b>
Staff availability	1	43%
Specialists	2	41.5%
Emergency service	3	26.13%
Ambulance service	4	24.71%
Complaint management	5	30.6%
Maternity	6	32.5%
ICU	7	35.9%
CCU	8	37.0%

**EXHIBIT VI SERVICE ANALYSIS**

<b>HOSPITALS</b>	<b>SERVICE RATING</b>
ANISH	3.7
KELL MOUNT	3.9
M.R.	3.5
KRISHNA	4.0
OTHERS	3.8

**EXHIBIT VII LEVEL OF IMPORTANCE OF ATTRIBUTES RELATED IO TREATMENT**

<b>SUB-ATTRIBUTES</b>	<b>RANK</b>	<b>LEVEL OF IMPORTANCE</b>
Hospitality	1	66.2%
Quality	2	46.06%
Advance Technology	3	34.8%
Consistency	4	69.66%
Departments	5	83.14%

**EXHIBIT VIII TREATMENT ANALYSIS**

<b>HOSPITALS</b>	<b>TREATMENT RATING</b>
ANISH	3.8
KELL MOUNT	3.8
M.R.	3.7
KRISHNA	3.6
OTHERS	4.0

**EXHIBIT IX IMAGE ATTRIBUTE IMPORTANCE**

<b>SUB-ATTRIBUTES</b>	<b>RANK</b>	<b>LEVEL OF IMPORTANCE</b>
Trustworthy hospital	1	39.3%
Prompt response	2	34.28%
Customer focused	3	25.8%
Hospital with quality std	4	20.8%
Knowledgeable hospital	5	29.2%
Professionalism	6	32.5%
Hospital with a professional	7	47.1%

Responsive to market changes                      8                      50.5%

**EXHIBIT X IMAGE ANALYSIS  
HOSPITALS**

	<b>IMAGE RATING</b>
ANISH	3.2
KELL MOUNT	3.8
M.R.	3.2
KRISHNA	3.6
OTHERS	3.5