To See The Impact Of Customers' Satisfaction For Business Growth In Hospital A: A Case Study In Malaysia

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Abstract:A retrospective study was conducted in Hospital A for year 2014 and 2015. Eight indicators were monitored consisting of three indicators for nursing services, two indicators for clinical support and three indicators for support services. The study also include the rating given by patients regarding services provided by nursing, consultants and dietary for year 2014 and 2015. For the nursing indicators, even though the achievement for 2015 was slightly lower than 2014, various actions had been taken to achieve the target such as putting two Medical Officers during peak hours at the A&E services and rescheduling rosters at the Special Diagnostic services to improve the waiting time for clinical procedures. Rating given by patients on services provided by nursing services was higher than the target of 80% for both years of 2014 (90.5%) and 88.6% for 2015. Consultants' rating also exceeded the target of 80% for 2014 (90.5%) and 2015 (88.6%). Dietary services exceeded the target of 75% for both years where in 2014 the rating was 80.6% and 77.2% for 2015. Rating of facilities increased from 80.6% in 2014 to 83% in 2015 and both exceeded the target of 80% . By monitoring various indicators and customer service index for various services, the management was able to monitor the satisfaction of patients seeking treatment in this hospital. With higher patients' satisfaction we can see the growth of patients and revenue generated by this hospital. Outpatients had grown by 1.7% from 98,924 in 2014 to 100,637 in 2015. The growth of inpatients was 6% from 16,456 in 2014 to 17,447 in 2015. In tandem with the growth of both outpatients and inpatients, the revenue had grown by 18% from RM 120.6 million in 2014 to RM 142.2 million in 2015

Keywords: Indicators, Customers' rating, customer service index, revenue growth.

1. INTRODUCTION

Customer's satisfactions, is a measure of how products and services supplied by a company meet or surpass customer expectation. It defined the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals. Customer satisfaction is the key aim in selling process. It is estimated that it costs five times as much to attract new customers as to retain an existing one. The relationship between the customer and the organization is very important. Customer satisfaction refers to the extent to which customers are happy and satisfied with the products and services provided by a business. Consumer satisfaction is important because when a customer is happy with a service or goods provider, they are most likely to be loyal and to make repeat orders and to use a wide range of services offered by a business. This will boost business sales. Customers are the end users of products and services produced by any company and customer satisfaction is extremely important in increasing profit margins as well as customer retention. If you satisfy your customers they will be more likely to come back and also bring their friends. Satisfied customers will share their experiences with other five or six people around them whereas dissatisfied customers will tell another ten people about their unfortunate experiences. Organizations must be able to build and maintain long lasting relationships with customers through satisfying various customer needs and demands which resultantly motivates them to continue to do business with the organization on on-going basis. This will help the organization to retain their customers(La Barbera, & Mazursky, 1983). The Swedish Customer Satisfaction Barometer (SCSB) model established in 1989 was the first Customer Satisfaction Index Model pertaining to purchased and consumed products and services (Fornell,1992). Many empirical studies have shown that customer satisfaction secures future revenues (Bolton, 1998; Fornell,1992), reduces future transactions costs (Reichheld and Sasser, 1990), decreases price elasticity (Anderson,1996), and minimizes the likelihood of customers defecting if quality falters (Anderson and Sullivan,1993). True customer loyalty is created when customers become advocate of an organization without any incentive (Oliver, 1997). Hospitals must focus on customer demands for consistency and meeting needs, for clear policies regarding service quality, and for up-to date medical treatment and service quality (Tang and Cheng, 2001; Harris and Ralph, 1999).

The primary objective of an organization is to enhance customer loyalty and long-term customer retention in competitive markets requires the supplier to go beyond mere basic satisfaction and to look for ways of establishing ties of loyalty that will help ward off competitor attack (Clarke, 2001).

In a competitive market place, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy (Gitman,2005). Customer satisfaction is a measurement of how pleased customers are with a particular product or service. Satisfied customers are likely to make repeat purchases and often refer others. Customer satisfaction monitoring is important in measuring the company's quality growth. It is important because it also increases sales from potential customers. It is advised that the monitoring shouldn't wait until it is too late. High quality products and services will leads to customer satisfaction and in turn to higher profits. In order to improve their competitive position, many companies use some form of customer satisfaction programme in developing monitoring and evaluating their products and services, formulate strategies to enhance satisfaction, and compensate employees based on satisfaction ratings(Matzler et al., 2004;Matzler &Pechlaner, 2001).

Overall customer attitude or behaviour towards a service provider, or an emotional reaction towards the difference between what customers expect and what they receive is called satisfaction. It is also regarding the fulfilment of some desire, need or goal (Hansemark, &Albinsson, 2004; Kotler, 2000; Hoyer, &MacInnis, 2001). When an organization creates a benefit for customers it will effect customer loyalty and they will maintain an increasingly repeat business with the organization (Anderson, & Jacobsen, 2000). It is in fact a deeply held commitment of customers to prefer products or services of a particular organization in future despite situational constraints or marketing influences to cause the switching behaviour. Customer satisfaction is the key aim in selling process. It is estimated that it costs five times as much to attract new customers as to retain an existing one. The relationship between the customer and the organization is very important. Customer satisfaction refers to the extent to which customers are happy and satisfied with the products and services provided by a business. Consumer satisfaction is important because when a customer is happy with a service or goods provider, they are most likely to be loyal and to make repeat orders and to use a wide range of services offered by a business. This will boost business sales. Customers are the end users of products and services produced by any company and customer satisfaction is extremely important in increasing profit margins as well as customer retention. If you satisfy your customers they will be more likely to come back and also bring their friends. In today's economy, the customer is king, and most have adopted the attitude of "If I or my company choose to spend money with you, you have to earn it." The result is that in virtually every industry, a multitude of businesses offering similar products and services are now zealously competing on price, quality, quantity and just about anything else they can offer. How you react then, will have an effect on everything your company is trying to achieve because everyone is an ambassador for the organization. Customer Service Index is a rating system utilized by auto manufacturers based upon the overall consumer purchasing or service experience at the dealership and varies among manufacturers. The Customer Satisfaction Index (CSI) is an important way to gauge how your organization ranks compared to your competitors and identify areas where you can develop your service/product delivery to keep your customers happier, for longer. The CSI will help to increase bottom line performance, profitability, increased efficient use of resources, retaining customers for longer and earning their trust, lower costs per customer acquisition, customer endorsements and recommendations, employee satisfaction and reputation.

