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APPENDICES

Appendix I

Training Project

Meeting / Training / Seminar Project of Budget Year 2003

1. Title of the meeting/ training / seminar

Improvement of Service Skills

2. Type of activity

Training

3. Date and duration

1 day (June 2003)

4. Location

A hotel in Chonburi province

5. Rationale

The Chonburi Regional Medical Sciences Center is mainly responsible for samples inspection and analysis of referring substances for consumer protection, and support disease control and prevention to solve public health problems in Region of Eastern Seaboard area.

Every day the large number of customers comes to the Center to send samples for analysis, request for analytical results, pay the analytical fee and ask for technological information. So, it is very necessary that personnel of the Chonburi Regional Medical Sciences Center have the right attitude in customer services to meet the customer satisfactions. This is consistent with the Public Sector Reform which aims to improve the efficiency of the Public Sector to perform the work rapidly and accurately to serve the customer and the public and allow the customer to participate in setting the quality standard of work and services of the Public Sector.

6. Objective

To strengthen the knowledge and understanding in customer service skills for the personnel of the Chonburi Regional Medical Sciences Center

7. Brief summary of activity

Lecture on customer service skills and psychology in services

8. Target group

Forty personnel of the Chonburi Regional Medical Sciences Center

9. Budget

The total expenditures for the training is 33,500 Baht which will be allocated from the budget of Chonburi Regional Medical Sciences Center in the category of Other Expenses. The followings are the breakdowns of the expenses.

- Lunch for participants, lecturer, working group for 45 people (250 Baht x 1 meal x 45 persons)	11,250	Baht
- Snack and beverage (50 Baht x 2 meals x 45 persons)	4,500	Baht
- Payment for lecturer (1,200 Baht x 6 hours x 1 person)	7,200	Baht
- Traveling cost for lecturer (750 Baht x 2 trips x 1 person)	1,500	Baht
- Accommodations for lecturer (800 Baht x 1 day x 1 person)	800	Baht
- Document preparation for 45 copies (1 copy = 100 Baht)	4,500	Baht
- Office supplies/stationery	3,000	Baht
- Miscellaneous	750	Baht

10. Expected outcome

Personnel of the Chonburi Regional Medical Sciences Center have the knowledge and understanding in high quality customer service skills and can apply the knowledge in their work to increase their efficiency to satisfy the customers.

11. Responsible unit

Quality and Technical Development group, the Chonburi Regional Medical Sciences Center

Signed by Project Proposer
(Miss Jatuporn Jensilapa)
Medical Scientist 7

Signed by Project Grantor
()
Director of the Chonburi Regional Medical Sciences Center

Signed by Project Approver
()
General Director Deputy of the Department of Medical Sciences

Meeting / Training / Seminar Project of Budget Year 2004

1. Title of the meeting/ training / seminar

Participation in improvement of Services Quality in the Chonburi Regional Medical Sciences Center

2. Type of activity

Workshop Training

3. Date and duration

2 days (May 2004)

4. Location

Sida Resort Hotel, Nakhon Nayok Province

5. Rationale

The Government's policy of Public Sector Reform aims to elevate the capacity and improve the efficiency of all Public Sector units to have management mechanism and personnel with the highest effectiveness and efficiency. In addition, it aims to improve the system to respond to the needs of the people by emphasizing at restructuring service systems to serve the needs of the public. It also aims to allow people and communities to participate in the process of decision making and monitoring the performance of the Public Sector. Moreover, it aims to create cultural environments and atmospheres of participatory working and to change the work attitude and provide high quality customer services to the public.

An organization is comprised of working processes of personnel. To inspire all personnel to work together as a team, the balance between finding motivations and willingness of the personnel to work for the organization should be established by using effective communication systems and coordination to reduce conflicts. Attitudes in working should be created to improve the service to satisfy the customer.

