

Report On
**“The Revolution in Hospital Management & Patient
Satisfaction in Bangladesh”**

By
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An internship report submitted to BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelors of Business Administration

BRAC Business School
BRAC University
September 2024

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Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Md. Ashfak Uddin
16304001

Supervisor's Full Name & Signature:

Mr. Riyashad Ahmed
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Letter of Transmittal

Riyashad Ahmed
Assistant Professor,
BRAC Business School
BRAC University
Kha-224 Merul Badda, Dhaka-1212

Subject: Submission of the internship report.

Dear Sir,

With due respect, I am pleased to submit the internship report successfully. The "***Revolution in Hospital Management & Patient Satisfaction in Bangladesh***" report is a partial requirement for completing my bachelor's degree in Business Administration at BRAC University. This report articulates the findings and outcomes of the study. My highest dedication and focus to making this report was to set up an influential report with proper information and gather all the data at my best level. Throughout my internship at Platinum Hospital, I consistently worked to complete this report, incorporating both primary and secondary sources. My three months are a fantastic for me to increase my understanding of the accounts and finance department of Platinum Hospital Ltd. and the hospital culture.

I am deeply grateful for your unwavering support and valuable guidance, which have been instrumental in my journey. Your support has allowed me to delve into the topic and complete this report successfully. I cannot thank you enough for your guidance.

Sincerely yours,

Md. Ashfak Uddin
16304001
BRAC Business School
BRAC University
Date: September, 2024

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Platinum Hospital Limited and the undersigned student at BRAC University.

Name: Md. Ashfak Uddin

Student ID: 16304001

BRAC Business School

BRAC University

Acknowledgment

The internship at Platinum Hospital Ltd., Bangladesh, was an excellent journey, as I learned many real-life instructions and implications. I was fortunate to have this opportunity, and I sincerely thank all the supervisors and teachers who made me competent enough to complete such an extensive report. I owe a debt of gratefulness to Mr. Riyashad Ahmed, Assistant Professor of BRAC Business School, for his profound influence on my professional and personal growth. His teachings not only enriched my internship report but also left a lasting impact on my approach to work and life. I am also thankful to my supervisor, Mrs. Bilkis Akter Asha (Accounts and Finance Manager) of Platinum Hospital Ltd. Bangladesh, for trusting me with essential account details and assignments. I want to thank my incredible adviser, Pastor Matthew Halder (Assistant accounts manager), for his careful and valuable guidance, which allowed me to observe the quality of leadership and real-life experience. I also want to acknowledge the patience of those who filled out my survey form, as their contribution was crucial in establishing a fair result. Lastly, I am grateful to my family and friends, whose unwavering support and encouragement have been instrumental in my learning journey. Their direct and indirect contributions have significantly enriched my internship experience.

Executive Summary

This report reflects my internship experience at Platinum Hospital Limited. As an accountant intern at PHL, I learned many things and implemented them in real life. The work culture at PHL is incredible; everyone is helpful. The organization part of the report focuses on the hospital's operational activities, services offered by PHL, marketing strategies, and operation management. It analyzes PHL's SWOT analysis and Porter's Five Forces Model. PHL does not publish an annual report, so I cannot include the financial part in this report. Moreover, patient satisfaction is crucial in both public and private hospitals. In the report, I described how factors influence patient satisfaction. Bangladesh's Government should increase the health sector budget in the upcoming fiscal year for the betterment of patients.

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List of Acronyms

PHL:	Platinum Hospital Limited
SHNIBPS:	Sheikh Hasina National Institute of Burn and Plastic Surgery
BSMMU	Bangabandhu Sheikh Mujib Medical University
HMS	Hospital Management System (Software)
DGSH	Director General of Health Services
WHO	World Health Organization
DMC	Dhaka Medical College
BMSRI	Bangladesh Medical Studies and Research Institute
NIPSOM	National Institute of Preventive and Social Medicine
MIS	Management Information System
FY	Fiscal Year
MDG	Millennium Development Goal
SDG	Sustainable Development Goal
BMC	Bangladesh Medical College

Glossary

Term	Definition
Debit Voucher	It is a payment voucher, and it is made when the business makes some payment.
Credit Voucher	It is a voucher that records cash and cheque payments, also known as a receipt voucher.
Positive Deviance (PD)	Positive deviance is an observation based on individuals, groups, society, or county.
HMS Software	HMS software can help to maintain any hospital activities properly and easily.
Transferable Skill	Transferable skills are carried from the learning process into practical practice.
Doctor-Vetted Educational Content	Doctors create videos about recent diseases and talk about solutions.
DGHS	A website where all the health activities recorded in Bangladesh
FY	Bangladesh's Fiscal year began on the 1st of July and ended on the next year's 30th June.
SDG	SDG aims to end poverty and, a safe planet and by 2030 all people enjoy peace and prosperity.
MDG	MDG aims to reduce extreme poverty and its many manifestations like hunger, disease, etc.

Chapter 1: Overview of internship

Chapter one represents the introductory part of my internship and includes a statement of the “student information, internship information, and internship outcomes”.

1.1 Student Information

- Name: Md. Ashfak Uddin
- Student ID: 16304001
- Program: Bachelor of Business Administration (BBA)
- Specialization: Major in Finance and Minor in Accounting.

1.2 Internship information

1.2.1: Company Details

- Period: 1st September to 31th December, 2023
- Company name: Platinum Hospital Ltd.
- Department: Accounts department
- Address: 69|M|1, G.H. Tower, Panth path, Dhanmondi, Dhaka 1205

1.2.2: Internship company supervisor information

- Name: Ms. Bilkis Akter
- Position: Manager- Accounts and Finance

1.2.3: Job Responsibilities

As an accounting intern, I supported the function by preparing debit and credit vouchers, daily marketing conveyance, salary sheets, increment and bonus sheets, personal file uploads, and bank and bill payments. Fixed asset file management and daily collection as well. My critical duties as an intern in the accounts department at Platinum Hospital Ltd. (PHL), Bangladesh, are outlined below:

- **Debit Voucher:** Debit voucher, also known as a payment voucher. With my supervisor's permission, sometimes I give debit vouchers to the company employees, those who purchase goods from outside.
- **Credit voucher:** A credit voucher is also known as a receipt voucher. As the hospital needs to update instruments for better service, it often sells the oldest instrument and gets cash and a cheque with a credit voucher.

- **Daily marketing conveyance:** One of my chief responsibilities was paying for marketing conveyance. Marketing experts are working on increasing patient PLH. They get a conveyance daily, but if they give a patient in the hospital, they get a higher conveyance.
- **Increment and bonus sheet:** All bonuses are calculated monthly at a designated date. The bonus money is kept separate and given from person to person.
- **Salary Sheet:** one of the most significant aspects of my role was handling the highly confidential salary sheet. My supervisor entrusted me with this responsibility, which involved adjusting the salaries of the hospital's employees, demonstrating the level of trust I gained during my internship.
- **Personal File Upload:** One important job responsibility was to keep patient files uploaded. After a patient's release, details of that patient's paper would be filed in his file.
- **Fixed asset file management:** As part of my role, I managed the fixed asset file. This involved meticulously arranging the payment amount for past to present orders, demonstrating my attention to detail and thorough understanding of the hospital's financial records.
- **Bill and Bank Payment:** As an intern, my assistant accounts manager went to the bank to pay bills such as DESCO, WASA, and others. Some other PHL payments are made through banks.

