

# Management in effectiveness service for out patient department (OPD) Vichaivej International Hospital Omnoi

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## Keywords

Management, Effective Services, Out Patients

## Abstract

*The purposes of this research were as follows: 1) to determine the performance of the employees to service our patients in Vichaivej International Hospital Omnoi. 2) To study service efficiency factors, for example, employee operation, services, medical fees, working environment, and media operations which were effecting service at Vichaivej International Omnoi. The population sample consisted of the executives and the heads of departments who work with the Out Patient Department of Vichaivej International Omnoi. Population sample under this study consisted of 17 persons. The methods used for this research were In-depth interviews and organized meetings to share and learn knowledge. Results from the study indicated that the administrative budget was a key factor. There was a budget allocation approach in fiscal year which was divided into investment and capital budgeting of each department. It means that each department had a sufficient budget to conduct administration. The second area concerned personnel recruitment focusing on the ability and professionalism in operating efficiency in every position, such as, in professional health care the doctor should diagnosis the disease as quickly possible. Doctors must have medical expertise to advice patients and to recognize the symptom and determine the disease and proscribe the proper treatment.*

*The factor of service period: there is a fix period of time in any process which effects customer satisfaction. The factor of reliability: emphasis is on the ability plus quality of employees, such as doctors, nurses, and medical physicians. The factor of nurse: there is nursing practice course to increase confidence. Patient care requires well-trained nurses who are easy to access, provide reliable health advice, and effective treatment. Others factor include, improving service system to meet customer satisfaction, outpatient department service, midnight medical professional clinic, sport medicine clinic and anti-aging clinic.*

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## 1. Introduction

The demand for health care service is increasingly at a high rate and the number of hospitals, both government and private, is also increasing. The competitive of quality of service is essential to hospitals. Therefore, the study of the needs of outpatients which lead to quality development to meet outpatient needs is directly related to outpatient decisions in choosing a hospital when the first become ill. It is shown that a large number of patients use outpatient services at hospitals, for example Vichaivej International Omnoi treats 365,000 outpatients per year. (Outpatient data of Vichaivej International Omnoi, 2013)The study about the relationship between health care people wheather the relationship between nurses and patients, doctors and patients, staff and patients or relatives who visit the patients toward the opinion of service at the hospital. For example, annual health check-up program or health checks up to apply for a job which is directly related to enhancing image perception of the hospital.

The services of hospital are committed to provide customer's need and satisfaction. According to a social change and the impact of economic environment, social, politic, information communication technology, communication, environment and culture which are effect to business approach of its country expanded rapidly. Likewise medical service system which is required the integrate service. So the organization devotes more resources to develop health care services in order to set the medical service standard and professional which the hospital is determined. Strategic of quality service is the key method that makes the organization difference from others. Meanwhile service provider has got more understanding about patient's rights and high expected that both

private and public hospital must adjust themselves in order to support and response to customer at highest satisfaction.

Among the hospital's competitors which are increasing. It is shown that hospital is highly essential health care place where is provided the service which the customers and relatives expected. The quality of service should respond to the need and expectation of the customer. Especially private hospital must acknowledge the management and marketing in order to give a quality of service and expectation of customer's needs. The patient who usually use the hospital service. They are expected the quality of service and get the most impressed service. (Krisada Sawaengdee, 2008)

Vichaivej International Hospital Omnoi was established in 1993. The hospital is able to accommodate 200 beds of in-patients is located 12.3 acres on Petchkasem Road, Krathumban, Samutsakorn. In 2011 Vichaivej International Hospital Omnoi converted to a Public Limited Company. For all the reasons above the study of management in effectiveness service for outpatient department (OPD) at Vichaivej International Omnoi is essential due to the result of this study will be an approach to develop the operation at Srivichai Hospital Omnoi especially the factor which is management service effectiveness.

### Research Methodology

In this study, researcher used qualitative research methodology which divided into 2 sources such as

1. Secondary sources, for example academic document, textbook, newspaper, internet.
2. Primary sources, for example in-depth interview, and group discussion.