6. Objectives

- 6.1 To encourage personnel of the Chonburi Regional Medical Sciences Center to participate in setting organization goals and management and internal coordination within the organization.
- 6.2 To improve the service quality of the Chonburi Regional Medical Sciences Center

7. Brief summary of the activity

- 7.1 Lecture on organization and management theories, organizational situation analysis, communication skills and psychology in customer service.
- 7.2 Brainstorming in small groups to analyze problems, investigate the cause of the problems and come up with solutions for setting up management mechanism and coordination within the organization.
- 7.3 Presentation of the outcome from small group discussions and open for discussion and questions

8. Target group

Fifty personnel of the Chonburi Regional Medical Sciences Center

9. Budget

The total expense of the training is 120,000 Baht which will be allocated from the budget of the Chonburi Regional Medical Sciences Center. The followings are breakdowns of the expenditures.

Category of wages and equipment totals 71,400 Baht

- Accommodations for participants and working group (500 Baht x 2 nights x 52 people)	52,000	Baht
- Accommodations for lecturer (800 Baht x 2 nights x 1 person)	1,600	Baht
- Payment for lecturer (1,200 Baht x 12 hours x 1 person)	14,400	Baht
- Traveling cost for lecturer (750 Baht x 2 trips x 1 person)	1,500	Baht
- Office supplies/stationery	1,900	Baht

Category of other expenses is totaling 48,600 Baht

- Dinner for participants, lecturers, working group for 53 people (180 Baht x 2 Meals x 53 people)	19,080	Baht
- Lunch for participants, lecturers, working group for 53 people (150 Baht x 4 Meals x 53 people)	15,900	Baht
- Snack and beverage (50 x 4 Meals x 53 people)	10,600	Baht
- Document preparation for 50 copies (1 copy = 50 Baht)	2,500	Baht
- Miscellaneous	520	Baht

10. Expected outcome

The organization management will be run efficiently and effectively by emphasizing at the result-oriented approach to meet the customer satisfactions.

11. Responsible unit

Quality and Technical Development section, the Chonburi Regional Medical Sciences Center

Signed by Project Proposer
(Ms. Jatuporn Jensilapa)
Medical Scientist 7

Signed by Project Grantor
()
Director of the Chonburi Regional Medical Sciences Center

Signed by Project Approver
()
General Director Deputy of the Department of Medical Sciences

Appendix II

Questionnaires

Need Assessment Questionnaire regarding the Service Quality of the Sample Reception of the Chonburi Regional Medical Sciences Center

This questionnaire aims to investigate the satisfaction of customers towards the sample reception of Chonburi Medical Sciences Center. The results will be used as fundamental data for my thesis entitled “Improvement of Service Quality in the Chonburi Regional Medical Sciences Center” which is a requirement of the postgraduate Learning at the Workplace program in Human Resource Development, implemented by the College of Public Health, Chulalongkorn University. This study would be useful for organization development in meeting the needs of the customer. I can assure you that your answers in this questionnaire will be presented as an overall picture and will not affect you personally.

So, I would like to ask you to answer all questions in the questionnaire based on your opinions and the truth as much as you can in order to achieve most benefits for you and the Chonburi Regional Medical Sciences Center. Finally, I would like to thank you in anticipation for your cooperation and assistance.

This questionnaire consists of three sections as follows;

Section 1	General information of customers/respondents	7 Questions
Section 2	Data on service provided	11 Questions
Section 3	Data on satisfaction of customers	7 Questions

Thank you very much for your cooperation.

