

Strategies of Hospital Marketing for Increasing Patient Satisfaction: A Systematic Review

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ABSTRACT

Patient satisfaction is the most important of hospital goal. The hospital who has focused to customer satisfaction, obtain some basic benefits, like the hospital's reputation is more positive in the eyes customers and the community and encourage the creation of customer loyalty which makes it possible for hospitals increase profits, harmoniously the relationship of the hospital to its customers and encourage everyone in the hospital to work with more goals well. Strategies of hospital marketing are needed to increase patient satisfaction. We use Systematic Review with PRISMA method retrieved from online database such as ProQuest, Wiley online, J Store, Scencedirect and local journals (Portal Garuda, Jurnal Promkes) using a keyword "Strategy", "Hospital Marketing", "Marketing", "Patient Satisfaction", range years 2011-2018. The end of this search got 8 journals. Many challenges are faced in implementing hospital marketing programs, such as: challenges between patients and the community, among fellow medical personel, between organizations and external barriers from outside and inside the hospital environment. Many the contextual factors that are very important as a determinant of whether this hospital marketing program is successful or not. Improving services may not only increase the number of employees who are professionally competent, but also about service arrangements and attention to things that are valued by patients. Research shows that many strategies like internal marketing, marketing mix, learning organization, organizational commitment, education and training staff, feasible and strategic goals of hospital marketing, supportive policies and conducted business online via interactive e-health tools are facilitating strategies for implementation hospital marketing. Hospital promoting is not only a matter of marketing units. But it has become the responsibility of all hospitals from the highest level to the lowest level. Many strategies and ways in implementing hospital marketing and factors as the key to successful implementation. To realize a hospital marketing program as the main service at the hospital, a strategic plan that supports the program is needed such as media promotion, resources, methods used and funds.

Keywords: Strategy, Hospital Marketing, Marketing, Patient Satisfaction.

Backgrounds

According to the Law Republic of Indonesia No. 44 In 2009, the hospital was an institution in the plenary of personal health services that provide inpatient, outpatient and emergency department. Components hospital services covers 20 services with service quality can be determined by comparing the customer's perception on hospital services they actually receive with the actual hospital services they expect. Quality of care is the basis for the marketing of services because the core product being marketed is a performance (quality)

and the performance that purchased by the customer. The quality of service performance is the basis for the marketing of services. The concept of good service will provide opportunities for companies to compete in the capture consumers. While good performance (quality) of a service concept raises a competitive situation where it can be implement.

Health services developed into a health service industry in the globalization era. Owners of hospital and hospital managers are required to change the orientation of health services that are initially social in nature now managed on a business basis.

The increasing demands of the community for quality and affordable health services make this institution strive to survive in the midst of increasingly fierce competition while fulfilling these demands through marketing. Health systems has changed and financial situations got uncertain are forcing hospitals around the world to better promote their hospital to patients and referrers in order to stay competitive. However, marketing strategy has variation across institutions and countries. Hospital leadership and managers should struggle to create and maintain the positive hospital brand image in order and enhance service quality, patient satisfaction and loyalty.

Accordingly, from the presentation of setting based Health Promoting (HP) strategies in Ottawa charter for HP, World Health Organization (WHO) suggests health promoting hospitals (HPH) as an effective strategy to modify health services.

In fact, many hospitals have gradually integrated a marketing philosophy into the organization's mission. In house training for staff, medical providers and boards on the usefulness and applicability of marketing are expanding the marketing roles for these teams. Marketing has a long way to go become totally accepted in the hospital setting. Marketing and planning are strongly interrelated. In fact, strategic planning provides a key foundation for the development of most hospital marketing. There are many strategies and ways in implementing hospital marketing and factors as the key to successful implementation. This article aims to look at several research journals in hospital marketing.

THEORETICAL REVIEW

A traditional model to market the hospital is to use the four Ps of marketing (product, price, place and promotion). Booms and Bitner (1981) extend marketing mix for services from 4Ps to 7Ps adding three elements to the traditional way: participants, physical evidence and processes.

The importance of marketing management is then represented by the institutionalization of marketing

by means of establishing marketing departments or appointing people to deal with marketing and marketing management. Winston (1985) also defines the initial assumptions when applying marketing strategies in health care:

1. A patient is in the health care sector a client.
2. A patient's recommendation is the biggest marketing success of the health care establishment's marketing.
3. Every health care institution has to evaluate the effectiveness of their services regularly and must not assume the fact that having clients using their services means that they are indeed satisfied.
4. Marketing is a useful management tool but it cannot offer solutions to all problems related to the effective management of a successful organisation. It has to be complemented by financial management, human resource management, strategic planning and economic analyses.

