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Implementing Customer Relationship Management in a Healthcare Business Setting: Managing Patient and Doctor Relationship

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Abstract: -

The objective of the study appears to be an attempt in understanding relationship customer management between healthcare organizations between 2005 and 2015 which has been covered in the literature. Information regarding the clients is gathered and used in the CRM system within the healthcare organization to enhance the communication. The health care industry is focusing on deploying the right customer management framework to foster health care relationship marketing between the organization and the client. People of India are now willing to spend much more in seeking global standards of healthcare. In this regard, we have scanned 40 research articles and white papers to understand whether CRM does give a competitive advantage to hospitals or does it only serve as another operational cost. The literature review is structured in three headings under the healthcare marketing: CRM typology, advantages and benefits, and applications of CRM. This study basically focuses on how the sector will consolidate itself with time making it more convenient for the customers.

1. INTRODUCTION: -

The recent rapid growth of medical knowledge has posed an internecine problem for the hospitals on how to better the quality of healthcare service delivery through the application of healthcare information technology. Customer relationship management system (CRMS) is an advanced technology to manage getting, maintaining, and growing customers in a well-organized way. Transformation through the use of CRM will take a complete paradigm shift in the way the hospital does its business. The change will be affected in people, processes and technology. Other ways in which CRM practices can help hospital are -

- Absolute mechanization and control of efficiently distribution of human resources and responsibilities.
- Enhances more direct correspondence and support of patients.
- Facilitates organization and recording of communication with patients, other hospitals, suppliers.
- Helps in Organization and real time follow-up of all the departments, operations and material and technical equipment of the hospital.
- Allows for Scientific analysis and data mining from the hospital data base.

Thus it could be stated that acceptance of this CRMS within the hospitals is gradually gaining ground worldwide. The percentage of hospitals in the US using websites as a conduit of sales and marketing increased remarkably, from 17% in 1995 to 59% in 2000. Patients who rely mostly on medical services frequently use the term PRm, while CRM refers to one that service users involve call center consideration and management is a matter of, Getting the required information of patients, relevant communication, relationship, sending the right information on time, and getting the results of the patient so that the interventions can be made necessary. With such good relations between the hospitals and patients, the satisfaction level also goes high instead of facilitating well in the right manner of communication between the medical staff, the physician, and the patient as it also has to support quality healthcare delivery using the power that has the capability of controlling chronic disease. To achieve that end, the key customers involved are the Physicians and the Patients. Three-way relationship is believed to be of mutual advantage to all three stakeholders, i.e., Patients, Physicians, and Healthcare Service Providers. It is against this backdrop that literature review of the study has been divided into three sections subsequent to Customer Relationship Management being defined. In the first part, the applications and advantages of CRM are addressed, and in the second part, CRM challenges are discussed. The third part addresses the topic in the context of CRM in healthcare

2. CRM IN HEALTHCARE:-

Similarly, CRM is no less significant in health care services as it provides broad scope for healthcare providers to engage with their patients for lifelong relationships. The competition encourages health-care providers to prioritize CRM and information systems only with respect to adding value over and above the price.

The central idea of CRM is to create and maintain a long-term, positive relationship with customers (Oliver 2008). Under CRM, customer loyalty has been recognized as another important performance measuring criterion.

The CRM model comprises four basic constructs:

- Perception of performance.
- Verification of expectations regarding performance and opinions about fair treatment.
- General satisfaction.
- Intentions to revisit or never again come back to the same hospital.

This would determine, in turn, the way the overall expectations of patients are being met. Confirmation would thus influence the overall satisfaction about the experience at the hospital. Overall and perceptions about the performance of the hospitals should also determine the intent of going back to the hospital at some point in future times, should the need so arise.

It would take the face of CRM application that is tailor made adequately to give way for effective patient relationship management in the health service establishments. This relates to the fact that care outcomes will not only be dependent on the health services provided to the patient but will include early, not just after, starting a relationship with the patients. The following improvement will come from its implementation:

- Improve patient satisfaction. Evaluate the effectiveness of routine practices over time to remove unnecessary activities, which leads to improvements that eventually enhance customer satisfaction.
- Coordination is required for healthcare delivery. Workflows can be optimized to streamline provider organizations' activities associated with the care coordination process, supporting better outcomes for patients while providing efficiency gains and cost savings simultaneously.
- Clinicians should lead in care coordination of chronic illnesses. They can choose specific chronic diseases and set up an automatic, targeted messaging to inform patients about the availability of educational material and reminders on optimal disease management.