Ms. Jatuporn Jensilapa

Postgraduate student in Public Health

Major: Health Systems Development

College of Public Health, Chulalongkorn University

Instruction: Please put ✓ in the box and fill in your opinions in the space provided

Section 1 General information of respondents

1. Gender

Male Female

2. Marital status

Single Married Widowed

3. Age

Less than 20 years 20 - 30 31 - 40
 41 - 50 51 - 60 more than 60

4. Highest education

Able to read and write Primary school
 Secondary school Vocational school
 Bachelor degree Master degree
 Other, please specify

5. Occupation

Agriculturist Vendor / merchant Employee
 Company staff Entrepreneur Student
 Govt./ State enterprise officer
 Other, please specify

6. What are types of samples you send for inspection? (answer all that apply)

Food / drinking water / beverage
 Pharmaceutical / traditional medicine
 Captured narcotic / vaporized substances
 Urine to be examined for narcotic substances
 Biological materials to be examined for toxic substances
(blood, digestive fluid, etc.)
 Dog's head to be examined for rabies
 Biological materials to be examined for causes of diseases
(blood, serum, faeces, etc.)
 Other, please specify

7. How many times have you sent samples for inspection?

First time Second time More than twice

8. How often have you sent sample for inspection?

Once a week Once a month
 More than once a month
 Other, please specify

Section 2 Data on service provided

1. How long does it take for the sample custodian to collect sample?

<input type="checkbox"/> 1 - 5 minutes	<input type="checkbox"/> 6 - 10 minutes	<input type="checkbox"/> 11 - 15 minutes
<input type="checkbox"/> 16 - 20 minutes	<input type="checkbox"/> 21 - 30 minutes	<input type="checkbox"/> More than 30 minutes
2. What is your opinion towards the time that the sample custodian spends on collecting sample?

<input type="checkbox"/> Very fast	<input type="checkbox"/> Fast	<input type="checkbox"/> Moderately fast
<input type="checkbox"/> Slow	<input type="checkbox"/> Very slow	
3. In your opinion, how much time should the sample custodian spend in collecting sample?

<input type="checkbox"/> 1 - 5 minutes	<input type="checkbox"/> 6 - 10 minutes	<input type="checkbox"/> 11 - 15 minutes
<input type="checkbox"/> 16 - 20 minutes	<input type="checkbox"/> 21 - 30 minutes	<input type="checkbox"/> More than 30 minutes
4. Is it convenient for you to send sample?

<input type="checkbox"/> Very convenient	<input type="checkbox"/> Convenient	<input type="checkbox"/> Moderately convenient
<input type="checkbox"/> Less convenient	<input type="checkbox"/> Least convenient	
5. Have you ever received information about the process of sending and collecting sample?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
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6. Would you like to receive information about the process of sending and collecting sample?

<input type="checkbox"/> Yes	<input type="checkbox"/> No
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7. If you would like to know about the process of sending and collecting sample, which of the followings do you prefer the most?

<input type="checkbox"/> Manuals	<input type="checkbox"/> Leaflets
<input type="checkbox"/> Others, please specify	
8. What do you think about the role of the sample custodian in information dissemination?

<input type="checkbox"/> Very sufficient/very often	<input type="checkbox"/> Sufficient/often
<input type="checkbox"/> Moderately sufficient/ quite often	<input type="checkbox"/> Insufficient/ not often
<input type="checkbox"/> Very insufficient/ rarely	

9. When you have a problem or doubt in sending sample, who do you call?
 Analyst Supervisors Director of the Center

10. Do you think the sample reception area is appropriate?
 Very appropriate Appropriate
 Moderately appropriate
 Inappropriate Very inappropriate

11. In your opinion, what facilities should be provided in the sample reception area?
(answer all that apply)

- Air-conditioner Television Newspaper
- Water cooler Seats Public phone
- Internal phone Garbage container
- Others, please specify

Section 3 Data on satisfaction of customers

1. What is the level of your satisfaction on the performance of the sample custodians?
 Very satisfied Satisfied Moderately satisfied
 Slightly satisfied Least satisfied

2. What is the level of your satisfaction on the sample reception area?
 Very satisfied Satisfied Moderately satisfied
 Slightly satisfied Least satisfied

3. Would you like to come to ask for our service at the RMSC Chon Buri again?
 Yes No

4. Would you like to recommend other people to ask for our service?
 Yes No

5. What are problems that you have experienced in sending sample?

6. Recommendations regarding performances of the sample custodians for improvement

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.....