Patients' visit to hospital is a journey of experiences whether pleasant or not. At each point of 'engagement' like parking , security, registration, clinic, billing ,pharmacy services etc, patients' are expecting to be treated as a special 'guest' of the hospital. A study to see the impact of customer satisfaction, productivity and profitability between goods and service industry was conducted by E.W.Anderson (1997). This research was conducted to investigate whether there are conditions under which there are trade-offs between customer satisfaction and productivity. Database matching customer based measures of business performance such as ROI and productivity was used .The central features of the database is the set of customer satisfaction indices provided by the Swedish Customer Satisfaction Barometer (SCSB) from year 1989 to 1992,which is a customer based firm performance measures and offers unique opportunity to test the study's hypothesis. Based on the finding it was found that changes in customer satisfaction and changes in productivity is positive for goods but negative for services. In term of Return of Investment (ROI), both goods and services are positively related to ROI. Trade-off between satisfaction and productivity is more for services. When customers are satisfied the productivity of the company will increase. Therefore it is very important for the management to focus on the customer satisfaction to ensure the growth of the new business. Beside productivity this study also revealed the positive relation between customer satisfaction and Return of Investment (ROI) which is very important for a new business .Zairi (2000) quoted the important of customers as the purpose of what we do and we are depending on them rather than them depending on us. Customer is not a source of problem but our future depending on them. This is the main reason to focus on customer satisfaction, loyalty and retention.

F. Mohsan(2011) conducted a study on impact of customer satisfaction on customer loyalty and intention to switch using banking sector of Pakistan . The data were collected using 120 customers visiting the bank

counters who had bank's account. Respondents were between 19 years of age to 53 years who had been using banking services between 1 to 11 years. It was found that customers are satisfied with the services provided and are loyal customers who will not switch to another bank even though they can offer better financial services. Therefore customers' satisfaction had a positive significant relationship with customer loyalty. Without satisfied and loyal customers there will be no business. Olajide(2012),conducted a study to see the effect of customer satisfaction on customer loyalty among selected bank customers in ado-ekiti metropolis, Nigeria. Self-administered questionnaire were distributed to one hundred respondents selected across ten existing banks. The data collection was carried out on each of the four Fridays in the month of December 2011. Banks are usually busy on Fridays and Mondays with depositors eager to withdraw for the anticipated weekend expenses. A sample size of 100 respondents were chosen across the ten banks that have representative branch in Ado-Ekiti metropolis. By doing this, 10 respondents were purposively chosen per bank. The use of purposive sampling became necessary because it would have been out of place for the researcher to choose a customer who has not been banking with the bank for a minimum of five years. Before distributing the questionnaire the researcher obtained a verbal consent. The data was analysed using simple percentage analysis and the hypotheses were tested using Spearman's Rank order correlation. Based on the data analysis it was found that there is a relationship between customer satisfaction and customer loyalty in the banking sector in Akure metropolis, Nigeria. The study has firmly revealed that customer satisfaction leads to customer brand loyalty and consequent retention. Employees are a significant part of the service delivery process, therefore must be integrated into the customer satisfaction process in the organization. Satisfaction influences repurchase intentions where dissatisfaction was the main reason for customers' defection of discontinuation of purchase. According to Hoyer and MacInnis (2001), customer satisfaction does have a positive effect on an organisation's profitability. Non satisfied customers can cause many consequences such as discontinue from purchasing the good or service, complain to the company or to a third party and perhaps return the item, engage in negative word of mouth communication. A study published in the New England Journal of Medicine found that amenities have increased in importance because patients now have more say in selecting hospitals. Almost one third of general practitioners would honour a patient's request to be treated at a hospital that provided a superior nonclinical experience but care that was clinically inferior to that of other nearby hospitals. According to patients, the nonclinical experience is twice as important as the clinical reputation in making hospital choices. Half of the organizations surveyed had launched a comprehensive patient experience strategy based on the survey of 200 hospitals and healthcare providers conducted by Beryl Institute, (2010). Centres for Medicare and Medicaid Services (CMS) has been tracking hospital performance and patient satisfaction on its Hospital Compare website since 2008, and beginning October 2012, hospitals will have the potential to receive bonuses based on the results of the standardized HCAHPS survey. Thirty percent of hospitals' overall HCAHPS scores are based on patient satisfaction ratings obtained as verbal consent.

Monitoring of Customer Satisfaction in Hospital A was done using various indicators for various category of services. For nursing services the three indicators are: to ensure 95% of A&E cases will be screened by Medical Officers within 10 minutes of presentation, percentage of bodies released to next of kin/claimant (non-medico legal cases) within 3 hours from the time bodies are received in the mortuary and to ensure 90% of patient for clinical procedure will be carried out by consultants within 30 minutes at Special Diagnostic Services. For clinical support services the indicators are: percentage of out- patient waiting time less than 30 minutes at pharmacy, 90% of to take away prescriptions should be prepared (completed) within 15 minutes and to ensure 95% outpatients are attended by physiotherapist within 10 minutes. In term of support services the indicators are : to ensure 4% of outpatient customer feedback form collected every month and to achieve 100% positive patient satisfaction rating for diet consultation. Overall eight indicators were monitored from nursing, clinical support and support services for a period of 2014 and 2015. For customers' satisfaction, patients' rating were monitored for nursing, consultants, dietary and facilities. The rating for 2014 is compared to the rating in year 2015.

11. Objectives

i.   To monitor the achievement of eight indicators for year 2014 and 2015
ii.   To monitor the rating of customer satisfaction for nursing, consultants, dietary, and facilities
iii.   To compare the growth of Outpatients, Inpatients and Revenue generated for 2014 with 2015.

111 . Methodology

Data were collected from Hospital A, which is a private hospital in Malaysia. Monitoring of three indicators from nursing services, three indicators from clinical support services and two indicators from support

services are done on monthly basis for year 2014 and 2015. Data for the whole year of 2014 is compared with the data for the whole year of 2015.

The rating for customers' satisfaction for nursing, consultants, dietary and facilities were monitored on monthly basis. Analysis of the data for the whole year was done and data for 2014 is compared with data for 2015.

