

# NRC Health Experience

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BEST PRACTICE GUIDE TO SERVICE RECOVERY



Human understanding

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# Experience Service Recovery Guide

With the NRC Health Experience Portal you are able to capture the voice of every customer. This allows you to understand their needs, and the needs of their families with better clarity, immediacy, and depth. This document serves as a guide to help you select who the service recovery champions are and how they can utilize NRC Health to improve the experience within your organization. As with most everything, being consistent is the key to success.

WHO

## Service recovery approaches

NRC Health recommends utilizing an approach to service recovery that fits with your organization's current structure and culture for identifying and addressing resident / family concerns and service breakdowns. Two (2) approaches are found to be successful;

1. Centralized: service recovery is managed by the corporate office with a designated team or designated individuals. This is a well-coordinated approach where those performing service recovery typically have the skills to do so effectively. A downside of this approach is that frontline leaders at the community level can become removed from service recovery situations and miss valuable opportunities to learn from customer feedback.
2. De-centralized: service recovery is handled by the individual community where the breakdown occurs. Individuals may have direct access to the experience portal for their community or the services alerts can be assigned. When service recovery is handled locally, there is an increased level of ownership and local stakeholders can speak directly to the experience. Staff is directly involved in service recovery and in process improvement efforts. Likewise, feedback obtained from residents / families can be used for timely coaching. This approach aligns nicely for organizations who have robust point-of-service service recovery programs in place. This approach can be resource intensive; staff assigned to perform service recovery often have other responsibilities that are prioritized over service recovery.

## Who performs service recovery

Regardless of the approach you select, NRC Health recommends a well-coordinated, team approach to service recovery. This means there are a group of people with strong service skills who have experience talking to customers about grievances / concerns. These people will serve as "Service Recovery". We recommend the team approach because service recovery can't stop when someone is away.

The process for follow up must be consistent and ensure no patient concern falls through the cracks.

### **SERVICE RECOVERY COMPETENCIES**

- Strong customer service skills and service recovery skills
- Ability to remain composed and professional during challenging situations
- Ability to reserve judgement; be open and empathetic
- Ability to advocate on behalf of customers and the organization
- Good understanding of the organization and all departments (in the event they need to coordinate efforts between departments and hand-off to other departments)
- Able to balance clinical and customer-centric outreach
- Ability to share and communicate vision to others (bridges strategic with operational)
- Interest in performance improvement and creating change using customer feedback
- Ability to share customer feedback in a constructive, respectful way
- Efficiently manage program on a daily basis and holds others accountable

HOW

### **How to perform service recovery**

Before going live with NRC Health, meet with the customer experience program owners to determine guidelines for determining when service recovery will be performed. While you will see varying degrees of comment valence, not all comments will require follow up and should be handled independent of one another.

As part of the implementation process NRC Health will educate your Service Recovery Team on how to log into the portal and take action.

### **BEST PRACTICE GUIDELINES FOR ADDRESSING SERVICE ALERTS - LOGISTICS**

- Daily, Service Recovery Team should set aside time to log into the portal and review all active service alerts. For example, dedicate 5 – 10 minutes each day to review alerts and make follow up. There will be times there are no comments or alerts to follow up in. Follow up with customers should vary in order to reach customers who may work outside of the home.
- Determine which alerts need to be addressed and from there, take action.
  - Hand off alerts that need to be handled by another department/individual.
  - Reach out to the customers that, according to your guidelines, require follow up.

- ➔ Service Recovery Team should huddle daily to identify issues that are rising to the top as recurring themes (NRC Health recommends using the Qualitative report in the experience portal to help identify these themes). From there a recommendation for how to address the issue should be pursued.

## **BEST PRACTICE GUIDELINES FOR ADDRESSING SERVICE ALERTS - COMMUNICATON**

Many organizations use a service recovery communication model to help guide service recovery conversations. While the acronyms may vary (H.E.A.R.T., L.A.S.T., A.C.T. etc.) the skills are consistent:

1. Introduce yourself by telling your name, role and purpose of the call. Ask if it's a good time to talk. It's important to keep in mind that not all customers assume their comments are tied to their name so be cognizant of that when reaching out.
2. Let the customer know that you are following up from their experience (move in, discharge, anniversary) and would like to learn more about the concerns they experienced. Assure the customer that their feedback will be taken seriously and used to make improvements in the organization.
3. Listen: Avoid all distractions and give your undivided attention to the customer, whether over the phone or in person. Let the person with whom you are speaking know if you are using a computer or writing things down.
4. Empathize: Listen for facts and emotions. Use empathetic statements to demonstrate your understanding of the situation and emotional connection to the person
  - a. "I can imagine how difficult that must have been for you."
  - b. "You must have been worried."
  - c. "I can see why you were frustrated."
5. Apologize: Offer an apology that does not blame or make excuses
6. Action: explain what you will or have done to resolve the issue.
7. Thank the person for sharing the concern and for speaking with you.
8. Ask if there is anything else that you can do to help.

### **Service Recovery Standards**

It's important to know that not all feedback requires follow up. On average, about 4% of comments in the experience portal are flagged as service alerts.

NRC Health recommends attempting follow up with the customer no more than three times to address the concern. This ensures you don't overwhelm the customer with calls/ requests for follow up. In our experience, when you're able to reach the customer the follow up will take about 10 minutes.