7. Recommendations regarding the sample reception area for improvement

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Customer Satisfaction Questionnaire regarding the Service Quality of the Sample Reception of the Chonburi Regional Medical Sciences Center

This questionnaire aims to evaluate the satisfaction of customers towards the sample reception of Chonburi Medical Sciences Center. The results will be used to evaluate my project entitled “Improvement of Service Quality in the Chonburi Regional Medical Sciences Center” which is a requirement of the postgraduate “Learning at the Workplace Program” in Public Health System Development, implemented by the College of Public Health, Chulalongkorn University. This study would be useful for organization development in meeting the needs of the customer. I can assure you that your answers in this questionnaire will be presented as an overall picture and will not affect you personally.

So, I would like to ask you to answer all questions in the questionnaire based on your experience at the Chonburi Regional Medical Sciences Center in order to achieve most benefits for you and the Chonburi Regional Medical Sciences Center. Finally, I would like to thank you in anticipation for your cooperation and assistance.

This questionnaire consists of three sections as follows;

Section 1	General information on customers/respondents	7	Questions
Section 2	Data on satisfaction of customers	24	Questions
Section 3	Recommendations and ideas for improvement		

Thank you very much for your cooperation.

Miss Jatuporn Jensilapa

Postgraduate student in Public Health

Major: Public Health System Development

College of Public Health, Chulalongkorn University

Section 1 General information on respondents**Instruction:** Please put ✓ in the box

9. Gender

 Male Female

10. Age

 Less than 20 years 20 - 30 31 - 40
 41 - 50 51 - 60 more than 60

11. Highest education

 Able to read and write Primary school
 Secondary school Vocational school
 Bachelor's degree Master's degree
 Others, please specify

12. Occupation

 Agriculturist Vendor / merchant Employee
 Company staff Entrepreneur Student
 Government / State enterprise officer Private hospital staff
 Private medical laboratory staff
 Others, please specify

13. What types of samples did you send for analysis? (answer all that apply)

 Food / drinking water / beverage
 Pharmaceutical / traditional medicine
 Captured narcotic / vaporized substances
 Urine to be examined for narcotic substances
 Biological materials to be examined for toxic substances (blood, gastric fluid, etc.)
 Biological materials to be examined for causes of diseases (blood, serum, faeces, etc.)
 Others, please specify

14. Including this time, you have sent samples for analysis for.....times.

15. In this past three months, you have sent samples for analysis for.....times.

Section 2 Data on satisfaction of customers

What level of satisfaction on service at the Chonburi Regional Medical Sciences Center do you have?

Instruction: Please put ✓ in your level of satisfaction

Issue	Level of satisfaction				
	Excellent	Good	Average	Less than average	Unsatisfied
Overall service					
1. Welcome at reception counter					
2. Attitude and hospitality of staff					
3. Body language and politeness of staff					
4. Friendliness of staff					
5. Convenience of sending sample					
6. Promptness with deadlines					
7. Fairness in service quality					
8. Process in submitting client's sample					
9. Promptness in sending client's sample					
10. Payment process of analyzing client's sample					
11. Analysis report process of client's sample					
12. Analysis service fee					
13. Advice given in presentation of sample					
14. Explanation of analysis report					
Reception Room					
15. Condition of reception area					
16. Seating availability in reception area					
17. Comfort of temperature in reception area					
18. Drinking water quality					
19. Comfort and convenience of the reception area					
20. Cleanliness of rest room					

Information					
21. Information about processing sample					
22. Brochure about the Chonburi regional medical sciences center					
23. Newspapers and magazines provided in reception area					
Quality of service					
24. Over all your satisfaction on the service of the Chonburi regional medical sciences center					

Section 3

Recommendations

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Ideas for improvement

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Appendix III

Knowledge Testing

Practical Seminar for Improvement of Service Skill

Choose the best answer. Mark an / in proper boxes.