1V. Results

   A.   **NURSING SERVICES**
      1. **To ensure 95% of A&E cases will be screen by MO within 10 minutes of presentation**
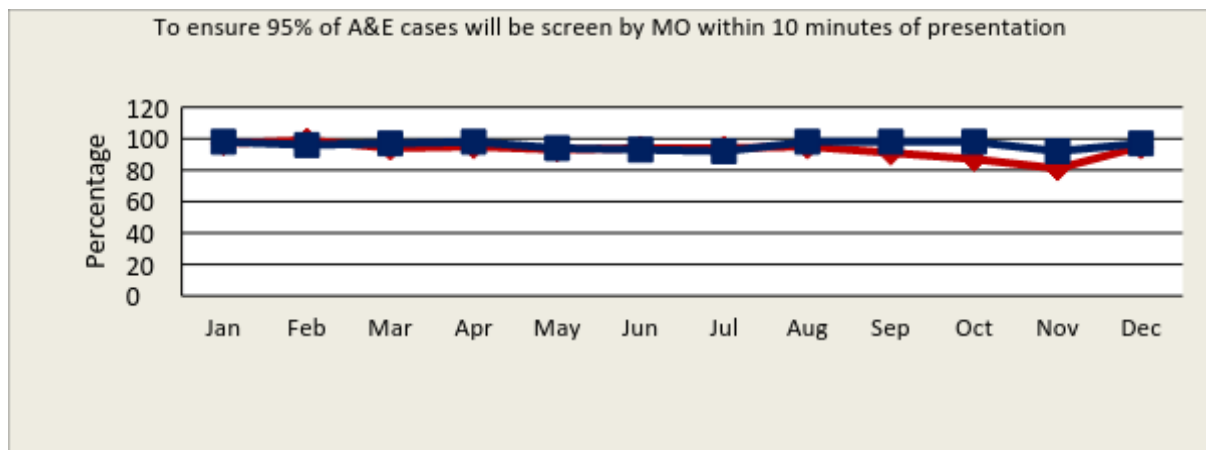

All A&E cases will be triaged by trained medical staff and will be categorized according to their seriousness of the illness according to Malaysian Triage Category : red, yellow and green zone. The time is calculated from the time of triaging until the patient is seen by the Medical Officer.

   2.   **Percentage of bodies released to next of kin/claimant (non-medico legal cases) within 3 hours from the time bodies are received in the mortuary**
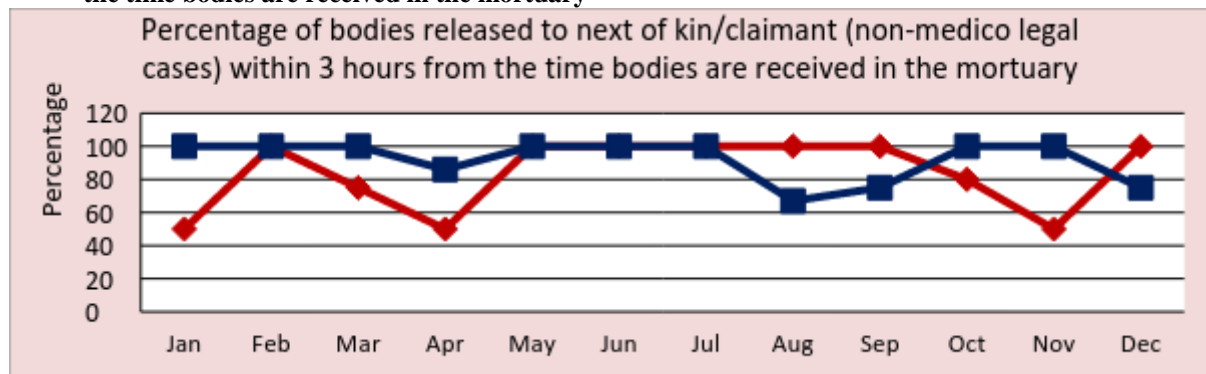
For 2014, the quality objective was not achieved in January, March, April, October and November. For 2015, the quality objective was not achieved in April, August, September and December

3.To ensure 90% of patient for clinical procedure will be carried out by consultants within 30 minutes at Special Diagnostic Services
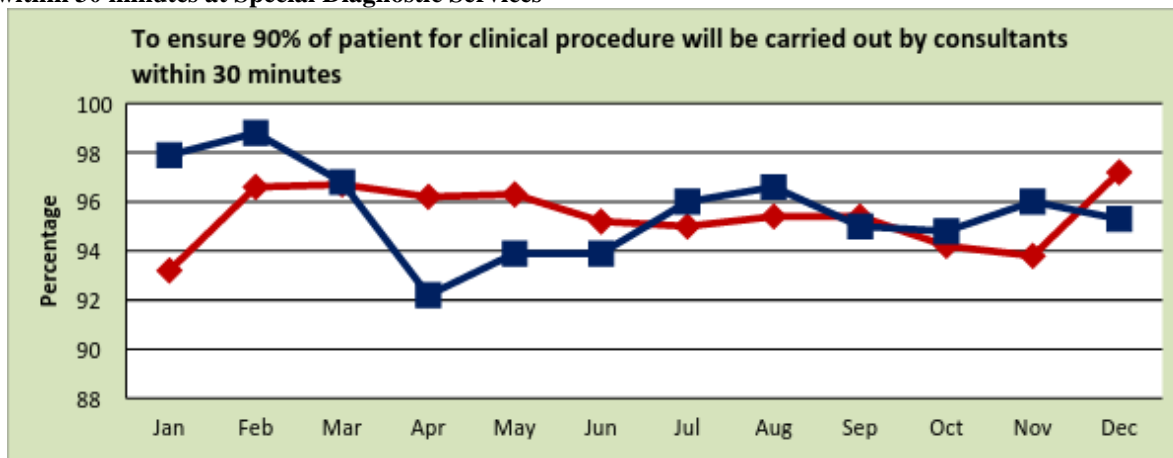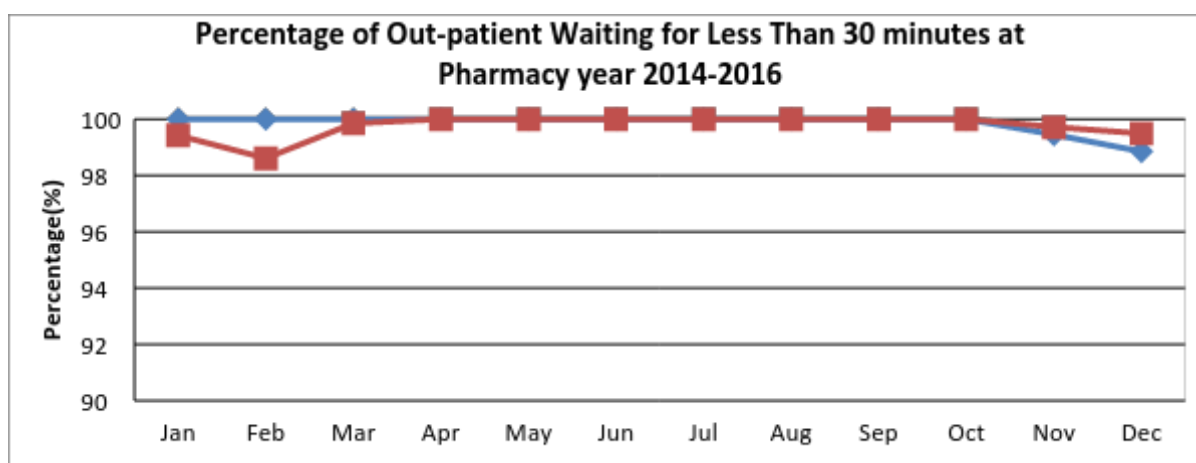