Fig: 2.1 - CRM to Patient Relationships Management (PRM).

Indeed, study in CRM in health care has lately been on the rise, and we foresee many more in the near future. As such, most of the articles that are currently available are already conference proceedings. There is scant literature available on healthcare CRM, and hence data have been drawn from conference proceedings and academic sources. Products and services are brought back into use. Therefore, patient satisfaction becomes core to making CRM work, and that, indeed, marks the rise of a patient to a brink of loyalty. An erratically working unbelievably poor healthcare system is enough to stop any organization ever from creating realistic relationships.

Extremely evident is the aptness of CRM in health care. In many ways, the essence of the very nature of CRM does not seem that foreign to the context of health care. Perhaps no relationship is as tight as the patient-doctor or provider. Once individuals have chosen some providers, the levels of trust given by a patient to such professionals hoping that it carries information related to health conditions on any scale: gigantic or even microscopic.

Patients are showing greater resistance to the argument that errors and inconsistencies in their clinical records are just an unavoidable artifact of managing large data sets. Only over the last few years have health-care industries recognized that patients expect provider systems to provide greater accountability

for accuracy, complete documentation, and increased efforts. As a result, a comprehensive reform of "patient service" within the health care sector is necessary to assist organizations in enhancing their engagement with clients.

CRM programs shift the focus from sickness to marketing in hospital. To the wellness model, it indicates that health care organizations provide their markets with information specifically designed. To maintain or improve their health condition. Therefore, when the individuals require medical care, they choose the provider. With whom they have kept a continuous educational and wellness relationship. The concept of service quality has prompted a surge in research focused on several key areas, including total quality management. This encompasses market orientation and learning orientation, alongside a strategic approach that prioritizes the customer. Customer loyalty and relationship management have taken center stage as critical elements within this framework. Service quality evaluates customer relationships and loyalty; thus, it serves as one of the most effective indicators of performance in today's competitive marketplace.

3. METHODOLOGY:-

The descriptive research carries out in a specific segment of the Health Industry involves various professionals, including doctors, administrators, IT staff, tools, patients, and other personnel working in healthcare settings. The questionnaire was distributed through a survey without any control over participant responses; thus, all respondents independently completed their answers.

The data collected encompass demographics related to gender, age, and job profiles within the hospital environment. These demographic factors are crucial as they inform our evaluation of the impact of Customer Relationship Management (CRM) on the workforce. Notably, mapping CRM's influence by age is significant since younger employees tend to utilize technology more readily compared to their older counterparts. Consequently, responses may vary based on age-related differences.

Sample Description: A total of 578 respondents were included in this study with careful attention given to the demographics outlined above. General observations indicate that individuals aged between 30-40 years exhibit considerable concern regarding the use of technology. In contrast, those over 50 years appear less worried about technological implications. Moreover, the survey instrument was crafted in both physical and electronic formats to enhance accessibility for a broader audience. Given today's highly technological landscape, many participants are inclined to engage with online questionnaires due to their convenience.

Demographics	Characteristics
Gender	Male
	Female
Age	20 y - 30 y
	30 y - 40 y
	40 y - 50 y
	50 y - 60 y
	60 and above
Department	Doctor
	Administrator
	Hospital IT
	Staff
	Others
	Patients

Table 3.1:- Sample Description:

Shows Methodology for CRM in health care organization.