1.3: Internship Outcomes

1.3.1 Student contribution to the company

Platinum Hospital Limited, treats all interns as team members and recognizes their essential role in the organization's overall success. As an accounting intern, I made a significant contribution to the company. Throughout the internship, my everyday work was more or less the same. Mostly, I worked with software like HMS, which required me to solve basic accounting equations such as $\text{asset} = \text{liabilities} + \text{owner equity}$. Furthermore, it records everyday transactions, debit vouchers, credit vouchers, bank payments, etc. Apart from this, I had to create a new file of income and expenses, both printed and soft copy, and mail it to my supervisors daily. With my supervisor's permission, I worked on the salary and bonus sheet, and I feel fortunate to have done such confidential work. My responsibilities impacted the hospital and reflected the excellent outcomes.

1.3.2 Benefits to the student

PHL has structured its internship program to ensure interns can maximize their experience. I had the excellent opportunity to work in a hospital as a student with a business background. My learning experience as an accountant intern at Platinum Hospital Limited has been enhancing and uncommon. PHL's work culture and environment promote growth and empowerment for the employees. The internship gives knowledge regarding every day of an employee working in the accounts and the different types of software and processes that run throughout the year. I gained insight into the significance of the account and finance department in a hospital such as PHL and witnessed the maintenance of professional communication across the workplace. Finally, this internship has helped me practically in the accounts and finance field and helped me evolve as an individual. Moreover, the internship yielded additional benefits, including:

- Apply theoretical knowledge in the real world
- Expend your transferable skill
- Develop a professional connection
- Make new friends
- Boost your resume

1.3.3 Difficulties and Problems face during the Internship

Our classroom experiences and field experiences are different. Since this internship was my first experience working at a hospital, I initially found adjusting to the new way of life and culture difficult. However, I have come to appreciate the learning process and the support of my manager and teammates, who have been unwavering in helping me feel at ease and inspired so that I may perform to the best of my abilities at work. Another challenge I faced was hospital software management. Ultimately, since I was somewhat inexperienced with Microsoft Excel, my profession requires me to have specific abilities.

1.3.4 Recommendation

Platinum Hospital Limited (PHL) is a great place to do an internship and has had a pleasant experience. Moreover, in PHL are many things to learn, and three months is not enough to learn about a hospital or organization properly. I recommend the program incorporate some learning sessions and practical implications that can be applied in real-life situations. This will

improve employee communication and transparency and allow interns to learn very well about a hospital. Internship in the PHL can enhance their knowledge, enrich their internship experience, and implement it in the real world.

Chapter 2: Organizational Part

2.1 Introduction

2.1.1 Objective of the study

The report's main goal is to revolutionize hospitals and patient satisfaction in public and private hospitals. The report also focuses on the individual performance of Platinum Hospital Limited, Bangladesh, in terms of management, marketing, and finance, providing a clear and thorough picture of its standing within the industry. The main objectives of the report are:

1. Identify the government allocation for the health sector.
2. Identify the essential characteristics of patients in Bangladesh.
3. Identify patient satisfaction and influencing factors in public and private hospitals.

2.1.2 Methodology

My observation and experience at PHL are primary sources for preparing my report. I also interviewed my supervisors (Mrs. Bilkis Akter), team members, and employees at PHL to learn more about the Hospital. My supervisor, Mrs. Bilkis Akter, helped me a lot by helping me understand all the little details about the hospital and how it runs. However, my secondary sources are qualitative and quantitative data and different valid newspaper articles.

2.1.3 Scope of the study

The report analyzes the private and public hospital revolution, patient satisfaction, and today's most debated subject in hospitals. It discusses the attributes of the patient, the degree of patient satisfaction, and the factors that influence patient satisfaction

2.1.4 Limitation

Confidential financial data and information about the PHL are the most significant limitations I faced in preparing this report. PHL does not publish annual reports or lists in the DSE (Dhaka Stock Exchange). As an accountant intern, I had to work with different types of financial information and data that are more confidential and that I cannot share. Secondly, the timeline of my internship was just 120 days. Even with this four months' time, it was not enough for me to fully understand the PHL. However, this also means that there is a wealth of knowledge and experience within the organization that I have yet to explore.

2.2 Overview of the company

2.2.1 Company Background

Twenty-three owners founded Platinum Hospital Limited in 2022 to provide healthcare services. The fast-moving customer service PHL provides health care, skin care, surgery, and so on. The hospital was located on Panth-path, featuring a nine-story building on the third floor, a CEO room, doctors' chambers, and a 9th-floor accounts and managing director room. The CEO and general manager are Akhbaat Haque Sangita and Raj Kumar Sinha. The hospital had 35 beds. The best part of PHL is that all of the owners are doctors, and they run it. Most owners come from two reputed hospitals in Bangladesh: Sheikh Hasina National Institute of Burn and Plastic Surgery (SHNIBPS) and Bangabandhu Sheikh Mujib Medical University (BSMMU).

2.2.2 Mission and Vision of PHL

PHL's vision is "To create a world-class diagnostic and health screening center with a reputation for excellence, professionalism, and service quality equal to the best globally," Its tagline is "We care better." However, PHL's mission is to "select suitable personnel appropriate for the job through comprehensive integrated clinical practice, innovation, and lifetime learning."

