

Executive Summary

Amity Hospitals as one of the leading city hospitals in Colombo city its customer satisfaction survey has shown a customer dissatisfaction in the out-patient (OP) pharmacy. Further analysis divulged that, reduced customer footfall to OP pharmacy due to 'reduced customer satisfaction' has deteriorated the revenue growth.

During the analysis it was identified that the major reason for the reduced customer satisfaction are lengthy overall time taken to dispense medicine and availability of medicines is one of the other concern. The objectives of the project were increasing the overall OP pharmacy customer satisfaction by 10%, achieving improved rating of 60% on overall time taken to dispense medicine while reducing the average time taken to serve prescriptions with more than five items to 25 minutes and reducing the unavailability of medicines at the selling point to 1% at the end of the project.

The project was implemented in order to resolve the problem, important management techniques and important productivity improvement techniques were used. At the end of the project, all project objectives were achieved, but little less than the expected targets, with overall OP pharmacy customer satisfaction being 8%, rating on overall time taken to dispense medicine being 55% while the average time taken to serve prescriptions with more than five items being 25 minutes (target time) and unavailability of medicines at the selling point being 2%.

The main reasons for the deviations of the output are; the delay in implementing certain project activities and uncontrollable circumstances. Other major outputs of the project were changes in layout and process improvement initiatives. Eventually, overall customer satisfaction, availability of medicine at the selling point, overall revenue generated by the OP pharmacy expected to be increased.

In successfully implementing the project, the writer played the role of project leader, by identifying the requirement and initiating the project with appropriate solutions with the collaboration of the required parties while having negotiations with them. Accordingly, the project was implemented in the OP pharmacy of Amity Hospitals during the period of August – December 2016.