Quality objective was achieved for both years
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B.   CLINICAL SUPPORT

1.   Percentage of out- patient waiting time less than 30 minutes at pharmacy

| Year	Total Number of Prescriptions Received	Total of Patients Waited for Less than 30 minutes
2014	67,044	66,950
2015	68,596	68,431

For 2014, quality objective was not achieved in November and December. For 2015, quality objective was not achieved in January to March and November to December
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**2.   T.T.A. (to-take-away) Prescription Preparation Time:-**
   90% of T.T.A prescriptions should be prepared (completed) within 15 minutes.

Year	Total Number of Prescriptions Received	Total of Patients Waited for Less than 15 minutes
2014	16,408	14,688
2015	17,198	14,448
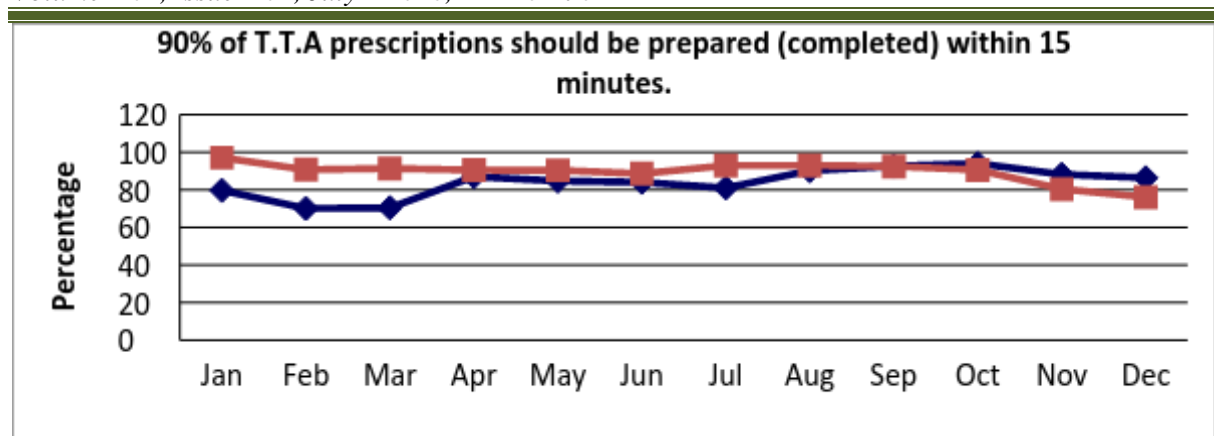
For 2014 quality objective was not achieved for January to July and November to December. For 2015 quality objective was not achieved in June, November and December
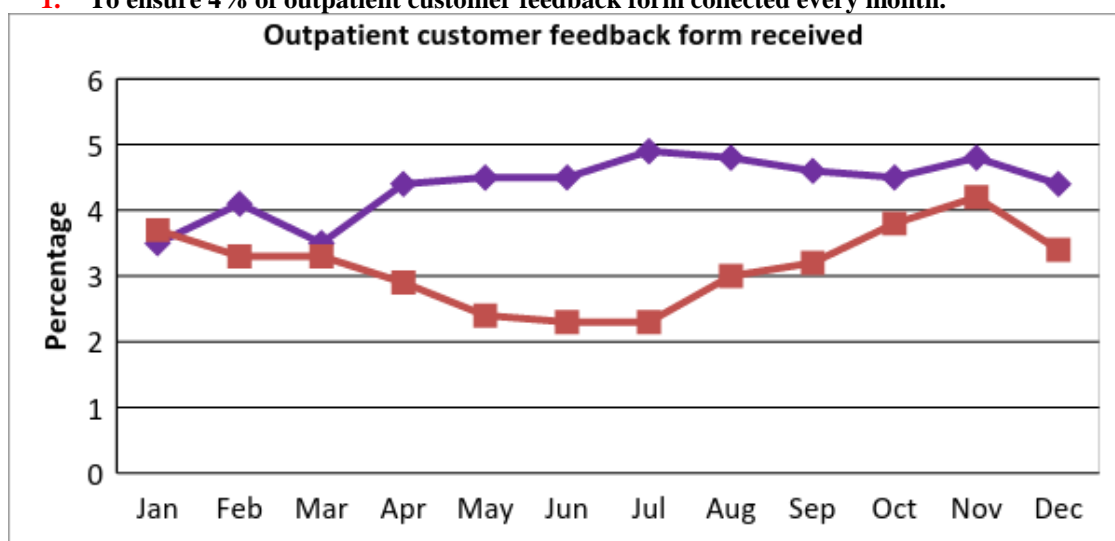
3. To ensure 95% outpatient are attended by physiotherapist within 10 minutes
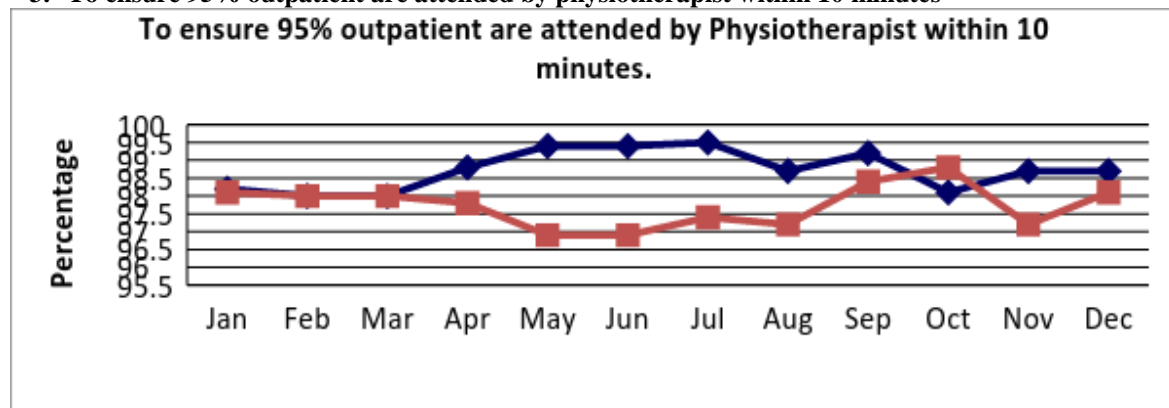
For 2014 and 2015, quality objective of 95% was achieved.

