

Creating a robust service recovery culture

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Our conversation today

- Identify the three components of a service recovery program
- Collaborate with peers on successful service recovery tactics
- Compose an action plan on how you will implement one of these best practices at your own organization



What is service recovery? Why is it important?



“Service recovery is making
right what went wrong.”

LEONARD L. BERRY, 1995
TEXAS A&M UNIVERSITY

Reflect and share

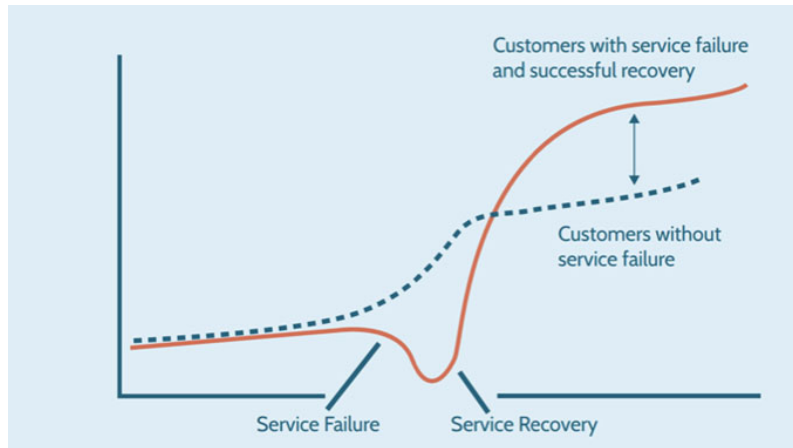
- Share a time you were the recipient of excellent service recovery.
 - What behaviors were present in the interaction?
 - What is your current impression of the organization/person?

Cost of Dissatisfied Patients

	Word of Mouth	Social Influence
Patient Encounter	1	1
People Reached	 12	 500
*Level of Influence	x 30.9%	x 30.9%
People Influenced	4	155
NPR Per Encounter (Net Patient Revenue)	x \$2,774	x \$2,774
Financial Impact	\$11,096	\$429,970

NRC Health | Market Insights National Healthcare Consumer Study | 2018 | N = 298,565

Loyalty



Source: Customer Thermometer, 2017

The right thing to do



Comprehensive service recovery strategy



01
POINT-OF-SERVICE



02
SERVICE ALERTS



03
GREIVENCES & COMPLAINTS ALIGNMENT

Point-of-Service

Philosophy and skillset

Every person in your organization should have the skills to embrace concerns, respond with empathy and take ownership to address the concern.

Listen

Empathize *Empathy is the magic in service recovery!*

Apologize

Own

Thank

Is there anything else I can do for you?

Point-of-Service

- 65% of complaining customers will verbalize it to the front-line staff*
- Point-of-service issue resolution decreases formal complaints
- Patients report having a better experience when issues are addressed before they leave

*Research from John Goodman, President, Technical Assistance Research Programs (national expert on complaint research)

The right thing to do for employees

- More professional, confident and composed
- Experience less stress at work
- Can directly impact the experience
- Learn specific skills to convey empathy

Example

Patient says: “I’ve been waiting forever!
What’s going on around here?”

Communication model

- | | |
|-------------------|--|
| Listen: | Give undivided attention. Display positive body language. Listen for facts and emotions. |
| Empathize: | “Waiting is frustrating.” |
| Apologize: | “I’m sorry you’ve been waiting” |
| Own: | “I’ll check to see how much longer it will be.” |
| Thank: | “Thank you for bringing this to my attention.” |

Is there anything else I can do for you?

Example: Employee

Employee says: “I’m working as hard as I can. It’s never good enough for these patients.”

Communication model: Employee

- Listen:** Give undivided attention. Display positive body language.
Listen for facts and emotions.
- Empathize:** “It sounds like you’re having a hard day.”
- Apologize:** “I’m sorry.”
- Own:** “Would it help if I…”
- Thank:** “Thank you for letting me know.”

Is there anything else I can do for you?

Tips

- Ask the person how they would like the concern to be handled
- Explain what can be done
- Give realistic time frame. Follow through.
- Manage up

Managing-up

**Use positive statements to demonstrate everyone is working together.
These statement provide assurance and build trust.**

Statements that Cause Anxiety and Reinforce Silos

“We’re short staffed.”

“That department is always behind.”

“That nurse is new.”

“I’m not sure why the doctor told you that.”

Statements that Build Trust and Strengthen Teams

“We’re committed to taking the best possible care of your husband.”

“That department works really hard.”

“We support and help each other.”

“Dr. Jones is a skilled and caring doctor. I’ll confirm your plan of care with her.”

Really challenging situations

- Adjust your tone of voice
- Maintain a safe distance
- Let the person know that you want to help, but can't/won't under these circumstances
- Leave the situation and allow time for the situation to de-escalate
- Involve your manager. Follow protocol

Discussion

How does your organization support employees to handle patients who demonstrate difficult behaviors?