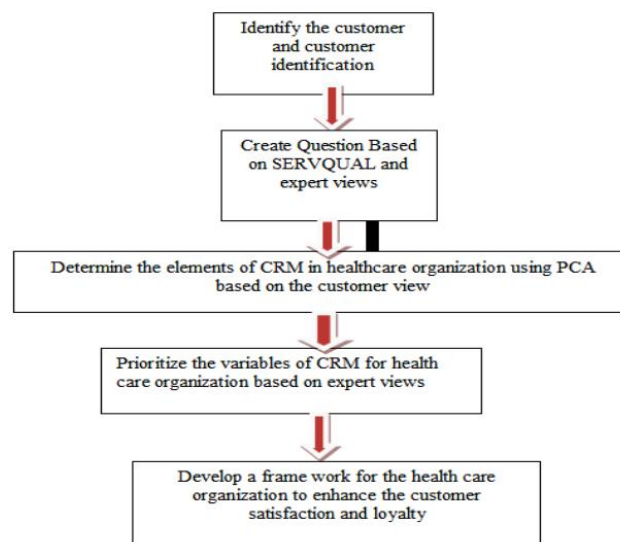


Fig. 3.1:- Methodology Steps for CRM IN Healthcare

4. OBJECTIVES For CRM In HEALTH:-

- Identify variables influencing the CRM within a health care organization.
- In order to merge the influencing factors using a multiple measurement scale.
- Theoretical framework to strengthen the CRM system of a health organization.
- To identify the effective strategies of CRM in the Private Hospitals of India.
- In order to establish whether various levels of customers' incomes lead to varying perceptions of Customer Relationship Management (CRM) strategies.

5. PROBLEM STATEMENT:-

Relating it to the problem statement, the growing of customer relationship management during the introduction of a multivariate measuring system within health care setups calls for asking the question as below:-

- What are the determinants of customer relationship management in the healthcare organization?
- How are effective variables to be classified in a multivariate system of measurement?
- How would one highlight the most critical aspects in the evolution of Customer Relationship Management in private hospitals?
- What is the conceptual framework that underpins development in the Customer Relationship Management (CRM) system of hospitals?

6. Limitations and Future Scope of the Study:-

This research work attempts to identify and present the effective practices of CRM in private hospitals in India. These findings are to be shared with the hospitals for making appropriate modifications. The research findings are drawn based only on a sample survey conducted in Gurugram and Delhi, which may not be applicable throughout the regions. Therefore, the sample size is restricted considering the specific limitations only. This research could be further carried out and extended to diverse geographical regions, as well as customers belonging to different age and educational backgrounds, to more adequately grasp the perception of customers towards alternative CRM approaches used in private hospitals.

This is a project, where-by information systems that are used in two private hospitals in India have to be checked to improve customer relationship management through the installation of a multivariate measurement system, particularly principal component analysis. The required data will be obtained from the questionnaire, which will be administered to the staff and patients of the aforementioned hospitals in India. The two hospitals are: Fortis and Kailash Hospitals.

7. CASE STUDY:-

To get the accurate analysis, we have to understand the case study and find the problems that organization is facing these problems. For the case study of this project, building construction has been selected.

A mid-sized multi-specialty clinic named "Wellness Hub" is facing challenges managing relationships with patients and fine-tuning internal processes. The clinic faces dis-joined patient data, inefficient time slot scheduling, and can't monitor the feedback of their patients. These issues culminate into lost opportunities at engaging with patients, unsatisfactory patient satisfaction levels, and inefficient operations at work. The research is limited because it was confined to only one stakeholder of the hospitals. The practitioner is still engaged with this ongoing research with respect to the patients, which have

to be assessed regarding various variables taken into consideration. After evaluating patient feedback, the effects of CRM on hospitals would be framed. Moreover, the research glance just focuses on one specific service sector, particularly the health sector, wherein it restricts itself to one single sub-field, that is, hospitals. The various considerations with the eventual outcomes may be different for diverse sectors employing and utilizing the various CRM systems and technologies. Once the research is conducted in the line of patient perspective of CRM affecting hospitals, an entire model can be framed that will go a long way in being very useful for hospitals to rationalize with respect to committing CRM systems inside their shores.

8. CONCLUSIONS:-

Customer perception is linked to effective strategies in effective private hospital CRM. It says it has the factors of efficiency admission process cleanliness in managing customers' medical histories, and this is highly confidential regarding personal information of its patients. Additionally, customer perception can be distinguished based on income groups of high, middle, and low incomers when using such CRM data. Analysis of the table reveals that for the low-income group, some variables are not very significant. They include hospital waiting room facilities, patient information, and hospital security service. On the other hand, for the high-income group, all the variables are regarded as significant.

It requires a totally different implementation than what the conventional service industries are performing since the categories of customers to whom health care services are delivered vary. Besides, very few studies have been conducted relating to patient relationship marketing. These are no more than customers, patients for health care services that are not always purchased in the hospitals; hence it needs to be marketed and placed differently. It can be deduced from the above literature review that CRM in Healthcare is hard but not impossible.

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