C.   SUPPORT SERVICE
   1.   To ensure 4% of outpatient customer feedback form collected every month.

For 2014 only in November the quality objective was achieved. For 2015 quality objective was achieved for 10 months except for January and March.
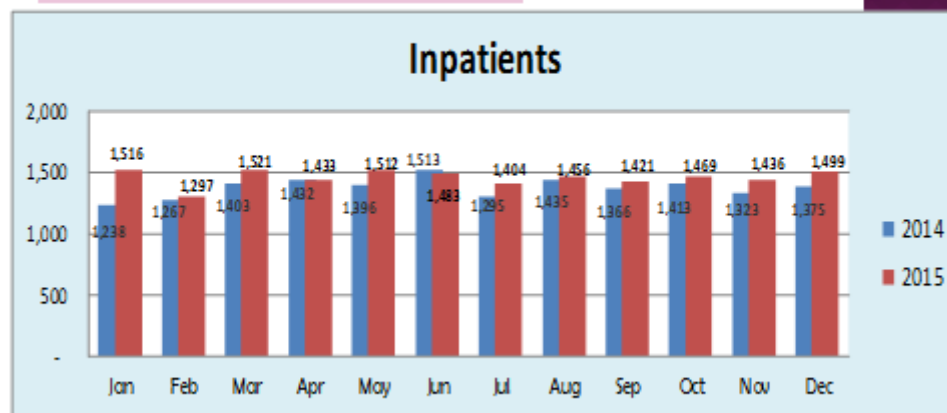
2.To achieve 100% positive patient satisfaction rating for diet consultation

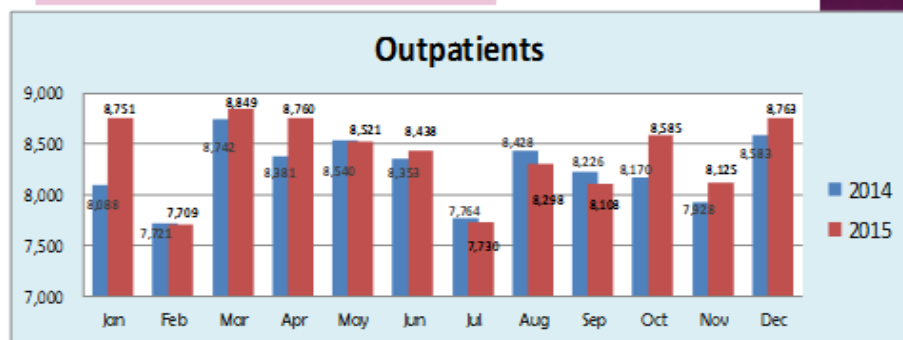| Waiting Time	2014		2015	
	No. of feedback	%	No. of feedback	%
Excellent	132	64.7	149	72.3
Good	132	64.7	149	72.3
Average	1	0.5	0	0
Poor	0	0	0	0
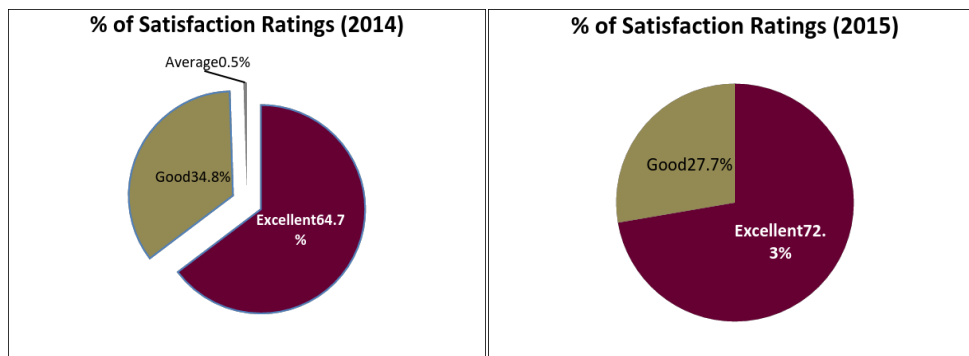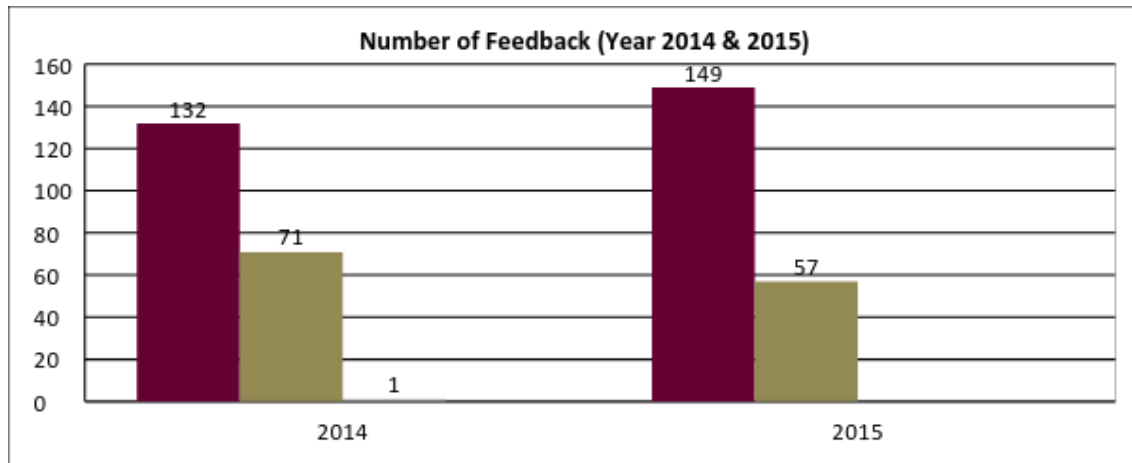
Rating : 5= excellent, 4 = good, 3 = satisfactory, 2 = fair, 1 = poor