2.2.3 Organizational Structure of PHL

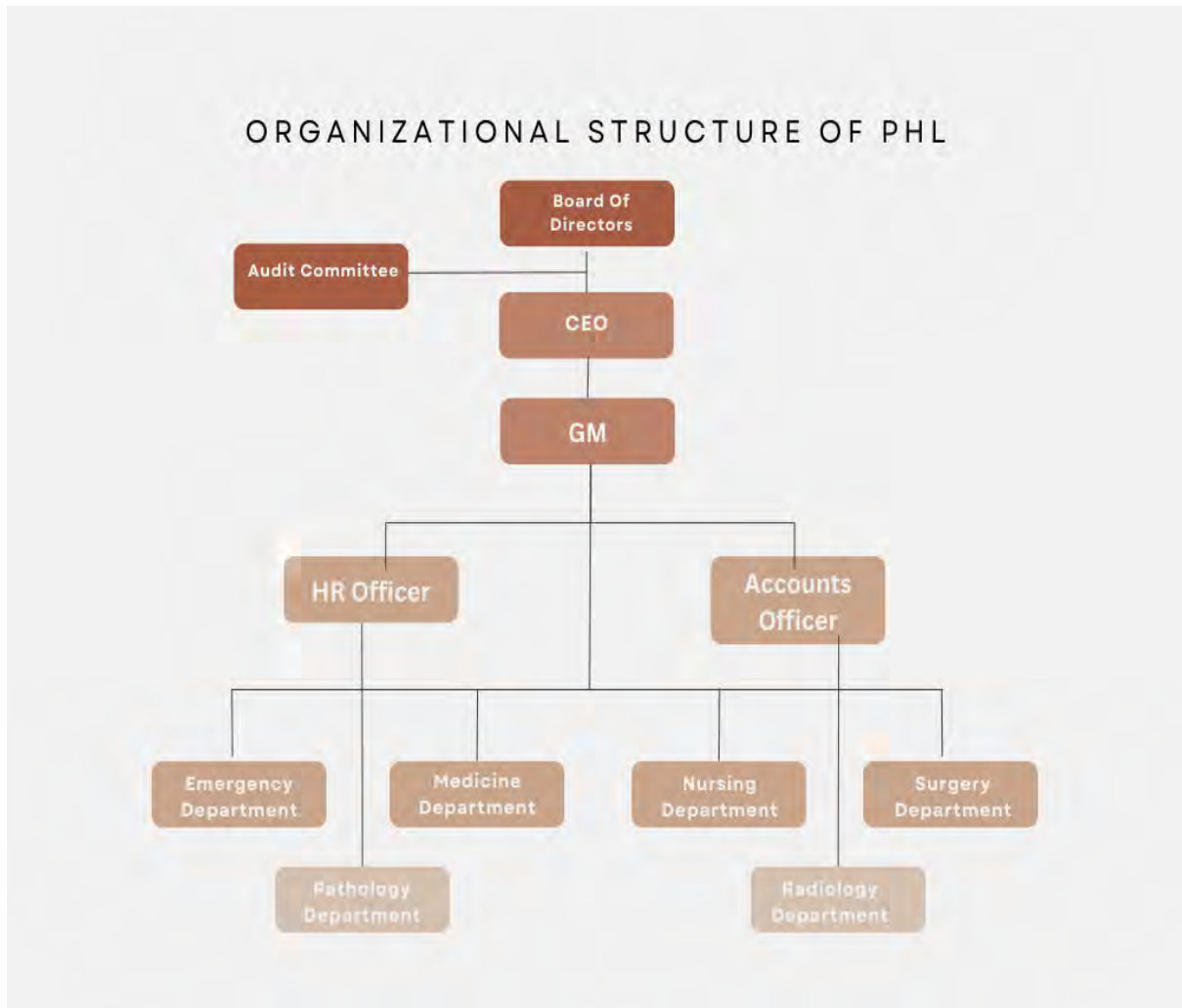


Figure 1: Organizational Structure of PHL

2.3 Management practice

2.3.1 Hospital Management System (HMS) at PHL

Nowadays, hospitals and the care sector contribute remarkably to fulfilling one of the basic needs of human beings and this sector is improving a lot. PHL uses two types of software: Big Bang and HMS software. Big Bang is used for billing purposes, and HMS software can manage everything in a hospital, such as doctors' appointments, patient appointments, prescriptions, reservation processes, hospital accounts, etc. Here is the chart of HMS and Big Bang software working on PHL given below:

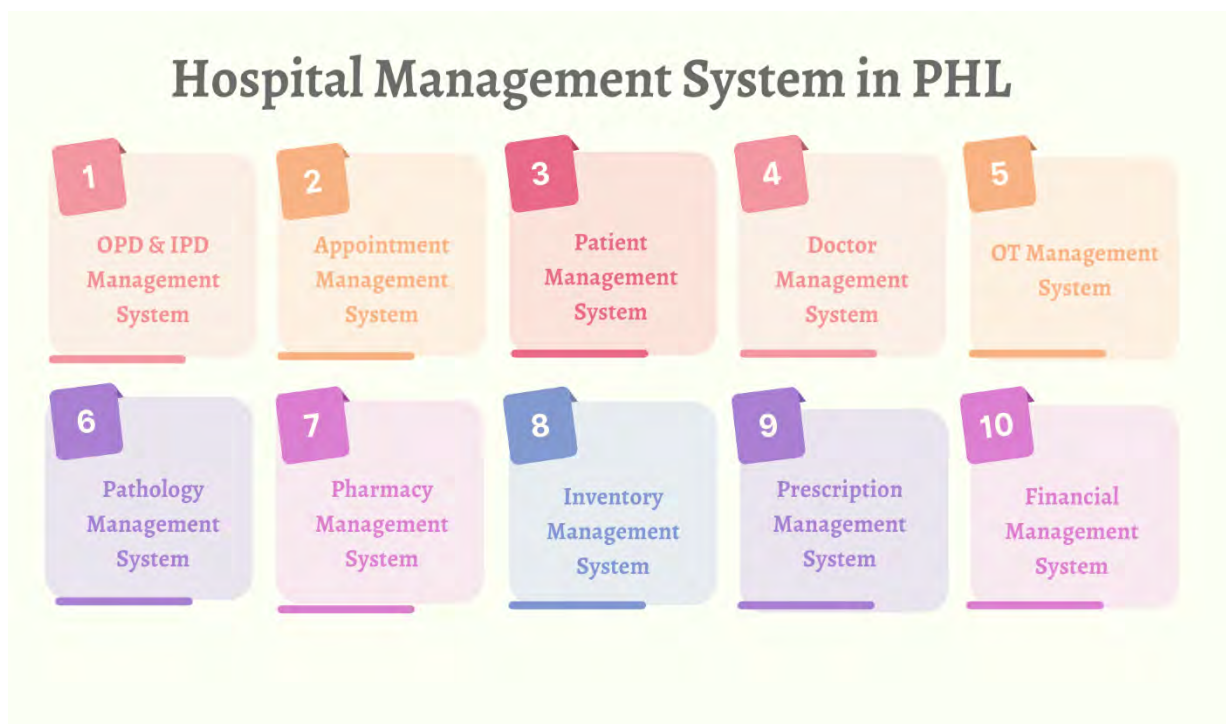


Figure 2: HMS practice at Platinum Hospital Limited

2.3.2 Core value of PHL

The core value of platinum is that it creates a vibrant culture at PHL that promotes accountability, excellence, innovation, teamwork, transparency, integrity, etc. Everyone in the hospital respects understands and maintains these values. The core value figure of PHL is shown below:

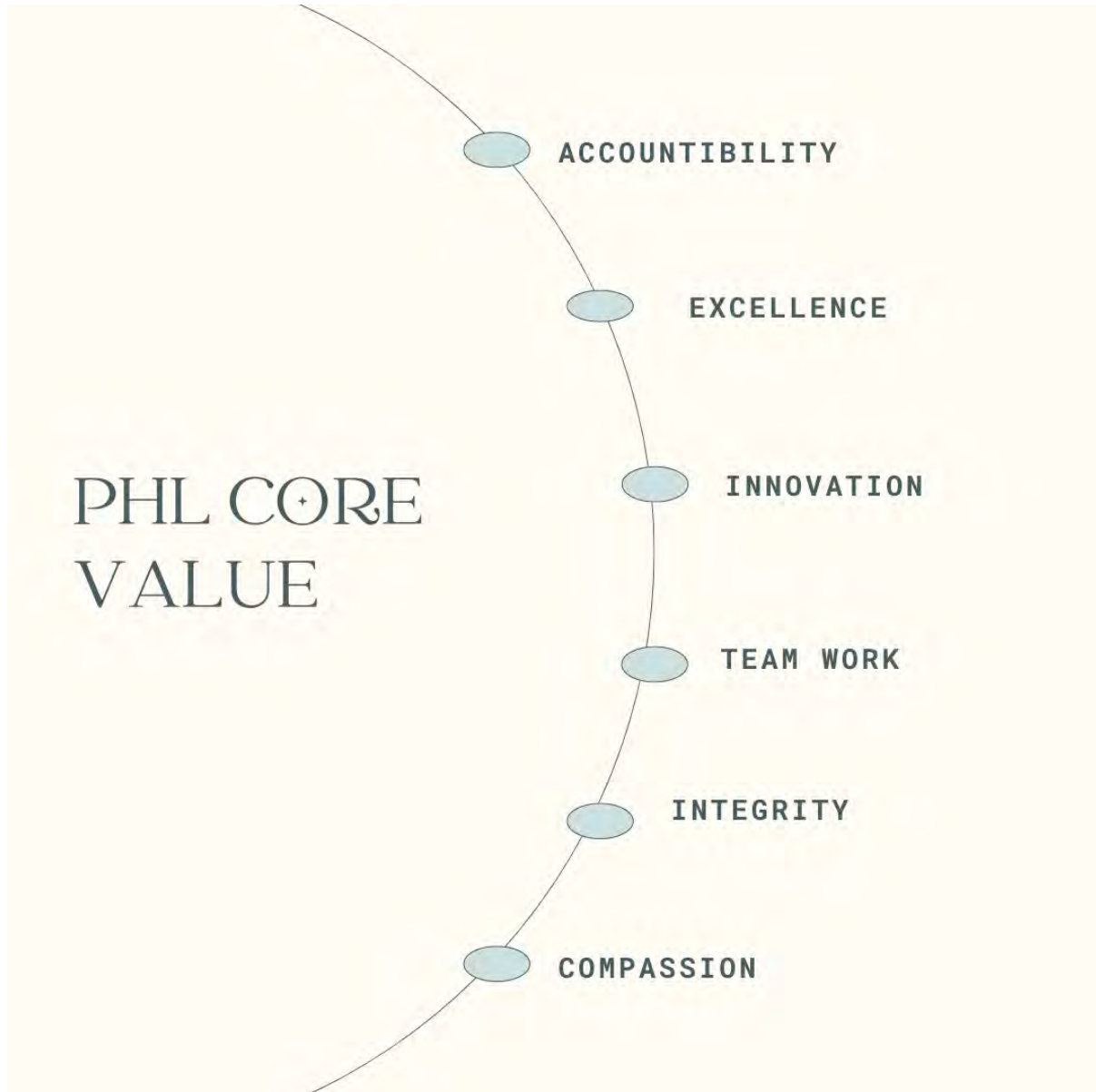


Figure 3: PHL Core Value

2.4 Marketing Practice

Hospital marketing is about acquiring new patients, connecting with them, and ensuring a healthy and profitable future. PHL is similar; they do marketing on different platforms to gather several patients. PHL used various types of marketing strategies, which are given below:

2.4.1 5Ps of marketing strategy at PHL

- **Product:** At PHL, our product is not just a service but a unique approach to patient care. Our professionals are dedicated to delivering high-quality, patient-centered care and ensuring every patient has a positive experience. This commitment drives us to improve patient care and safety continuously.
- **Place:** PHL is situated in Panthpath, Dhanmondi. More than twenty hospitals are near this area, so they find the perfect place to receive many patients. PHL is situated exactly opposite the Bashundhara City shopping complex.
- **Price:** At PHL, we understand that patients are increasingly cost-conscious. That's why we have a transparent and patient-centric pricing strategy for our hospital tests, doctor visits, cabin rent, etc. We always strive to communicate treatment benefits and outcomes, helping patients understand the value they receive and be more willing to invest in their healthcare. For example, if a patient returns to PHL, the hospital gives that patient a discount.
- **Promotion:** In the realm of marketing, promotion is widely used. PHL uses different types of promotion, such as Facebook and Instagram, as well as traditional methods like brochures.
- **People:** At PHL, we understand that the human factor is crucial in delivering exceptional patient experiences in healthcare. We believe in the power of human touch, not AI. Our dedicated team at PHL works tirelessly to enhance practice satisfaction and reputation, ensuring patients feel secure and confident in our care.



Figure 4: 5ps of Marketing Strategy

2.4.2 Trusted, Doctor-vetted Education Content

In the 21st century, patients trust educational content that is delivered by medical professionals. PHL doctors create and share educational and engaging content on social media that addresses common health concerns. PHL doctors share tips for preventative care and guidance on managing specific conditions. Here are-

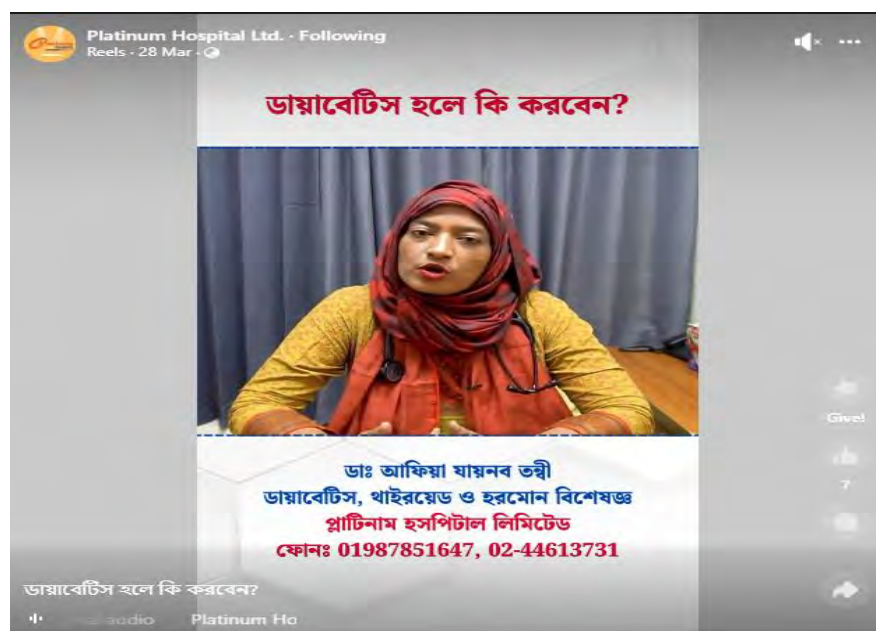


Figure 5: Doctor-Vetted Educational Content

2.5 Financial performance & Accounting practice

Financial performance and accounting practice are confidential at PHL. PHL does not publish annual reports and is not even listed in the DSE (Dhaka Stock Exchange). However, any hospital in Bangladesh that is not listed in the DSE and does not publish an annual report.

2.6 Operation Management & Information System Practice

Operation management and information system management are the most important functions in the PHL. Describe them briefly below:

2.6.1 Operation Management at PHL

PHL operational management is the process of arranging, planning, and managing a healthcare organization's operations, known as hospital operations management. In PHL, there are four main functions in operation management those are-

- **Quality management:** Quality management is super important for giving safe, high-quality care. In PHL, quality management is about ensuring healthcare services meet and even surpass patients' expectations. It means setting standards for quality, checking how things are going, and making changes when needed. They have to create and use systems to manage this quality. Here are some things included in quality management:



Figure 6: Task include in quality management

- **Resource management:** Resource management ensures that all resources are used in the best way possible. For PHL, this is key to ensuring patients get the care they need without delay. The first step in managing resources is planning. Some tasks in resource management include scheduling, forecasting, keeping track of inventory, budgeting, supply chain management, staffing, and training.

- **Process improvement:** Process improvement is all about finding and making changes that boost the quality and efficiency of healthcare services. Often, PHL operations managers take the lead in these efforts while working closely with other team members. PHL uses Six Sigma as a major tool here. It is a method focused on data to find and fix errors and waste in healthcare processes. This approach has helped improve many areas in healthcare—from patient registration to when they are discharged. Here are the tasks included in process improvement:

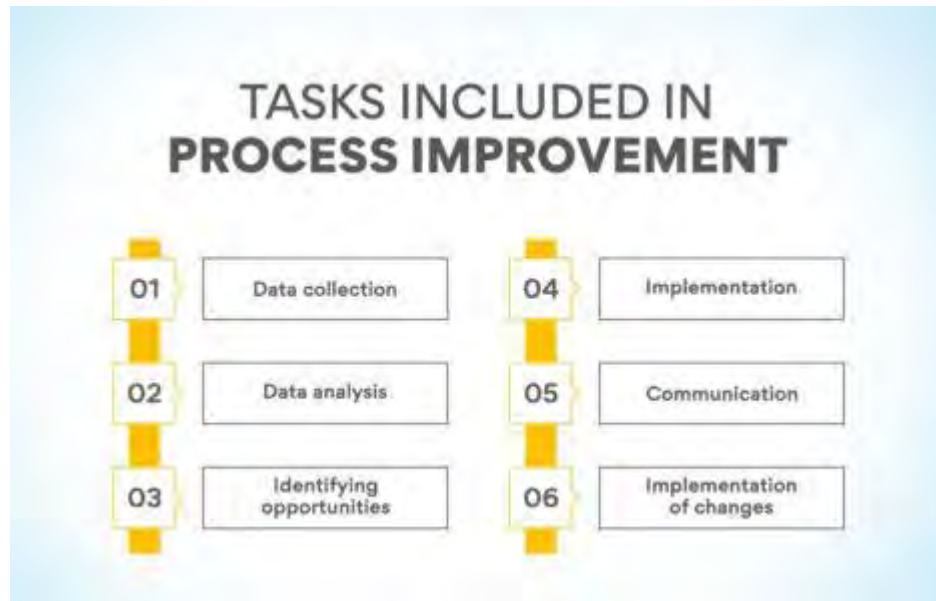


Figure 7: Task included in process improvement

- **Patient safety:** Patient safety is a big responsibility of operations management in healthcare. It is about making sure the hospital is safe, clean, and free from dangers. At PHL, patient safety is more important. Operations managers play a crucial role in ensuring PHL is a secure place for patients and staff. This safety foundation helps provide excellent care and creates a positive patient experience. Everybody on the team must be well-trained and stick to safety rules to help prevent accidents.