Hospitals must strive for patient loyalty as a top priority objective in their marketing strategies. Loyal patients are sources of repeat business, potential users of new services, and positive spokespersons in word of mouth (WOM) advertising.

The marketing mix strategy is considered one of the core concepts of marketing theory. Marketing mix perception is a tool for marketers that consists of various elements of a marketing program that needs to be considered for the implementation of marketing strategies and determination on which set can run successfully.

In the Ninth International Conference on Health Promoting Hospitals in 2001, World Health Organization were developed five standards of HPH addressing the following issues:

1. Management policy: The organization has a written policy for health promotion at patients, relatives and staff. This policy aimed to improve health indicators.
2. Patient assessment: The organization ensures that there is a systematic need assessment in partnership with patients.

3. Patient information and intervention: The organization provides more concise information about the factors and conditions related to the patients. Health promotion interventions are established in all patient pathways.
4. Promoting a healthy workplace: The management provides a healthy environment by promoting of conditions in the organization.
5. Continuity and cooperation: There is an intersectional and intrasectional collaboration with other health service levels and other institutions, which focus on four areas of patient health promotion, staff health promotion, changing the organization into a health promoting place and promoting the health of community.

METHOD

This research was conducting by doing a systematic review with PRISMA method. Data were retrieved from online database such as ProQuest, Wiley online, JStore, Sciencedirect and local journals (Portal Garuda, jurnal Promkes) using a keyword “Strategy”, “Hospital Marketing”, “Marketing”, “Patient Satisfaction”. From those keywords the search engine found 5988 international journals dan 2 journals from local. We limited the journal paper numbers by duplication and years (2011 -2018) which resulted 51588 journal papers. Based on the titles, we picked 57 journal papers. However, after further reading including the abstract sections, we got 8 journal papers. We also used P.I.C.O Model; the population is hospitals who do the Hospital marketing, the intervention is to know whether the hospital does the hospital marketing experiences of multidisciplinary healthcare professionals of barriers to and facilitating strategies for implementation of HP in hospitals and the objectives is to improve quality in health care of hospital.

RESULTS AND DISCUSSION

AlaEddin et al, did the research to investigate the impact of marketing mix strategy on patient satisfaction in private sector hospitals in Jeddah city

in Saudi Arabia. This research consists of the independent variables represented by marketing mix strategy components (namely health service, pricing, distribution, promotion, physical evidence, process, and personal strategies) and dependent variable which represented by patient satisfaction. The results confirm significant differences in the influence of the marketing mix strategy have varied significant and insignificant influence on the patient satisfaction. Furthermore, the results exhibit those hospital managers might benefit more by placing more emphasis on an integrated service marketing mix strategy and recognizing the patient satisfaction. The result shows that five out of seven variables are significant (health service, promotion, physical evidence, process and personal strategies) on the other hand two variables are insignificant (pricing and distribution strategies). This model has been developed based upon literature from a range of marketing and organization disciplines. Such literature has guided this research in building or integrating a model relating marketing mix strategy. Accordingly, the relationship between marketing mix strategy and hospital performance measured by patient satisfaction has been constructed.

In Surabaya, Jayabrata et al got the result from their research that marketing mix have a significant effect on patient satisfaction for inpatient of private hospital in Surabaya. Customer satisfaction is a key in creating customer loyalty. Many of the benefits received by the company with the achievement level of customer satisfaction, which in addition to improving customer loyalty but also can prevent customer turnover, reduce the sensitivity of customers to price, reducing the cost of marketing failures, reduce operating costs caused by the increasing number of customers, increase advertising effectiveness, and improve business reputation.

Research was conducted at Malahayati Islamic Hospital of Medan shows Islamic Malahayati Hospital in carrying out marketing communication activities including marketing communications implementation conducted by using mixed marketing communications, advertising, personal selling, sales promotion, direct marketing and public relations. After that with evaluation activities

conducted every month. In achieving existing goals and objectives, Malahayati Islamic Hospital carry out marketing to attract consumer interest by using elements of marketing communication. The activity is a process of offering products in various ways, namely promotion, where the Malahayati Islamic hospital improves services, facilities and prices to its customers. Through the implementation of advertising activities, personal selling and direct marketing activities to prospective customers, hospital sales promotion offers, public relations activities in improving the hospital image and word of mouth activities. After carrying out these activities, every month the Malahayati Islamic hospital evaluates to find out what obstacles are found and find the best solution for each problem that exists.