Service recovery tools

- A token given to emphasize regret for a service breakdown.
 - Should be used if the tool matches the complaint (viewed as a kind gesture)
 - Should not replace the communication model (viewed as condescending)

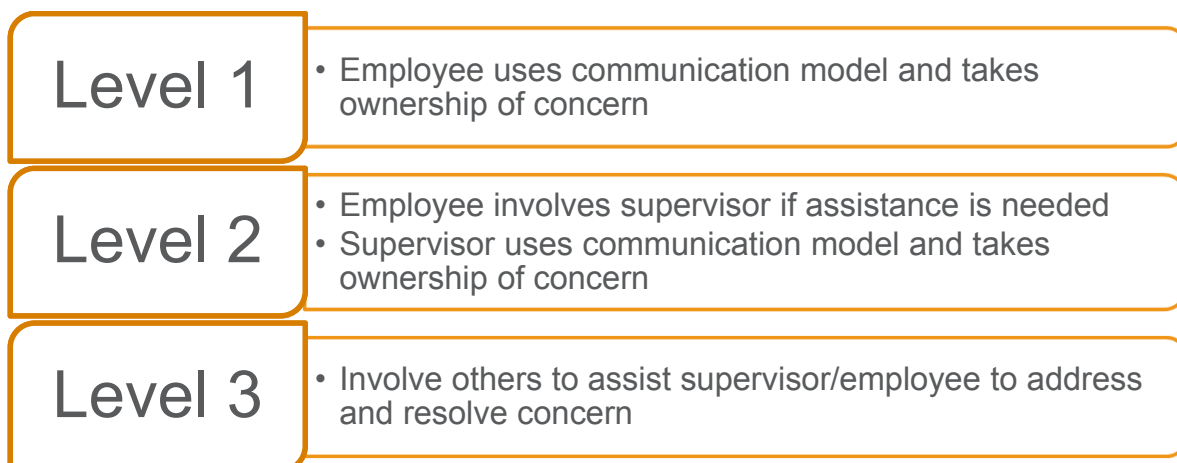
Suggestions: point of service

- Empower staff to address concerns/complaints
- Offer training on service recovery skills
 - New employee orientation
 - Unit/department learning bytes
 - Annual competency
- Build service recovery into recognition/reward programs and performance evaluations

Suggestions: point of service...continued

- Address service breakdowns through process improvement efforts
 - Involve staff in solutions
- Help staff establish acceptable boundaries/actions
 - Don't discourage, coach
- Develop and share an escalation process

Escalation process



Service alerts

Definition

**Patient comments that are eligible for service recovery.
Some criteria includes:**

- Malpractice and medical errors
- Mention of a specific incident of abuse, harm, or neglect of a patient
- Threat of lawsuit
- Direct request to be contacted.
- Threat of Violence/Suicide

Global triggers

Will not recommend

Never again

Never recommend

Never return

Upset

Mad

Dissatisfied

Not apologize

No apology

Unsafe

Uncalled for

Inappropriate behavior

Unsafe behavior

Service alert stats

84%

of patients expect you to follow up with them if they have a bad care experience.

74.8%

of patients want you to follow-up within 48 hours of providing the feedback.

54%

of patients say phone is their preferred contact method.

46.3%

of patients consider the situation unrecoverable if not contacted within 48-hours.

Service Recovery is critical to your success.

Service recovery flow chart

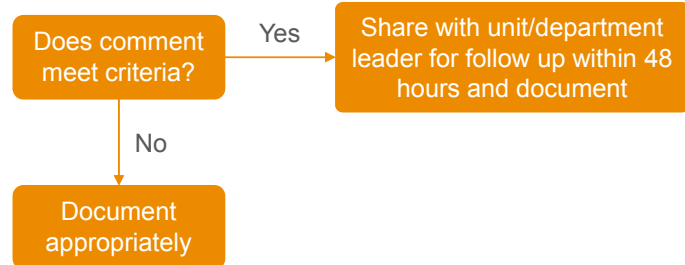
Determine criteria for follow-up.

For example:

- Medical urgency
- Patient requested follow-up
- Concern may be escalated into something more serious

Develop process

- If/then logic
- Who will follow-up
- When/time frame
- Documentation



Process without the skillset is just a task.
Whoever follows up with service alerts
must have the skills to take ownership
and address with empathy.

Grievance and complaint alignment



Aligning with processes to address grievances and complaints can maximize workflows and expertise.

Two Approaches

- Centralized: service recovery is managed by a specific department or designated individuals.
- De-centralized: service recovery is handled by the unit / department / practice where the breakdown occurs.

Reflect and share

- How would you describe your process for handling grievances and complaints – Centralized or De-centralized?
 - What works well?
 - What improvements can be made?
- How have you aligned point-of-service skills and responding to service alerts with how you handle grievances/complaints?
 - What opportunities exist for better alignment?

Suggestions: maximize advocate's role

- Patient advocates triage appropriate service alerts
- Patient advocates teach service recovery skills
- Patient advocates coach leaders to handle difficult service alerts
- Advocates involved in PI projects
- Risk data used with PX data to tell the complete story of the patient's experience

Action plan

nrc HEALTH Human understanding 1 800 389 4256 nrchealth.com

Service Recovery Action Plan

Based on what was discussed during the Service Recovery workshop, identify one opportunity to enhance your organization's service recovery culture.

- What is the opportunity?

- What is the current state?

- What is the desired future state?

- What key stakeholders need to be involved to reach the desired future state?

- What pushback do you anticipate? How will you address this?

- What's the first step you'll take towards the desired future state?

- When will you take the first step (Date)?

Thank you!

Additional questions or comments?

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