2.6.2 Information System Practice

The hospital Information System (HIS) is super important. It helps make things easier in hospitals by digitizing many operations. For instance, it digitizes patient records, appointment scheduling, and billing processes, streamlining these tasks. PHL has two main parts: clinical modules and administration modules.

Firstly, the clinical module is a critical component that enhances doctor-patient interactions. This part is patient-centric, handling appointments, registration, billing, and medication. It also assists doctors in their treatments and surgeries. The module's efficiency allows doctors to spend more time with their patients and see more patients daily, improving healthcare delivery and maintaining a strong patient focus.

Next, we have the Administration Module, a comprehensive part that manages all the behind-the-scenes information. It oversees accounts, stores, asset management, human resources, corporate billing, and insurance billing, providing a sense of security and control for hospital management. It is their tool to monitor money coming in, payments still due, purchases they need to make, and the supplies they have on hand.

2.7 Industry and Comparative Analysis

Platinum Hospital operates in the healthcare industry, with many competitors in Dhaka, Bangladesh, such as United Hospitals, Evercare Hospitals, and many more. Describe Porter's five forces model and then SWOT analysis in the PHL.

2.7.1 Porter's 5 Forces Analysis:

Porter's 5 forces model was developed around 40 years ago but still; it is a helpful tool to understand how a company is positioned in the marketplace.



Figure 8: Porter 5 forces model

- Threat of new entrance:** Entering the healthcare scene in Bangladesh is quite a challenge. Obtaining numerous permissions, making necessary investments, completing extensive paperwork, and conducting thorough research are all significant challenges. It is not straightforward at all. The chances of new players coming in are low. However, here is an interesting bit: the Directorate General of Health Service (DGSH) has suggested a new setup for patients and bed capacity hospitals should have. For example, if a hospital has ten beds, they need 25 staff members, six of whom are doctors. So, entering this field has become even more challenging.

Very Low	Low	Neutral	High	Very High
1	2	3	4	5

- Threat of Substitutes:** PHL faces tough competition in the healthcare sector. Hospitals like Square, United, and Evercare are big players, too. They all provide similar services, tests, and diagnoses. The main differences are the care and satisfaction of the patient

and, obviously, the low price and quality of services. This means the threat of substitutes is high.

Very Low	Low	Neutral	High	Very High
1	2	3	4	5

- **Bargaining Power of Buyers:** When customers have power, they can push businesses to give better services or products without paying much. In healthcare, the customer's power is super high. Patients care about prices with quality of services. PHL is located where many hospitals offer similar services at competitive rates—all trying to grab those patients and make them happy.

Very Low	Low	Neutral	High	Very High
1	2	3	4	5

- **Bargaining Power of Suppliers:** When we look at suppliers versus buyers in healthcare, there are many buyers but only a few suppliers. The bargaining power of the supplier is high. However, switching from one supplier to another is not easy. Suppliers have more power if patients do not mind spending money and know little about their options. Also, if a buyer does not make up a big part of what a supplier sells and the supplier has unique products, it gives them more bargaining leverage.

Very Low	Low	Neutral	High	Very High
1	2	3	4	5

- **Comparative rivalry:** PHL offers similar services compared to other hospitals. Because of this similarity, competition is pretty hard. With more hospitals opening up every year, the comparative rivalry is very high.

Very Low	Low	Neutral	High	Very High
1	2	3	4	5

2.7.2 SWOT Analysis



Figure 9: SWOT Analysis

Strength:

- Platinum Hospital Limited is very budget-friendly.
- It is a trustworthy option for both middle-class patients and the needy.
- Patients will find expert medical professors at PHL.
- There are various departments for different diseases, which is excellent.

Weaknesses:

- PHL must buy more medical equipment since it is new in the hospital era.
- There are few operational theatres available.
- PHL also has a limited number of lab departments.
- The number of ambulances should increase.
- E-health services are limited at PHL.

Opportunities:

- PHL has carved out a nice spot in Bangladesh's healthcare landscape.
- Surgery is the primary source of income, which is fascinating.
- Most doctors here are professors or assistant professors at public hospitals.
- PHL shows eagerness to embrace new technology.

Threat:

- Big names like United, Square, and Evercare offer top-notch care and patient satisfaction.
- The pace of tech changes and new treatment options in the 21st century is fast.
- There is an inactive referral system at PHL.
- political interference and insecurity can be challenges, too.

2.8 Summary and Conclusion

PHL has an outstanding service quality with good revenue and is concerned about patient satisfaction. PHL has separate departments for different diseases. However, Bangladesh ranked 88th in the latest WHO ranking on global healthcare quality. Because of PHL's beliefs and looking after better services, the hospital is consistently developing and purchasing new instruments and service variations that the end patients love. PHL also has a unique work environment that is ideal for employees. The encouragement PHL provides its employees is beyond comprehension, making PHL an intriguing place for potential employees.

2.9 Recommendation

As a hospital and employer, PHL is excelling in all aspects. My experience as an intern in the hospital's accounts and finance department has been enriching. In addition to my duties and responsibilities, the hospital has empowered and inspired me to make decisions and take ownership of my work. PHL's commitment to patient care is evident in its low costs for tests and doctor visits. The PHL manager's continuous monitoring, evaluation, and assessment of service quality, as well as reporting to higher authorities for future planning, further underscores the hospital's dedication to its patients and stakeholders.

Chapter 3 Project Part:

3.1 Introduction:

Quality of life requires good health. Without good health, a nation cannot be economically prosperous and has poor social development. The Bangladesh government plays a vital factor in the health industry. In Bangladesh, the overall health status presents an unimpressive picture, and holds the potential for significant improvement, inspiring hope and optimism. The country has adopted SDG and MDG goals in health care policy to achieve health for all, and with the right strategies, the health sector could see betterment. Social and economic inequalities exist in Bangladesh. According to DGSH (2019), there are 255 public hospitals, 5054 private hospitals, and 9529 diagnostic centers in Bangladesh. The public hospital beds amounted to 54660; on the other hand, the private hospital beds were 91537, and the total number of beds was 143394 at the end of 2019.

However, a significant portion of the Bangladeshi population, particularly in rural areas, lacks adequate access to healthcare facilities. The issue of underutilization of health services is multifaceted and complex, demanding immediate and urgent attention. Furthermore, the public and private health policies of Bangladesh hospitals need to be more inclusive and people-centric. Financial and technical support is crucial for all, especially those in rural areas. The government's allocation of only 5.4 percent to the health sector in FY23 and FY24, a proposed 5 percent decrease of 0.4 percent, is a cause for concern. Prof. Syed Abdul Hamid noted, "People in Bangladesh have to bear 68.5 percent of the total health expenditure" (The Financial Express, June 2023).