1. Service means

- a. to fulfill a responsibility as duty
- b. to work as assigned
- c. to meet the need of others which may go beyond one's responsibility

2. Internal customer means

- a. a customer in the same organization
- b. a colleague who takes work over from us
- c. a friend who buys something from us in the office

3. External customer means

- a. a customer from a different organization
- b. an outsider who is not a member
- c. a customer whom we are obligated to serve

4. Work improvement means

- a. to create a new job for better service for the customer which take this out from the old one
- b. to improve the current job resulting in better quality
- c. a manager's duty to inform others of the improvement of the task

5. Today's economy means that if the company can survive, the employee will also survive. This statement is

- a. true
- b. not true
- c. There is no connection in the statement. It is more a personal affair.

6. Effective quality service means

- a. the customer is impressed and satisfied
- b. the customer receives what he needs
- c. the customer feels good and comfortable

7. In dealing with customers one should

- a. talk politely, be humble, friendly and flexible
- b. talk frankly according to principles and personal style
- c. talk nicely to meet the customer's satisfaction

8. Training and seminar is

- a. a way to develop oneself
- b. a way to gain knowledge needed for work
- c. all of the above

9. Being advised by others about the service

- a. causes shame
- b. is offensive and pessimistic
- c. is helpful for the improvement of future service

10. Having more customers coming to the service

- a. causes difficulty of inspection
- b. leads to a boring task
- c. creates more responsibilities and makes staff proud of being an effective and quality government official

**Practical Seminar for Participate in improvement of Service Quality in
The Chonburi Regional Medical Sciences Center**

Check / in the proper boxes the statement you most agree. The answer can be more than one.

1. To give customer a good experience means
 - a. creating an unpleasant experience in order to gain customer's loyalty
 - b. producing new products and having customers try them
 - c. producing new merchandise and promoting new services for good customers
 - d. Inventing new items and building customer's appreciation which can be measured regularly
2. Another way to evaluate the organization's progress is by
 - a. measuring the number of services used by customers
 - b. measuring the increasing number of customers who come back for the service and their recommendations to others
 - c. evaluating a number of products sold in the market
 - d. measuring the loyalty of customer
3. An administrator with good vision
 - a. is a leader with knowledge and vision
 - b. is an administrator who works, consults and summaries the ideas for future task improvement
 - c. is a leader who always gives orders
 - d. is an administrator who often goes aboard and experiences the progression of other countries.
4. Allowing customers to participate in planning for service improvement for organization
 - a. will create new ideas for the improvement of the service in order to meet customer's needs.
 - b. will lead to difficulty in service by running after customer's uncaused needs.
 - c. is an idea for new generation which is not possible and has nothing to do with government offices.
 - d. is an excellent idea but it is not necessary for government offices for now.

5. What is your opinion on the idea of improving the organization's human resources by developing quality and effectiveness in task operation?
- a. It is impossible. The government office system cannot be improved.
 - b. Training is a part of human resources development.
 - c. Some sections see the development as using all yearly budget.
 - d. Most agree with this idea.
6. For giving good service one should
- a. be determined, sincere, friendly, and flexible.
 - b. follow the rules, be strict, and promote fairness.
 - c. be compromised, suggestive, and help customers feel comfortable.
 - d. all of the above
7. Advertising the results of the organization's work and responsibility
- a. draws the customer's attention and favor.
 - b. is a way to explain, clarify, and communicate knowledge and understanding to the public.
 - c. must be done in the form of an academic report and summary only for the main projects.
 - d. all of the above
8. A Regional Center
- a. is not really important due to its limited local responsibility.
 - b. has no advanced instruments and has a few effective staff.
 - c. is one of the important aspects of net working for the country which integrates and summarizes the results for the benefit of both the government and the private organization.
 - d. is a small office which has little progression.
9. Quality means
- a. a good product.
 - b. standard merchandise.
 - c. a product that brings customer satisfaction.
 - d. something beautiful.
10. About the number of customers and the number of coordinated offices
- a. the more the worse, the less the better.
 - b. more numbers bring about good progression, better advertisement and more profit for the organization.
 - c. the more the better.
 - d. the less the better and it is easy to control.