Total inpatients for 2014 = 16,456; Total inpatients for 2015 = 17,447; Variance   = 6%

Total outpatients in 2014 = 98,924 ;Total outpatients in 2015 = 100,637

Variance   = 1.7%
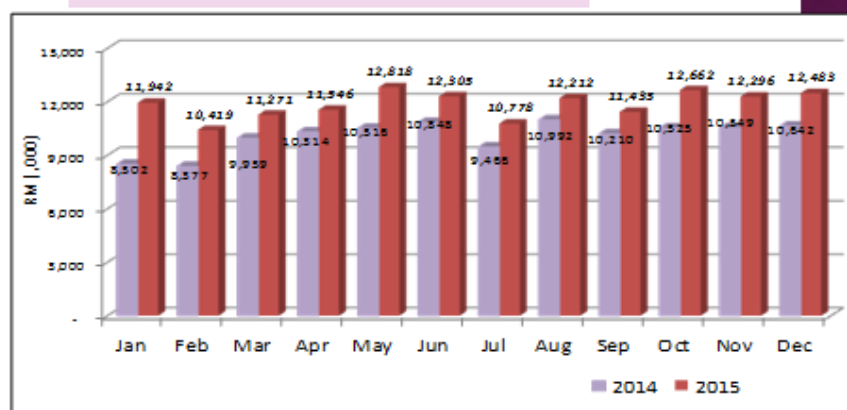
2014 -gross revenue = RM 120.6 million; 2015 –gross revenue = RM 142.2 million

Variance = 18%

PATIENTS' RATING

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	94	94	90	87	92	92	84	86	84	84	85	85
2015	86	86	80	87	85	85	82	86	86	85	84	83
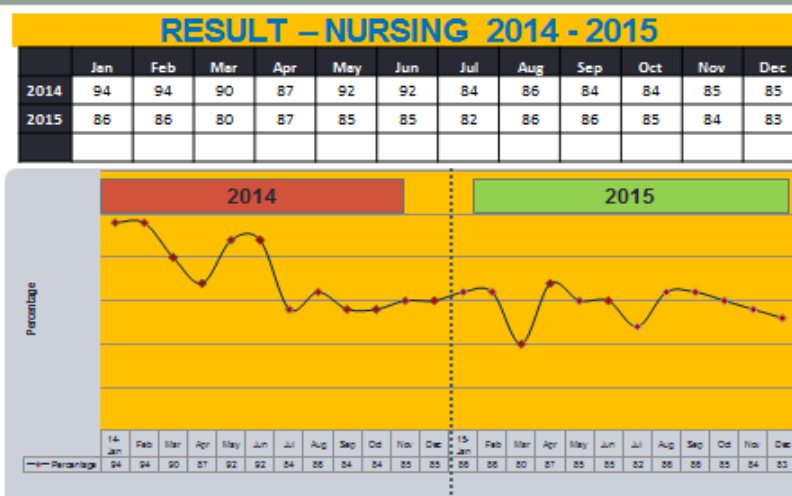
2014   average score = 81.3% ; 2015   average score = 84.5%; Target = 80%

Result-CONSULTANT 2014 -2015

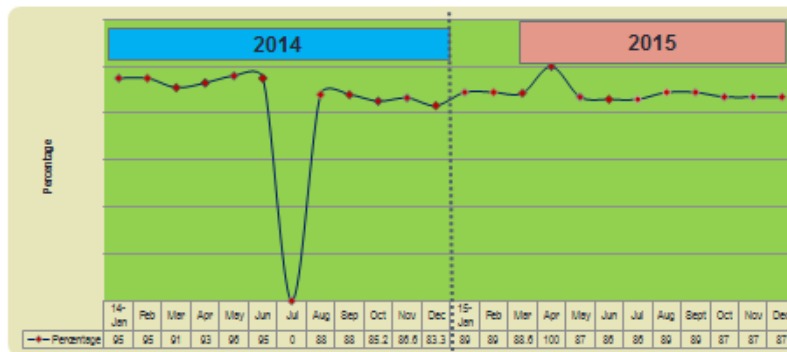|	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	95	95	91	93	96	95	-	88	88	85	86	83
2015	89	89	88	100	87	86	86	89	89	87	87	87

	14-Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	15-Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Percentage	95	95	91	93	96	95	0	88	88	85.2	86.6	83.3	89	89	88.6	100	87	86	86	89	89	87	87	87

2014   average score = 90.5 % ; 2015   average score = 88.6 %
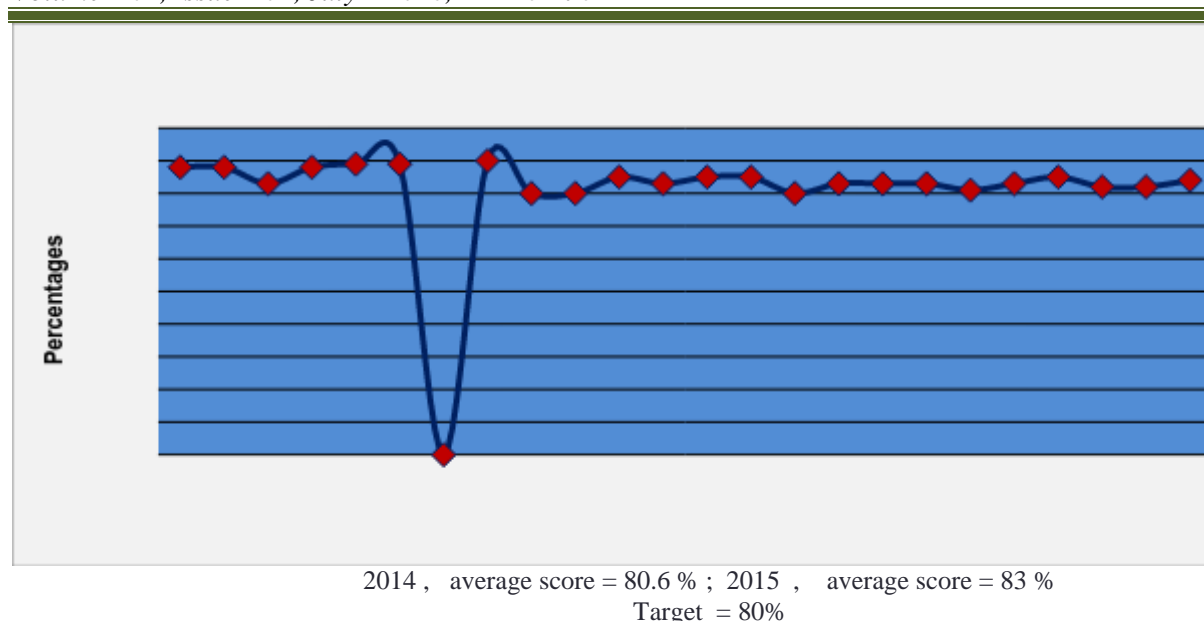
Target = 80%