Bangladesh is one of the world's most densely populated countries, with 171.2 million people living in roughly 147570 square kilometers. It grapples with numerous challenges, with healthcare being a significant one. Inadequate and substandard health services, including a lack of healthcare infrastructure and trained medical professionals, pose hurdles to the country's development. Health services are a critical sector for upholding the fundamental rights of a country's citizens. Several awareness programs, spearheaded by development agencies in rural Bangladesh, are already making strides in addressing health issues. These agencies play a pivotal role in enhancing healthcare in rural areas by providing resources, training, and support. Despite some sporadic exceptions, all health awareness programs have focused on improving knowledge about health and hygiene issues, but few are promoting primary healthcare facilities.

3.1.2 Objective of the study

The study's main objective is to evaluate the services provided by private and public hospitals and the hospital revolution in Bangladesh compared to the 20th to 21st centuries. The study's specific objectives are outlined below:

- To identify the hospital service quality has increased over the past hundreds of years.
- To examine how private and public hospitals offer patient satisfaction.
- To explain the various socio-demographic factors that influence patient satisfaction.

3.1.3 Selection of study area

Dhaka has many varieties of hospitals that meet diverse patient needs. I chose two hospitals for the study area: public and private. Dhaka Medical College Hospital (DMC) is a public hospital, while a private hospital is Bangladesh Medical College Hospital (BMC). These hospitals have a good reputation for handling patients of all classes.

3.1.4 Reason for selection of the sample Hospital

Strong reasons for selecting these two hospitals are-

- Have a large number of bed capacity
- Oldest Hospitals in Bangladesh
- Biggest hospital in the public and private sector in Bangladesh

Table 1: Selected hospital basic information

SL. NO	Hospital Name	Types of Hospital	Establishment Year	No. of bed Capacity
1	DMC	Public	1946	2600
2	BMC	Private	1986	600

3.1.5 Background of the Sample Hospital

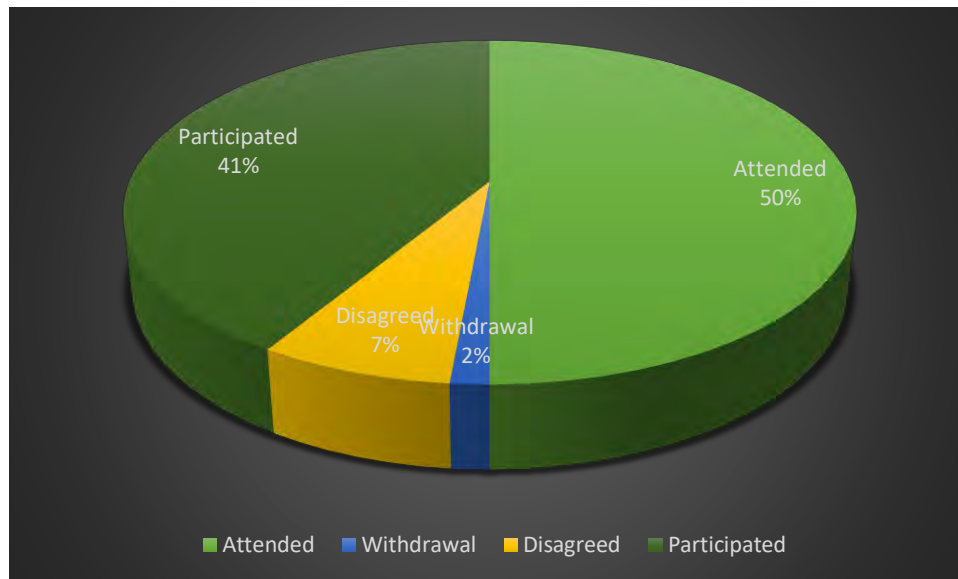
- **Dhaka Medical College Hospital:** In 1946 DMCH was established. It is one of Bangladesh's oldest and most prestigious hospitals and has access to a class of people. Hospitals and colleges are connected to provide affordable health care to many patients. It has a bed capacity of 2600 beds. It has about 2700 employees, including 850 nurses, excluding doctors. It has provided all sorts of health and medical services to the patients. Around 4000 patients seek treatment at the outdoor unit of DMCH each day. DMCH undertook a project called "Swapno Sakkor," where 5000 beds and modern treatment facilities will be available (Dhaka Tribune).
- **Bangladesh Medical College Hospital:** Bangladesh's first private medical college was Bangladesh Medical College (BMC), established in 1986 by a group of dedicated founder members. The Bangladesh Medical Studies and Research Institute (BMSRI), a non-political and non-profit organization, upholds its commitment to providing quality medical education, research, and services at a reasonable cost. With 600 beds and a range of facilities, in terms of the largest private hospitals in Bangladesh BMC is number one.

3.1.6 Source of data

This report aims to present findings based on primary and secondary data. Face-to-face interviews collected primary data from hospital respondents admitted as inpatients. The secondary data was collected from various reputable sources. Moreover, these data provide a comprehensive understanding of Bangladesh's healthcare situation and patient satisfaction. My research is built on diverse sources, including the National Institute of Preventive and Social Medicine (NIPSOM), the Directorate General of Health Services, different types of newspapers, and the Bangladesh Bureau of Statistics. I also gathered data from their websites, publications, MIS, journals, articles, and research reports.

3.2 Methodology

I used quantitative and qualitative data and descriptive statistics for my report. Primary data was collected from private and public hospitals. I got 100 responses from the public and 99 responses from the private hospitals, for a total of 199 respondents. I met with 241 patients to collect the data. The withdrawn and disagreed people were 42, so I got 199 respondents. There are 111 males and 88 females.



3.3 Finding and Analysis

I separated the findings and analysis into two sections: the revolution in hospital management and patient satisfaction in Bangladesh's public and private hospitals. Discuss briefly below:

3.3.1 Revolution in Hospital Management

Bangladesh, a country with positive deviance (PD), has made significant health strides with the unwavering support of the United Nations. The achievement of the SDG and MDG goals, as highlighted in the recently published book *50 Years of Bangladesh: Advances in Health*, is a testament to this. The book celebrates these milestones and outlines the formidable challenges that Bangladesh must overcome in the next 50 years to achieve universal health coverage and "Health for All." However, the most significant hurdle Bangladesh has faced recently is the increased government expenditure on health. The health achievements over the 50 years are as follows:

- Over the years, Bangladesh has seen a remarkable increase in life expectancy at birth, from 50 years in 1971 to 2021. This significant progress is a testament to the country's commitment to improving health outcomes. Notably, the mortality rate for children under five years old has seen a substantial decrease, from 251 in 1971 to 31 per 1,000 live births in 2021, a hopeful sign for Bangladesh's future health outcomes.
- Another notable achievement in Bangladesh's health sector is the decrease in the fertility rate. From 6.6 births per woman in 1975, it has decreased to 2.0 in 2021. This reduction bodes well for the country's future population growth and health indicators.

The coverage of childhood immunizations has expanded from 2% in 1978 to nearly 100% in 2021, and polio has been eradicated.