Based on Edgar Huang and Chiu-chi Angela Chang The study has demonstrated healthcare new media marketing based on Hospitals lacking robust marketing and communications budgets may be more likely, not less likely, to consider technology investments a major priority. This is because compared to traditional communication channels (paid advertising, print publications, direct mail, etc.), Web sites and social media are relatively less expensive ways to interact with prospective consumers, with the added benefit of facilitating more two ways (rather than one way) communication. Over the past decade or so, thousands of U.S. hospitals shifted some of their business online (Huang, 2009; Huang & Chang, 2012; Shepherd, 2003). Advantages of *implementing interactive e-health tools on their Web sites* that can facilitate their business online and achieve diverse goals, including saving costs, reducing errors, improving transparency, increasing operational efficiency and patient-friendliness, and effectively marketing a hospital.

A study on educational hospitals of Isfahan Iran, the result identified five categories of Health promoting hospital activities in the hospital consisted: patients, staff, environmental, community and organizational. Accordingly, with the presentation of setting-based HP strategies in Ottawa charter for HP, World Health Organization (WHO) suggests health promoting hospitals (HPH) as an effective strategy

to modify health services. HPH is defined by WHO as follows:

“A HPH does not only provides high quality and comprehensive medical and nursing services, but also develops a corporate identity that embraces the aims of Health Promotion (HP), develops a health promoting organizational structure and culture including active and participatory roles for patients and all staffs, develops itself into a health promoting physical environment, and in brief, cooperates actively with community.”

Conducted study by Amiri et al in Iran, Chi-square test showed a significant relationship between patient satisfaction with the medical team behavior, on time attendance of the treatment team for of clinical measures, hospital hygiene and cleanliness, implementation of medical diagnostic methods, trainings offered to patients and welfare facilities and hospital environment and situation before and after the establishment of health promoting standards ($P = 0.001$) so that the percentage of satisfaction in the hospital was greater after the intervention. Chi-square test did not show a significant relationship between food quality and respecting the privacy of patients before and after the establishment of health promoting standards ($P=0.05$). A significant relationship was also observed between patient satisfaction before and after the intervention so that overall satisfaction increased after the intervention. ($P = 0.001$). Hospitals play a critical role in the health promotion of the society, because of their central role in providing health services in the community and their interaction with different categories of patients, staff and organizations have great potentials to influence health promotion services and provide these services. For this reason, it is necessary to change attitudes toward the role and capabilities of hospitals as promoting health structures.

A qualitative study of barriers to and strategies for implementation of health promotion in hospitals of Isfahan, Iran (Afshari, et al, 2018) showed the barriers can be categorized into the following areas: (1) barriers associated with patient and community, (2) barriers associated with health-care professionals, (3) barriers associated with the organization, and (4)

external environment barriers. The results were summarized into four categories as strategies, including: (1) marketing the plan, (2) identifying key people and training, (3) phasing activities and development of feasible goals, and (4) development of strategic goals of health promoting hospitals and supportive policies. The health system faces numerous challenges, the Iranian hospitals have a different level of readiness and requirement to form a HPH; moreover, some of hospitals are not adequately equipped to achieve the HPH. Despite many studies on the challenges of implementing HP in hospitals in developed countries, current barriers of the HP services in hospitals of Iran and other developing countries are unclear as well. Clear understanding of the current barriers can help to choose the right strategies for reorienting of hospitals to HP in Iran.

In Taiwan, Yafang Tsa found A significant positive correlation was found between the existence of a 'learning organization', internal marketing, and organizational commitment. Internal marketing was a mediator between creating a learning organization and organizational commitment. Internal marketing influences organizational commitment. Patient satisfaction is a reflection of the commitment and professionalism displayed by nurses and realised in their performance outcomes (shown in figure 1).

CONCLUSION AND RECOMMENDATIONS

Hospital marketing is an important element. The aim of hospital marketing is to introduce hospitals to the wider community, to inform as clearly as possible about the facilities and service capabilities of hospitals in the community and all hospital residents, to establish and foster the image of the hospital through community trust and respect for the capabilities of the hospital. optimal utilization of hospital resources and besides that hospitals also expect an increase in income.

Hospital promoting is not only a matter of marketing units. But it has become the responsibility of all hospitals from the highest level

to the lowest level. Many strategies and ways in implementing hospital marketing and factors as the key to successful implementation. To realize a hospital marketing program as the main service at the hospital, a strategic plan that supports the program is needed such as media promotion, resources, methods used and funds.

Offering interactive e-health tools on a hospital's Web site accomplishes multiple goals, including service, communication, and education, and serves as an important differentiator in a competitive industry.

Service quality can be determined by comparing the customer's perception on hospital services they actually receive with the actual hospital services they expect. Quality of care is the basis for the marketing of services, because the core product being marketed is a performance (quality), and the performance that purchased by the customer, therefore the quality of service performance is the basis for the marketing of services. The concept of good service will provide opportunities for companies to compete in the capture consumers. While good performance (quality) of a service concept raises a competitive situation where it can be implemented through a strategy to convince customers, strengthen the image of the brand, advertising, sales, and pricing.

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