#### Population and Sample Size

1) Population: population in this study were:

- a) Director of Vichaivej International Hoapital Omnoi
- b) Vice Director of Vichaivej International Hoapital Omnoi
- c) Head of Departments who participated with Outpatient Department Service of Vichaivej International Hospital Omnoi totally 15 persons

Sample of this study were Director, Vice Director, Head of pharmacy Center, Head of X-Ray Center, Head of Physical Therapy Center, Head of Laboratory of Medical Technology, Head of Out Patient Department (Social Security), Head of Emergency Center, Head of OPD of Obstetric and Gynecology Clinic, Head of OPD of Surgery Clinic, Head of OPD of Medical Clinic, Head of OPD of Pediatrics Clinic, Head of OPD of Orthopedic Center, Head of OPD of Check Up Center, Head of Medical Record Center, Head of Porter, Head of Customer Relations Center

The population of this study was the employee who worked with the outpatient department of Vichaiwij Internation Omnoi. The tool used for this research were organized the sharing and learning knowledge and In-depth interview. Population under this study were totally 17 persons who were executive and head of department who participated with outpatient department service of Vichaiwij Internation Omnoi.

### 2. Research Methodology

Step 1 to review theory about outpatient service and related research

Step 2 create an oral questionnaire by using data from step 1

Structured Questionnaire in order to each department can formally answer. This questionnaire including policy, administration organization, work instruction about outpatient department service. This step will help researcher get to know policy and administration organization, work instruction of each department including staff, information management in each step and necessary opinion of outpatient service

Step 3 interview the key informant people and data collection

Step 4 researcher composed an interview which was recorded and sent its draft to interviewee to check reliability of data record with document and related form. In the case of data inaccurate, researcher will re-check and develop the draft and present it again.

Regardless the type of Interview, there are many type of interviews which can be category as follow:

An Individual Interview is the most popular used method. An individual interview is a conversation with an individual conducted by trained staff that usually collects specific information about one person. The style of the interview depends on the interviewer. It allows freedom for both the interviewer and the interviewee to explore additional points and change direction, if necessary.

### Objectives

- 1) To determine the performance of the employees to service out patient in Vichavej International Hospital Omnoi.
- 2) To study service efficiency factors for example operating, service, medical fee, work environment, and media which was effected to service of Vichavej International Omnoi

### 3. Conclusion

The quality analysis result of management strategy and service planning by conducting an interview with the director, vice director and head of departments who work with outpatient at Vichavej International Hospital Omnoi show details as follow:

1. Budgeting implementation of Vichavej International Hospital Omnoi factor, planning an annual budget allocation, Budget's items are generally divided into two classifications: capital budget and expenditure of department. Regardless, head of departments will submit expenditure which are controlled spending as budget set. Moreover, the hospital should provide indirect budget in order to spend if necessary. Thus, every departments have sufficiency bid get to allocate.

2. Personal factor, Vichavej International Hospital Omnoi has personnel recruitment procedure which required employee who have knowledge and professional to work sufficiently such as the doctor should diagnosis the disease as quickly possible. Plus the doctor should have ability to survey diagnosis specific disease and treat the patient as quick as possible until the patient will be safe as health care standard. Moreover, the doctor should have ability to screen the patient and refer to see the specialist properly. The doctor should have knowledge to take care of patient case by case. Ant the doctor should also have skill to give a primary care advice to the patient.

Service of employee are still lacked of attention and friendly to the customer including coordinated activities with related department. The employee have less experience, unable to solve unexpected problems and wait for an executive making a decision.

Coordinated factor, employee do not give the detail of customer service procedure in order to get fast track and convenience. Due to the quantity of work and inadequate staff. Because of an expand area of service. At the present time X-Ray Center has a small number of professional radiologist. And also Outpatient Department of Pediatrics Clinic has professional staff Shortage.

3. Period of service factor, the hospital generally issue the period of service in its procedure to ensure that the customer will be taken care quickly as the hospital's mission. The period of service in each procedure are normally distributed as follow: first, the period of check-in with registration staff at the front desk to complete the registration process in not over than 5 minutes. Second, the period of waiting for screening by nurse is not over than 5 minutes. Third, the period of waiting and seeing the doctor is approximately 15 minutes. Finally, the period of waiting for receiving medication is not over than 10 minutes. In some cases, there are no Lab re-RAG or medical procedure so the patient should allow approximately 35-40 minutes to complete this process which is effect to patient satisfaction. On the other hand, some department has got the delay on their services for example X-Ray Center usually has got long period of waiting because it is quite complicate with queue card system with both general patient and insurance patient. At present the period of waiting at X-Ray Center is shorter than before. Because the hospital has used the technology business management for data visualization and radiology system such as digital system and professional staff. But in general the X-Ray Center still has waiting queen problem between 10 am to 12 am. Which are a lot of patients. The physicians have to do multiple lists. Beside, at the Physical Therapy Center the period

of waiting service is quite long. Because many patients have been made an appointment at the same time.