- Between 2000 and 2015, the rate of open defecation decreased from 34% to less than 1%.
- More than 70% of pulmonary-active TB cases have been identified, and 90% of these cases have undergone treatment.
- There have been 8 MDG (Millennium Development Goal) achievements.
- According to the SDG Report 2023, Bangladesh has an SDG index of 65.9, ranking 101st among 166 countries, and this is better than India (63.5) and Pakistan (59.0). (The Daily Star, 2024)

3.3.2 Fiscal Year 2020-25 Analysis

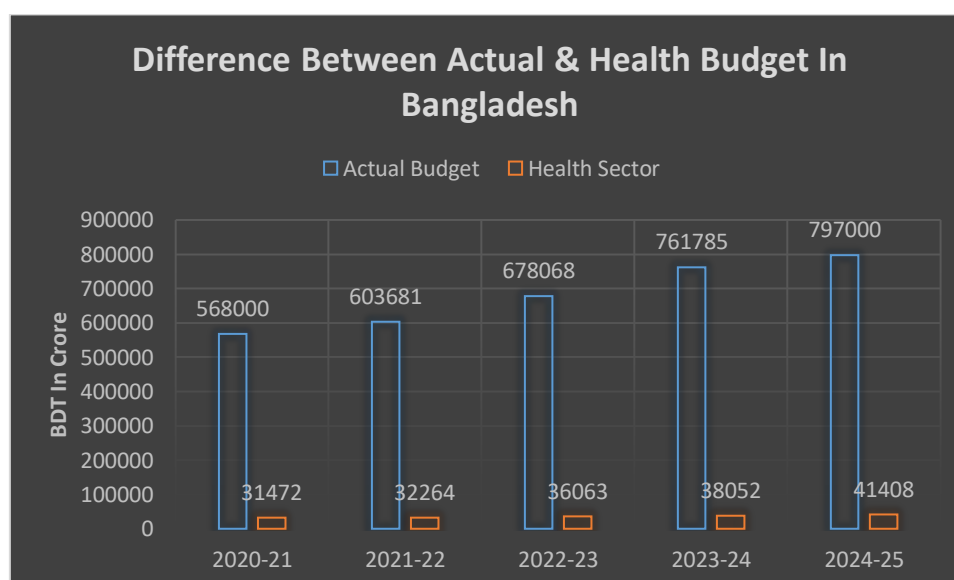


Figure 10: Difference between the actual and health budget in Bangladesh

Figure 10 illustrates the growth in the health budget in Bangladesh over the years. FY2020-21, the actual budget is 568000 crores, whereas the health budget is 31472 crores, which is 5.1%. In FY2021-22, the actual budget is 603681 crores, whereas the health budget is 32264 crores, which is 5.4%, showing a positive growth. FY2022-23, the actual budget is 678068 crores, whereas the health budget is 36063 crores, 5.4%, maintaining the growth. The actual budget for FY2023-24 is 761785 crores, whereas the health budget is 38052 crores, which is 5%, continuing the upward trend. The proposed budget for FY2024-25 is 797,000 crores, whereas the health budget is 41408 crores, or 5.19%, indicating a promising future for healthcare in Bangladesh.

3.3.3 Patient Satisfaction

3.3.3.1 Basic characteristics of the patient

Table 2: Demographic characteristics of the selected patient

Variable	Private Hospital	Public Hospital
Number	99	100
Sex (male/Female)	63/36	48/52
Age in years (Mean± SD)	47.49±18.02	47.3±18.04
Educational Status: n %		
Illiterate	9 (4.5%)	15 (7.5%)
primary	36 (18.1%)	39 (19.6%)
SSC	19 (9.5%)	21 (10.5%)
HSC	15 (7.5%)	19 (9.5%)
Higher Education	20 (10%)	6 (3%)
Socio-economic Status: n %		
Poor	8 (4%)	54 (27.1%)
Middle	62 (31.2%)	32 (16.1%)
Rich	29 (14.6%)	14 (7%)
Outcome: n %		
Cured	22 (11%)	19 (9.5%)
improved	57 (28.6%)	49 (24.6%)
Not improved	20 (10%)	30 (15.1%)
Death	0	2 (1%)

In Table 2, male responses were 111, and female responses were 88. On the other hand, there were 99 patients in private hospitals and 100 in public hospitals. The patient's mean age in a private hospital is 47.49 years, whereas in a public hospital, it is 47.3 years.

- **Educational Status:**

Educational Status:	Private hospital	Public hospital
Illiterate	9	15
primary	36	39
SSC	19	21
HSC	15	19
Higher Education	20	6

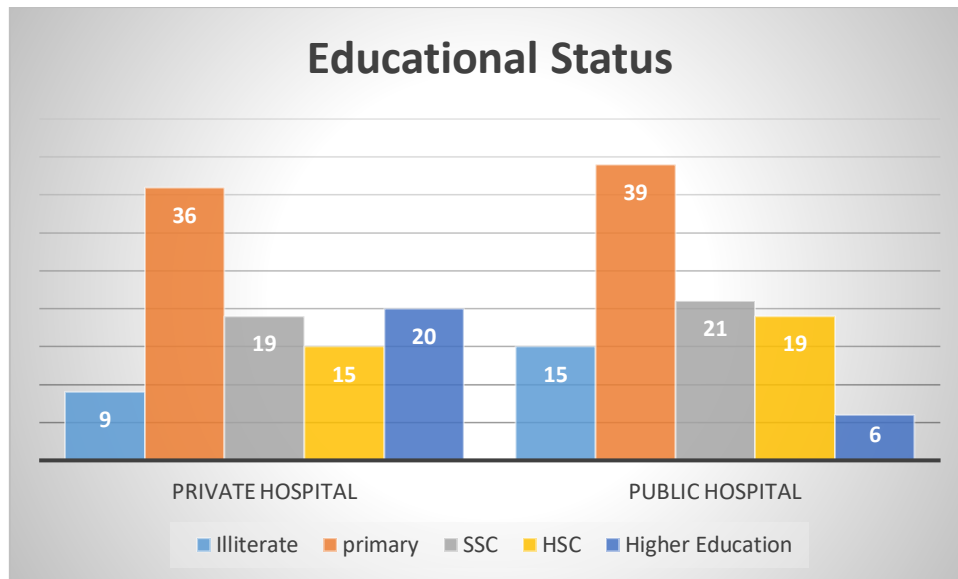


Figure 11: Educational Status Private & Public hospitals

- Socio-economic Status:**

Socio-economic Status:	Private hospital	Public hospital
Poor	8	54
Middle	62	32
Rich	29	14

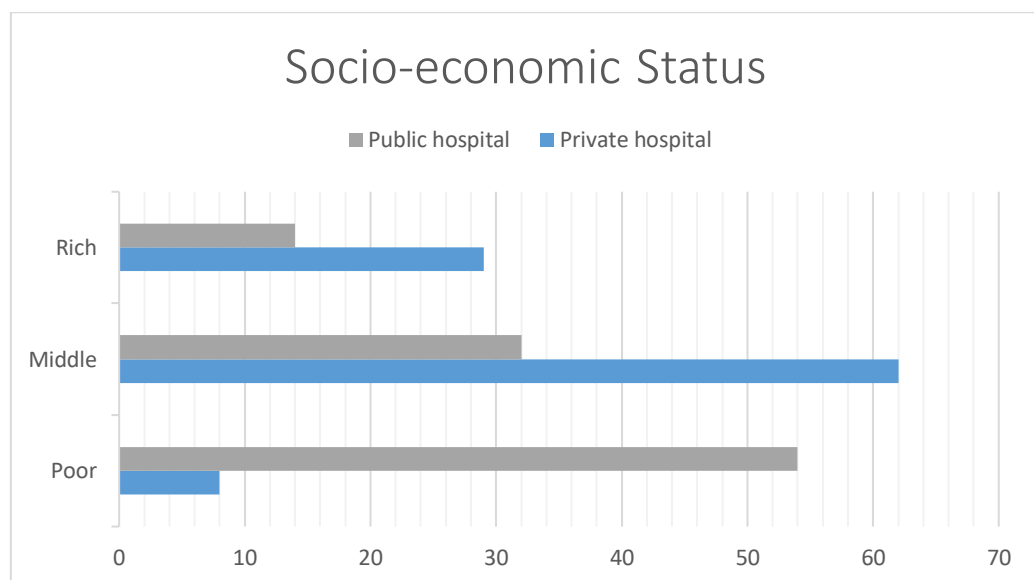


Figure 12: Socio-economic status of patients

- **Patient Outcomes:**

Outcome:	Private hospital	Public hospital
Cured	22	19
improved	57	49
Not improved	20	30
Death	0	2

