

# Case Study: Patient Smile

A disciplined and holistic way of improving patient experience.

## Overview

Under the leadership of Dr Dileep Mane, six renowned doctors from the city belonging to various specialities joined hands and started Noble Hospital, a multi-speciality tertiary care facility in the year 2007. Right from its inception Noble Hospital has strived to achieve standards of excellence which it intends to make the benchmark of healthcare practice. The hospital drives itself through its mission statement of providing superior quality integrated healthcare to all at affordable cost.

Noble Hospital has always believed in the philosophy of patient centric care which not only includes treating a patient's physical needs but going beyond it to provide a holistic and comprehensive care. Care that shall help the patient achieve the balance between his mind, body and spirit. Patient Smile Program was initiated at Noble Hospital with this pursuit and it intends to make sure that every patient leaves the hospital with a positive experience.

Patient Smile places the patient at the centre of the hospital functioning and around the patient revolve the operational and clinical excellence of Noble Hospital. It is through the patient Smile Program that we measure the patients experience at several stages during their journey in the hospital. Smile program is a systematic intervention of not only receiving the patient feedback but also responding to this feedback within a stipulated time frame so as to ensure that the patients issue is addressed during his stay in the hospital. Good feedback received is a motivation for the caregivers and results in more dedicated effort to always keep the patients and the centre of the hospitals functioning.

This continuous feedback loop helps engage the patients and their caretakers with the hospital. Having built this combined sense of ownership in the success of the hospital, these highly satisfied patients start to invest themselves and do their bit to help the hospital grow.

In less than a year of starting the Patient Smile Program, Noble Hospital has one of the highest patient loyalty ratings in the country and continues to add new loyal patients everyday at a rapid pace.

### Noble Hospital

Location: Pune

Size: 330 beds

#### Company Bio

Noble hospital is a multi-specialty tertiary care centre and takes pride in being recognised as the first NABH accredited hospital in South East Pune and one of only 12 hospitals to have received the Green OT Certification by BUREAU VERITAS in Maharashtra. Our focus areas include critical care, pediatrics, oncology & robotic assisted joint replacement. In addition to this we are a research and academic institute with continuous ongoing clinical trials in oncology, diabetes, nephrology, medicine, ENT, cardiology and orthopedics.

**"Patient experience is at the heart of healthcare"**



- **Dr. Dileep Mane**  
Managing Director  
Noble Hospital, Pune

How has Patient Smile helped Noble Hospital?

Patient NPS

**70**

+ve Google Reviews

**89%**

Top Patient Emotion

**Trust**

Google Rating

**4.6**

Google Reviews

**>3000**



"Our approach to the solution was a combination of patient psychology, behavioural economics, and technology."

Mark Stohr  
Chairman, Forum Business Research



## The Challenge

Noble Hospital, located in Hadapsar, Pune, was always the go-to destination for the local community for their healthcare needs. However, the well-heeled new economy community that started migrating to the neighbouring Magarpatta City had different expectations from their healthcare provider. This new patient base, active on the social media, did not hesitate when it came to expressing their expectations and experiences.

When left alone, disgruntled patients were prone to leave their experience on social media. But the overwhelming majority of the happy patients would hardly post their reviews. This created an online image that was not in alignment with what was happening at the hospital, the trend proved to be damaging and demanded immediate recovery.

Moreover, managing experience of the patient, always a natural practice by the top doctors at Noble Hospital, had to become a systemic and disciplined practice by all the support teams of the hospital. Support teams had to deliver top quality just like the high levels of clinical excellence that the patients had come to expect from Noble Hospital.

## The Approach

How an experience makes a patient feel –The emotions generated during the patients stay in the hospital contributes most to patient loyalty. Patients who feel an emotional connection to the hospital are more loyal than those who are merely satisfied. Emotionally connected patients are better advocates - they are twice as likely to recommend the hospital to others. Patient's emotions make them either a promoter or a detractor of the hospital. We aim to understand and manage these emotions that result from each interaction between the patient and the hospital. We do this on a daily basis, one patient at a time, everyday. So how do we do it?

### Listen. Learn. Grow.

We place the patient at the centre of hospital processes, allowing the patient to be heard at multiple stages during their journey at the hospital. **We listen.** We collect feedback and understand the impact of our service through their experiences. **We learn.** We convert suggestions and concerns into actions items, addressing their concerns before they leave the hospital and thus improve our service continuously. **We grow.**

When patients see the hospital as open to feedback, ready to consider their suggestions and implement them - in many cases, before the patient is discharged from the hospital - their own commitment and ownership in the hospital increases. It becomes their hospital. They start rooting for the success of the hospital, and without hesitation, whole heartedly recommend this hospital to their friends and family when the need arises.

## The Solution

Patient Smile is thoughtfully crafted using concepts of patient psychology, behavioural economics and the latest in mobile and cloud technology. With the deputation of well trained Guest Relations Officers we collect qualitative and rich feedback in forms of emotion, stories or memories. AI/ML algorithms take the inputs and convert it into graphical dashboards to help create an emotional signature for the hospital. The process also categorises the patients into promoters, passives, and detractors of the hospital based on their experience.

To encash the goodwill, promoters are encouraged to share their experience on social media. The positive feedback would be channeled back to the caregivers in the hospital responsible for it so as to reinforce such behaviours.

Suggestions and concerns from passives and detractors become action items that are auto assigned to the appropriate staff for closure based on pre-defined rule set. Action items have a definite turn-around-time after which they continue to escalate to the next level with in the organisation hierarchy until they reach the top management. No patient concern goes unaddressed.

Closing the feedback with the patients is done by trained line managers which is then verified in the next cycle of feedback collection. When done diligently with every patient day after day, patients feel heard, understood and significant.

## The Results

Sincere involvement of the management at Noble Hospital was critical in the success of this initiative. The improved patient experience reflected naturally in the Google Reviews and social media posts. Noble Hospital has achieved a rating of 4.6 on Google Reviews, a happier patient base and a satisfied team of caregivers. Happy patients result in happy employees. There is a perceptible positive vibe and a spring in the step of employees as they are proud of what they have achieved over the last 12 months. They understand the power and impact that their patient interactions have on the hospital and its image in the community, both off-line and online.



## About Forum Business Research

We are experts in patient experience management. We believe managing patient experience is the only sustainable initiative that a hospital can take up to ensure long term growth. We work with hospitals that have a patient centric purpose and the courage to act on it.

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