Appendix IV

Presentation Handout

JATUPORN JENSILAPA

Medical Scientist

Quality and Technical Development Group
Chonburi Regional Medical Sciences Center

Student

Learning at the Workplace Program

Chonburi Group II

1

TITLE

**Improvement of Service Quality
in the Chonburi Regional
Medical Sciences Center**

2

Overviews

- ⊗ Introduction
- ⊗ Project Description
- ⊗ Project Evaluation
- ⊗ Discussion
- ⊗ Recommendations

3

Introduction

Service Quality :

- ⊗ the quality of service interaction between staff and customers.
- ⊗ about managing variability successfully to achieve optimum employee performance and customer delight.
- ⊗ dynamic with customer expectations.

(Service Quality Management, [www. Servicequality.co.uk](http://www.Servicequality.co.uk))

4

Standard Quality Management (SQM) Philosophy

- ⊗ Customer perception and satisfaction is the ultimate measure of its delivery.
- ⊗ SQM has initiated strategies to ensure that organization culture is customer focused.

(Service Quality Management, www. Servicequality.co.uk)

5

SQM Philosophy Cont.

- ⊗ A focus on customer satisfaction is the starting-point of quality.

(Herbig, Paul Palumbo, Fred. O Hara, Bradley S., 1994, www.library.uow.edu.au)

- ⊗ The satisfaction level is a function of the difference between perceived performance and expectations.

(Phillip Kotler, Marketing Management)

6

Perceived Service Quality

- ⊗ Expectations exceeded
ES < PS (Quality surprise)
- ⊗ Expectations met
ES = PS (Satisfactory quality)
- ⊗ Expectation not met
ES > PS (Unacceptable quality)

(James A. Fitzsimmons, William H. Seay, Mona J. Fitzsimmons, 1998.)

7

Dimensions of Service Quality

- ⊗ Reliability
- ⊗ Responsiveness
- ⊗ Assurance
- ⊗ Empathy
- ⊗ Tangibles

(James A. Fitzsimmons, William H. Seay, Mona J. Fitzsimmons, 1998.)

8

Concept

“An open–system concept of services also allows one to view the customer as a co-producer.”

(James A. Fitzsimmons, William H. Seay, Mona J. Fitzsimmons, 1998.)

9

Improvement requires :

- ⊗ knowing what processes are inadequate-gained through diagnosis.
- ⊗ doing something to make the inadequate processes more effective-accomplished by taking corrective actions

(Wendell L. French, Cecil H. Bell Jr., 1984)

10

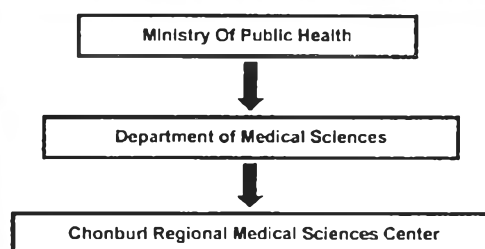
Intervention:

“sets of structured activities in which selected organizational units engage with a task or sequence of tasks where the task goals are related directly or indirectly to organizational improvement”