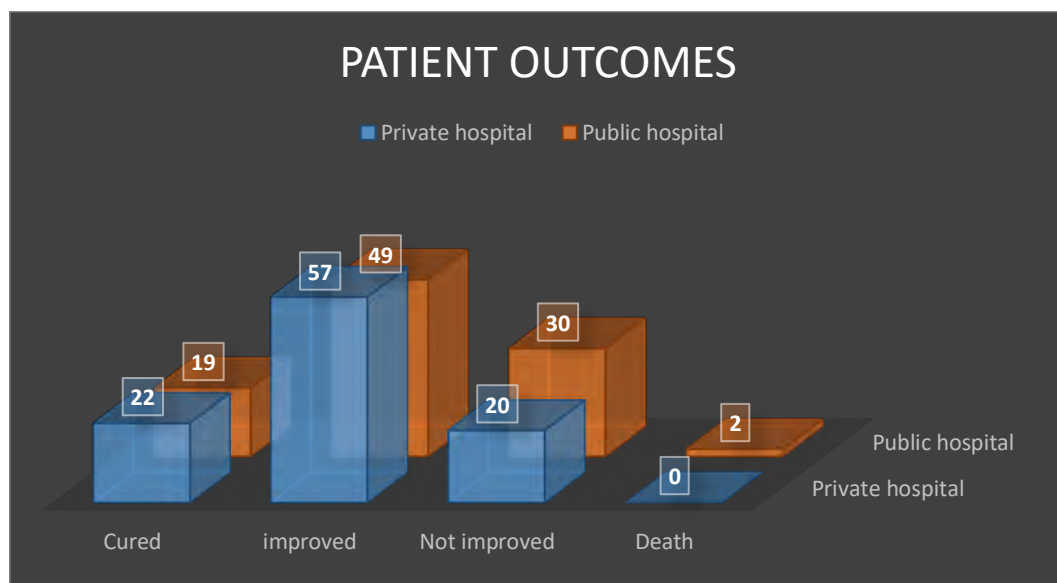


Figure 13: Patient outcomes from both hospitals

3.3.3.2 Factors Influencing Satisfaction Score

- **Age**

This section attempts to see whether age influences satisfaction scores. Table 3 presents satisfaction scores of different age groups. The study population was divided into three groups according to their age.

Table 3: Satisfaction score by Age group

Age Group	Satisfaction Score (Mean $\pm$ SD)
≤ 25 Years	20.83 $\pm$ 2.73
25-45 Years	36.55 $\pm$ 6.06
> 45 Years	63.99 $\pm$ 9.64

- **Sex**

Try to identify which sex had a higher satisfaction score. Table 4 reveals that the satisfaction score for the male patient was 46.57 ± 17.32 , and for female patients, it was 48.44 ± 18.64 . In the below table 4 statistically similar in both sexes. The total satisfaction scores are similar in both sexes.

Table 4: Male and female satisfaction score

Sex	Number	Mean $\pm$ SD
Male	111	46.57 ± 17.32
Female	88	48.44 ± 18.64

Table 5 presents the satisfaction scores of both sexes in private and public hospitals. Public sector, the male satisfaction score was 47 ± 17.44 , and the female was 47.58 ± 18.40 . In the private sector, the satisfaction score of males was 46.24 ± 17.23 , and females was 49.69 ± 18.90 . We saw the female satisfaction score is greater than the male satisfaction score in the private sector. However, the satisfaction scores in public hospitals are similar.

Table 5: Private & public hospital satisfaction score

Types of Hospital	Sex	Number	Mean $\pm$ SD
Public	Male	48	47 ± 17.44
	Female	52	47.58 ± 18.40
Private	Male	62	46.24 ± 17.23
	Female	37	49.69 ± 18.90

3.3.4 Summary & Conclusion

This study shows that satisfaction levels in public and private hospitals are all the same because I took only 1 sample in public and private hospitals. When the number of hospitals increases, the data may differ. In Bangladesh, there are few public hospitals and many private hospitals. However, in Table 5, we see a difference in that female patients are more satisfied than male patients. However, patients tend to prefer private hospitals over public ones due to factors such

as shorter wait times, superior service, and higher-quality care. Mostly, middle-class and wealthy people went to private hospitals.

Our government should increase the health budget, which has been consistently four to five percent over the last couple of years in Bangladesh. The proposed FY2024-25 health budget was satisfactory, and our government should take the necessary steps to improve this health sector.

3.3.5 Recommendation

Evaluation of patient satisfaction is essential for hospitals in Bangladesh. In private patient satisfaction was higher than in public hospitals. The present study's findings suggest the following recommendations:

- Increasing the number of doctors, nurses, and other staff is a crucial step towards enhancing the quality of services in public hospitals. This expansion is a promising sign for the future of healthcare.
- Accountability and transparency are desirable and essential factors in private and public hospitals. These principles are the bedrock of a trustworthy healthcare system.
- Public hospitals should pay close attention to ensuring patients receive medicine on time and as needed.
- Helpful and caring doctors should increase in public hospitals.
- Increasing financial and technical support for high-quality healthcare services. Moreover, government allocation for the health sector should be increased.
- The government would prioritize providing public-sector health service providers with financial and technical support.
- Both public and private hospitals should implement regular and consistent monitoring and supervision to ensure continuous improvement.

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Appendix

My face-to-face survey including these questionnaires is given below:

SL No.	Question	Result
1	Hospital	A. Public
		B. Private
2	Gender	A. Male
		B. Female
3	Age	A. ≤ 25 Years
		B. 25-45 Years
		C. > 45 Years
4	Education	A. Illiterate
		B. Primary
		C. SSC
		D. HSC
		E. Higher Education
5	Occupation	A. Student
		B. Business
		C. Farming
		D. Housewife
		E. Others
6	Socio-economic Status	A. Poor
		B. Middle class
		C. Rich
7	Outcome of treatment	A. Cured
		B. Improved
		C. Not improved
		D. Death

Levels of satisfaction are measured as:

- A. Poor**
- B. Average**
- C. Good**
- D. Excellent**

Doctor's Service evaluation (Score 'A – D' in the following gap):

1. Doctors service at hospital: ()
2. Doctors availability at hospital: ()
3. Collaborate with patient:()

Nurse's Service evaluation (Score 'A – D' in the following gap):

- 4. Nurses Service at hospital: ()
- 5. Nurse availability at hospital:()
- 6. Maintain timely drug ()
- 7. Maintain cleanliness: ()

Aya/ ward boy/ Cleaner evaluation (Score 'A – D' in the following gap):

- 8. Professional skill at hospital: ()
- 9. Behavior with patient: ()
- 10. Availability when need: ()
- 11. Cleanliness: ()

Laboratory services evaluation (Score 'A – D' in the following gap):

- 12. Availability of Essential services: ()
- 13. Cleanliness: ()
- 14. Politeness & sympathy: ()
- 15. Use of modern equipment: ()

Medicine supply evaluation (Score 'A – D' in the following gap):

- 16. Regular supply of medicine in the hospital: ()
- 17. Supply of needed medicine ()