RESULT OF DIATERY SURVEY FOR 2014 AND 2015
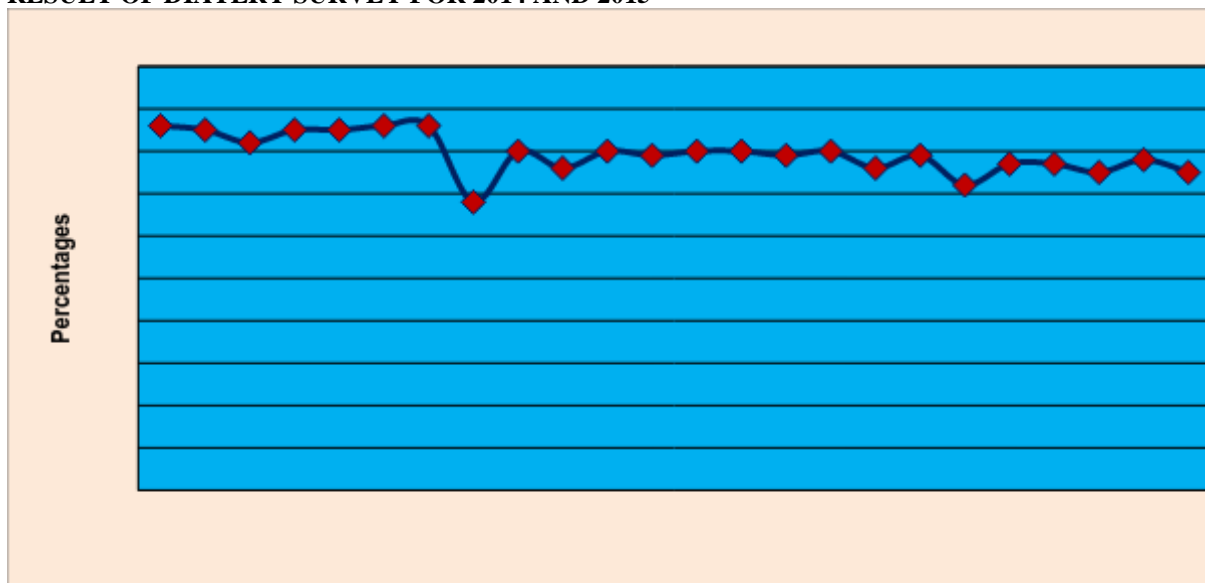
2014, average score = 80.6 %; 2015 , average score = 77.2 %

Target = 75%

Rating of facility for 2014 and 2015

2014 ,   average score = 80.6 % ; 2015 ,   average score = 83 %
Target = 80%

V. Discussion

Nursing indicators:

1.To ensure 95% of A&E cases will be screen by MO within 10 minutes of presentation

Based on the data collected it was found that for 2014, the quality objective was not achieved in May, June, July and November. For 2015 the quality objective was not achieved for March, May, June, July, September, October and November. The performance of 2015 was lower than 2014 because the number of patients seeking treatment at the A & E services had increased by 10%. After analyzing the data it was found that most of the time the target was not achieved during peak hours. Therefore the management has approved to allocate 2 Medical Officers on duty during peak hour (from 2pm-4pm and 9pm – 10pm). In order to improve the process flow, Lean management was implemented towards the end of 2015 with the aims of reducing the waiting time at the A&E services. All green zone patients will be seen by the Medical Officer in the Medical Officer's room instead of at the bed site except for those requiring procedures.

2. Percentage of bodies released to next of kin/claimant (non-medico legal cases) withinthree hours from the time bodies are received in the mortuary

For 2014, the objective was not achieved in April, August, September and December whereas for 2015 the objective was not achieved in January, March, April, October and November. As an average for 2014 it is 91.9% and for 2015 is 83.8%. The percentage was found to be lower in 2015 due to the following reasons:

    i.   Patient passes away at the midnight or early in the morning and family member need to wait for other family members to do the arrangement.
    ii.   Waiting other family members to come back from out station
    iii.   Waiting for the arrangement with the undertaker.
    iv.   Waiting for the documentation and bill settlement.

In order to achieve the target,the Management will encourage the care giver to inform other family members when the patient is critically ill. Assistant will be given to family members in the process of arranging undertaker. If necessary the police department will be reminded again together with continuous updating of all documentation and patient bill.

3.To ensure 90% of patient for clinical procedure will be carried out by consultants within 30 minutes at Special Diagnostic Services

Average performance for 2014 is 95.6 % and for 2015 is 95.4% . Total number of procedures carried out by consultant for 2014 were 3684 cases and for 2015 were 3760 cases which are 2% higher compared to 2014. Quality objective was achieved for both years.

B.   CLINICAL SUPPORT
1. Quality objective of 100% prescriptions dispensed to patients within 30 minutes wasachieved in 10 months in year 2014 while 7 months in year 2015.

In 2014, the average percentage of patients waiting less than 30 minutes was 99.86% which is slightly higher compared to 99.76% in 2015. Although the percentage for 2015 had reduced compared to 2014, the improvement was observed as total patients who waited less than 30 minutes had increased in 2015. Slightly lower performance in 2015 was due to the increased number of prescriptions in year 2015 compared to year 2014 with 68,596 patients in 2015 again 67,044 in 2014.

Longer preparation time towards the end of year 2014 and first quarter of 2015 was also contributed by temporary shortage of experienced staff due to the resignations of two pharmacists in August and October 2014 and two pharmacy assistants in June and December 2014. Waiting time of more than 30minutes was usually observed during Saturdays, where higher loads of prescriptions reaching pharmacy over a shorter period and causing congestion at each step of prescription dispensing. In order to improve the achievement, recruitment of new staff for replacement is carried out periodically using Full Time Equivalent (FTE) as guideline to ensure sufficient manpower.