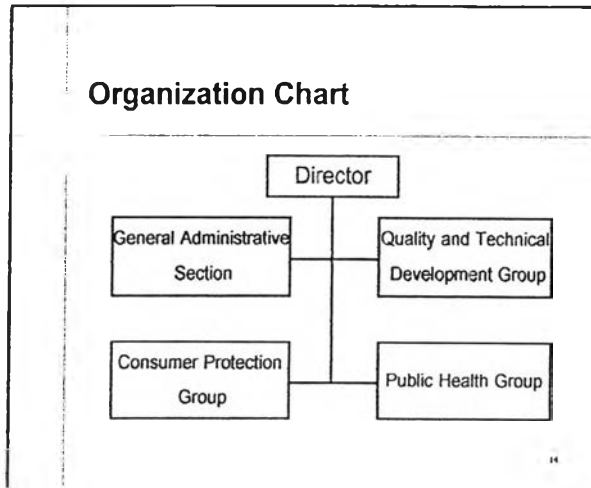
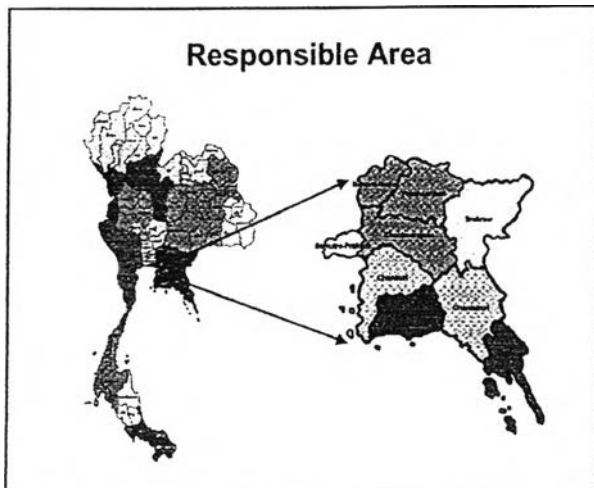
(Wendell L. French, Cecil H. Bell Jr., 1984)

11

Project Description



12



Major Responsibility

Laboratory Analysis
 for
Consumer Protection
 and
Reference Clinical Laboratory

Rationale

Government Policy
 ☉ Civil Service Reform
Quality Trend
 ☉ ISO/IEC 17025

Need Assessment

- ☉ External clients
- ☉ Sample custodians
- ☉ Internal clients

Client's need Assessment

Questionnaires, Interviewing and Observation

- ☉ Service manual
- ☉ More facilities
- ☉ Improvement of sample receipt room

Personnel' Need Assessment

Analysts interviewing

- ⊗ More facilities
- ⊗ Improvement of sample receipt room

Sample custodians interviewing

- ⊗ Training courses
- ⊗ Study visit
- ⊗ Service manual

19

General Objective

To improve quality of services of the
Chonburi Regional Medical Sciences Center.

20

Specific Objectives

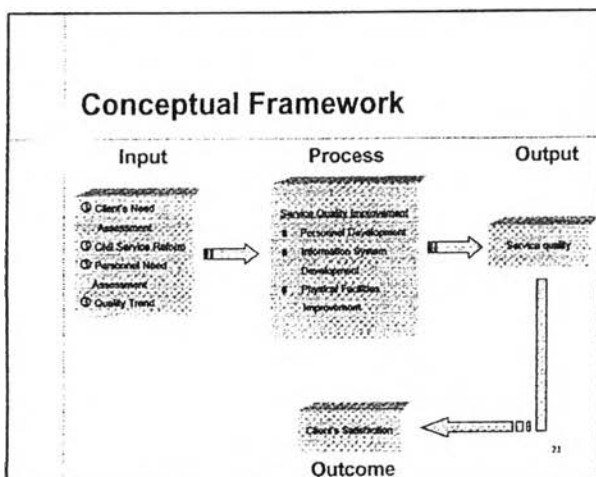
- ⊗ To assess the clients' needs and satisfaction
- ⊗ To assess organizational factors those affect clients' satisfaction

21

Expected Outcome

Clients' satisfaction with service quality

22



The Intervention Program

Human Resource Development

- ⊗ Workshop-training courses
- “Improvement of service skill”
- “Improvement of service quality.....”
- ⊗ Study visits

24

"Improvement of Service Skill"

25

"Improvement of Service Quality....."