An overview of Medical Technology Laboratory Center Delay in the period of service procedure. Because of missing documents and operational processes are still unclear. Likewise, Outpatient Department has some problems such as waiting for screening by nurse, waiting to see the doctor, and waiting to get medication.

4. Credibility of Vichavej International Hospital Omnoi factor, There is emphasis on ability and quality of employee who are professional for instant doctors, nurse, and technician. The hospital has recruit procedure, performance appraisal, reward to encourage its employee to work efficiently. Beside, medical doctors convey a sense of expertise in a particular disease/condition were approved by Hospital Accreditation (HA) from the Healthcare Accreditation Institute (Public Organization).

Vichavej International Hospital provides specify specialist by the hospital's experienced doctor start from 7 am to midnight and operates emergency care for 24-hour. The hospital is creditable in standard service, experienced doctor, service mind of employee, and reliability equipment. Yet public relation of the hospital is less communicate with the customer. The hospital should increase communication with public through media and need to create and maintain a customer's image and maintain a good reputation.

5. Hospital's environment factor is very important to customer's confidence. For example, cleanliness, orderliness, parking space, waste water treatment, pollution control, including beautiful places and manner of employee who work at hospital.

The hospital's environment is quit fair. Moreover, the hospital has relaxation area which was designed landscape with clean, beautiful, neat and tidy. In addition, there are building layout and clearly nameplate of the room. Moreover, Hospital is far from the main road which is noisy and located in the peace area. So it is appropriate for the patient who admit in the hospital. Besides, there is safety environment around the hospital such as put the handle in every bathrooms, garbage is eliminated by standard of Infection Control system.

Department's environment for example some area of Medical Technology Laboratory is not suitable and insufficient for the large number of patient thus it is overcrowding. Some service area should be separated for instant the patient who is contagious. Outpatient Department's environment, medical examination rooms are old. In addition to air-conditions and basin are working poorly. Parking space management is untidy. Further, there are a few convenient stores. Beside, Hospital should provide more security system for example showing a fire exit during night time and prevent and disseminate infection system in department where taking care of patients who are known or suspected to be infected.

6. Nursing factor is significant the same as health care by professional doctor. So the hospital provide nursing specialty training course in order to maintain creditability in taking care of patient quickly and correctly. For example Intensive care until nurse or critical care nurse are registered nurses who specialize in providing care in intensive care units of hospital. Example of expert care nurse include: emergency, surgical, intensive care units, cardiac, and orthopedic. Therefore, it is better use of knowledge and skills of professional nurse. Team nursing provide nursing services to patients with good standard. The objective of team nursing is to give the best possible quality of patient care by utilizing the ability of every nurse. Beside, a system of nursing care is devised to improve patient satisfaction.

7. Others factor, vision is essential to develop health care service system in order to response to customer's need include service beyond customer's expectation. For example service of Outpatient Department, Midnight Clinic by professional doctor, and service of Sport Medicine Center and Anti-aging Clinic.

#### 4. Suggestions

The employee who work with outpatient at Vichaivej International Hospital Omnoi should be focused on principle of personnel recruitment. The employee required the person who have knowledge and ability to work sufficiently, diagnostic, fast and safe treatment as health care standard by providing the training skill and enhance employee to be adequate to workload of unit itself.

Issue the period of service time in each procedure obviously. The customer should not wait for a long time to ensure that customer will be taken care quickly regardless the hospital's previous mission.

Medical appliance should have efficiency and sufficiently to use for massive customer service

Build personnel in organization to have trustworthiness and royalty. Because it is significantly important machinery to enforce existing credibility of hospital itself.

Provide parking space with shade. Moreover, upgrade pathway or footpath have got roof and neon light.

Health care employee should have ability, knowledge and service mind to satisfy the customer.

Increase justification social responsibility activity in order to be community organization and providing public relations in various media channel so that media approach to people would be enhance.

## 5. Future study

This research study might be defective due to many reason. Thus, if there will be the next study, the research should consider the suggestion as follow:

- (1) Study an opinion toward problem and employee development who work involve with outpatient at Vichaivej International Hospital Omnoi
- (2) Study the expectation of employee quality who work involve with outpatient at Vichaivej
- (3) A comparative of opinion of employee who work involve with outpatient in difference hospital.
- (4) Always recheck customer's opinion in order to study the factor customer's opinion change.

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