2. 90% of to-take-away (T.T.A) prescriptions should be prepared (completed) within 15 minutes.

Total prescription for 2014 was 16,408 and the number increased to 17,198 in 2015. Quality objective of 90% of T.T.A. prescriptions being prepared within 15 minutes was achieved for nine months in year 2014 while three months only in 2015. The average percentage of T.T.A prescriptions prepared within 15 minutes was 89.52% and 84.01% respectively for year 2014 and 2015 due to the increase in T.T.A. prescriptions by 4.8% because of the increase in bed occupancy rate, increase in discharge prescriptions reaching pharmacy after normal working hours. On Sunday which is an off day for the hospital, there were many discharges with only a few staff on duty. Therefore there was a significant delay in preparing the T.T.A drugs. Another cause of delay is due to discharge prescriptions being sent to pharmacy almost at the same time from all the wards causing a long queue at each processing step in Pharmacy. From August to October 2015, two pharmacists and three pharmacy assistants' had resigned causing a temporary shortage of experienced staff.

3.   To ensure 95% outpatient are attended by physiotherapist within 10 minutes

In 2014, the quality objective is to ensure 95% outpatient are attended by physiotherapist within 15 minutes and it was achieved for the whole year. For 2015 the quality objective was improved to 10 minutes and for the whole year it was achieved.

C.   SUPPORT SERVICE
1.   To ensure 4% of outpatient customer feedback form collected every month.

For 2014, the achievement was between 2.3 to 3.7 from January to September. In October 2014, a new system of cross survey was introduced which requires every services to comply with the requirement. With the implementation of the new system we can see the improvement in term of rating. In 2015 the quality objective of 4% was achieved from April onwards until the year end. To ensure the consistency of the feedback collected, services are reminded to collect 30 pcs of survey form every month .

2.To achieve 100% positive patient satisfaction rating for diet consultation

For diet consultation, the trending of patient satisfaction is moving from good to excellent, with an increase of 7.6% *'excellent'* ratings in year 2015 as compared to year 2014. In year 2015, there are 100% positive ratings *('good' and 'excellent')* and 0% negative ratings *('average' and 'poor')* for diet consultation. The overall ratings had improved in 2015 compared to year 2014 due to one negative rating *('average')* received in May 2014

For nursing indicators, the first indicator of ensuring 95% of A&E cases will be screen by MO within 10 minutes, the performance of 2015 was lower than 2014 due to the increase number of patients by 10% . However the management has allocated 2 Medical Officers on duty during peak hour (from 2pm-4pm and 9pm – 10pm), implement Lean management and seeing all green zone patients in the Medical Officer's room instead of at the bed site except for those requiring procedures. The second indicator of monitoring percentage of bodies released to next of kin/claimant (non-medico legal cases) within three hours from the time bodies are received in the mortuary, the performance was lower in 2015 due to various factors which are beyond our control. Another indicator of ensuring 90% of patient for clinical procedure will be carried out by consultants within 30 minutes at special diagnostic services was found to be lower in term of performance in 2015 compared to 2014 due to various reasons beyond our control. However for both years the quality objective was achieved. Nursing care

provided by Hospital A was higher than 80% for 2014 and 2015. However the performance in 2015 was 3.2% higher compared to the previous year.

For clinical support indicators, the first indicator of dispensing 100% prescriptions to patients within 30 minutes was slightly lower in 2015 compared to 2014 due to the increased number of prescriptions in year 2015 compared to year 2014 with 68,596 patients in 2015 again 67,044 in 2014. In order to improve the achievement, recruitment of new staff for replacement is carried out periodically using Full Time Equivalent (FTE) as guideline to ensure sufficient manpower. The second indicator of preparing 90% of to-take-away (T.T.A) prescriptions within 15 minutes was lower in 2015 due to the increase of occupancy rate by 4.8%. The third indicator to ensure 95% outpatients are attended by physiotherapist within 10 minutes was achieved for both years of 2014 and 2015 with a better performance in 2015.

For support service indicators, the first indicator to ensure 4% of outpatient customer feedback form collected every month was achieved from April 2015 onwards. The second indicator to achieve 100% positive patient satisfaction rating for diet consultation was achieved for both 2014 and 2015 with a better rating in 2015. Monitoring of various indicators for nursing, clinical support and support services will facilitate the hospital to meet patients' expectation. For A& E services improvement had been met by providing two Medical official Officers during peak hours to speed up the process of seeing patients. Waiting time to perform clinical procedures is still not meeting the set target due to unforeseen circumstances which is beyond our control. However we have not received any complaint from patients on this issue. For pharmacy services due to the increase in the workload, waiting time for 2015 is yet to improve. Planning had been made to increase the number of staff using Full Time Equivalent (FTE) calculation. Indicators related to support services had been achieved accordingly and better achievement had been achieved in year 2015.

The number of patients both seeking outpatient and inpatient treatment had increased significantly for 2015 compared to 2014. Due to the increase in term of patients' workload the revenue generated by the hospital also increased accordingly for 2015 which is much better compared to 2014. Therefore by monitoring various indicators we can see the impact of patients' satisfaction on the revenue growth for this hospital.

VI. Conclusion

Indicators for nursing, clinical support and support services were monitored for 2014 and 2015. For the nursing indicators, even though the achievement for 2015 was slightly lower than 2014, various actions had been taken to achieve the target such as putting two Medical Officers during peak hours at the A&E services and rescheduling rosters at the Special Diagnostic services to improve the waiting time for clinical procedures. The rating for nursing services is higher than the target for both 2014(90.5%) and 2015 (88.6%). Rating for Consultants also exceeded the target of 80% for 2014 (90.5%) and 2015 (88.6%). For other services such as dietary and facilities, the rating also exceeded the target. The rating was 80.6% (2014) and 77.2% (2015) for dietary services and 80.6% (2014) and 83% (2015) for facilities.

Outpatients had grown by 1.7% from 98,924 in 2014 to 100,637 in 2015. The growth of inpatients was 6% from 16,456 in 2014 to 17,447 in 2015. In tandem with the growth of both outpatients and inpatients, the revenue had grown by 18% from RM 120.6 million in 2014 to 142.2 million in 2015

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