26

The Intervention Program

Information System Development

- ⊗ Service manual
- ⊗ Brochures

27

Documents

28

The Intervention Program

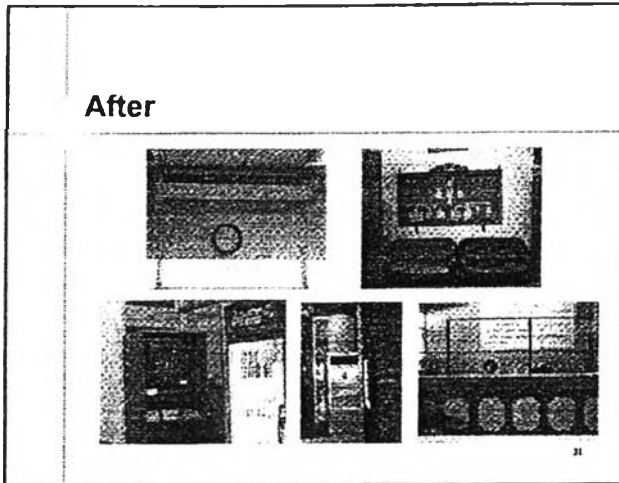
Physical Facilities Improvement

- ⊗ Building a counter
- ⊗ Providing more facilities
 - Air-conditioner
 - Seats
 - Television

29

Before

30



Project Evaluation

Introduction

Techniques for assessing :

- ⊗ Customer complaints
- ⊗ Questionnaires
- ⊗ Interviews

Objectives

- ⊗ To evaluate achievement of the project
- ⊗ To evaluate satisfaction of customers and staff

Training course evaluation

- ⊗ Knowledge Evaluation
- ⊗ Attitude Evaluation
- ⊗ Practice Evaluation

Training courses evaluation

Evaluation	Methodology	Results
Knowledge	Ten questions testing for each course	Average scores Service skill improvement = 9.0 Service quality improvement= 8.9
Attitude	Focus Group Discussion seven key informants	Good attitude
Practice	Observation	· Warm welcoming · Co-ordination problems · Some did not offer good service

Project Evaluation

- ⊗ Satisfaction evaluation of clients by using questionnaires and observation
- ⊗ Satisfaction evaluation of staff by informal interviewing

Customers' Satisfaction

Satisfaction on : Satisfaction Levels

⊗ Sample Custodians
⊗ Service Process
⊗ Reception Room
⊗ Documents
⊗ Service Quality



Good

⊗ Analytical Fee
⊗ Seating
⊗ Convenience



Average

27

Staff's Satisfaction

Informal interviewing

Satisfied with the project

28

Accomplishment of the Project

- ⊗ The quality of service improvement regarding to the needs of the clients
- ⊗ Implementing ISO/IEC 17025 standard
- ⊗ Improvement consistently

29

Some Remained Problems

- ⊗ Inconvenience of the sample submitting process
- ⊗ Impoliteness of some officers
- ⊗ Coordination between the sample custodians and the laboratory staff

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Recommendations for applying the study results

- ⊗ Developing personnel continuously
- ⊗ Remind and offer good advice for better service
- ⊗ Rewarding and punishing
- ⊗ Readjust the procedure for sample receiving

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Recommendations for applying the study results

- ⊗ Provide interactive activities
- ⊗ Arrange for a meeting for the clarification in setting conditions
- ⊗ Evaluate service quality every six months
- ⊗ Improve documents, information and service manual

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Recommendations for further study

- ⊗ Comparative study on customer satisfaction before and after the intervention program
- ⊗ Study on satisfaction of other organizations
- ⊗ Study on a reduction of procedure and analytical process timing
- ⊗ Comparative testing of participant knowledge

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