

Sibley Circle of Excellence

Tips and Tools of Service Recovery

While we strive to “do it right” the first time, we need to be prepared to respond when we fail to meet a customer’s expectations.

Service recovery involves recognizing, preventing, and correcting unmet expectations. It is the act or process of making things right when the perception is that something has gone wrong and not met the customer expectations. It is a planned response to an unexpected event. It is not our focus to determine whether they are “right” or “wrong”; their perception is their reality and we need to address their feelings.

Respond with...



Take Ownership of Complaints!

- See it
- Own it
- Fix it

DID YOU KNOW?

- Dissatisfied customers tell 8-10 people ... and reach more when using social media (Twitter, Facebook, Blogs).
- When people have a positive experience, they typically tell three friends, and when they have a negative experience, they tell 3,000. (Satisfied Customers Tell Three Friends, Angry Customers Tell 3,000; Doubleday: 2008)
- 90% of dissatisfied customers whose problems were not resolved never do business with that organization again.

What do dissatisfied customers expect after expressing dissatisfaction?

They expect that you will listen to understand what went wrong. They want you to acknowledge their feelings that expectations were not met. They want an apology and a resolution in a timely manner.

Service Recovery is an opportunity! Why?

You get a second chance to make it right. There are no third chances. Unhappy customers whose difficulties are resolved in a timely manner remain loyal to the organization.



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Steps to Service Recovery



Recognize Concern



Respond with CARE



C CONNECT

- Listen to Understand. It's time to focus 100% on the customer. Make eye contact and listen patiently while the customer tells their story. Acknowledge what has been said. Ask good questions, so you fully understand the situation.
- Empathize. Your facial expression and tone of voice should show concern. Put yourself in the customer's "shoes."



"Let me make sure I understand..."

"Tell me about..."

"Can you describe what your concerns are?"

"I can understand how this could be difficult for you."

"I can see how this must be frustrating."

A APOLOGIZE

Negative situations may be saved with a simple, "I'm sorry..." You are apologizing on behalf of Sibley even if Sibley isn't truly at fault. Show your commitment to your patient/customer's needs by using these few simple words. Avoid personalizing the situation. Remember QTIP: Quit Taking it Personally.

"I apologize for the misunderstanding."

"I'm sorry that happened to you."

"I apologize for the inconvenience."

R RESOLVE

Focus on what you can do to solve the problem. Offer solutions. You may simply be the target of a patient's/customer's frustration or anger. Even so, you must take responsibility.

"Let's see what I can do about ..."

"This is what we can do. We can ..."

"Here are our options."

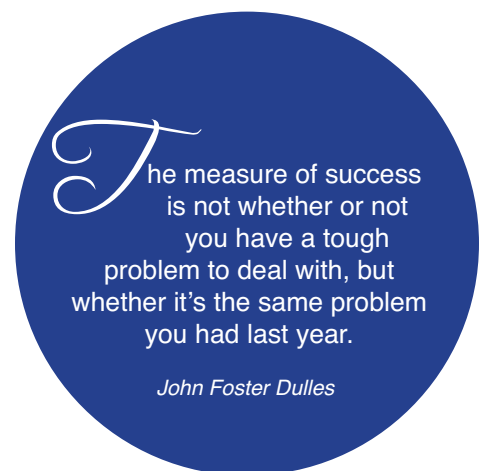
"How may I make this better for you?"

E EVALUATE

Was the customer satisfied? Identify trends in your department of repeated concerns and propose potential solutions together.

"Is there anything else I can do for you?"

"We will be looking into ways to prevent this from happening in the future."



The measure of success is not whether or not you have a tough problem to deal with, but whether it's the same problem you had last year.

John Foster Dulles

Service Recovery with CARE

For Managers:

- Train staff on the CARE model.
- Role play use of CARE model of response to patient complaints.
- Help staff see complaints as an opportunity to turn an unhappy patient/customer into a loyal customer.
- Sell your staff on Service Recovery.
- Coach staff on how to accept complaints in a positive light.
- Role model how to handle complaints which result in positive results.
- Define the authority staff has to resolve patient/customer concerns.
- Improve service processes to lower complaints. Are you observing trends in your department?
- Create an environment where it is OK for staff to spend extra time with upset customers (e.g. to document, to follow-up).
- If you aren't available when staff needs advice on resolving patient/customer concerns, assign a chief problem solver to serve as your backup, or call the Patient Advocate at ext. 4267, or dial "0" and ask for the Nursing Coordinator after hours.
- Create an ongoing opportunity for staff to share their "best practices" stories for resolving patient/customer concerns in every staff meeting.
- Seek support from Guest Relations or Education & Training, as necessary.
- Create a positive method for encouraging patients/customers to give feedback to you and your staff.

True or False?

There are no difficult patients/customers, only patients/customers with difficulties.



Ask...no, beg your customers to complain, and you'll build customer loyalty.

Leebov, Afriat, Presha



Complaint Grievance Process

Stage 1: Problems, questions or complaints should first be handled by the staff present and in the simplest and most direct way that is appropriate to the situation. If necessary, the Manager or Director of the department will be notified and be held accountable for responding to the complainant in an attempt to provide a timely resolution. If the complaint is resolved in stage 1, no further action is necessary.

Stage 2: If the complaint is NOT resolved, the complaint becomes a *grievance* (per Policy 03-25-21) and must be handled as follows...

- The Director or Manager of the department/unit will review the issues and document the review in Peminic.
- If the issue is not resolved at this point, contact the Patient Advocate to intervene and help with resolution.
- All grievances **must be responded to in writing within 21 days** of initial notification either with a resolution or to state that an investigation is in progress.
- At this point, the Director/Manager and Patient Advocate can make a decision regarding service recovery and how it will be implemented.





Service Recovery Worksheet



DIRECTIONS
 Take a look at the common complaints found throughout Sibley. In order to create a Service Recovery Strategy for handling complaints in your own area, it's important for you to directly address the top five complaints that your staff encounters. Fill out the table below to determine the actions you would consider appropriate for your staff to take when confronted with these concerns.
 Make two recommendations for each complaint.

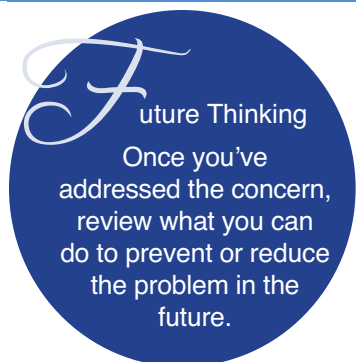
When you apologize, DO...

- Use warm, open body language
- Make eye contact
- Use your "soft" voice
- Use "I" statements

DON'T...

- Argue
- Sound like a robot.
- Smile inappropriately
- Use a defensive tone of voice

COMMON COMPLAINT	CUSTOMER'S FEELINGS	POTENTIAL RESPONSES
EXAMPLE: Two hour wait time for an appointment.	Frustrated, angry, anxious, forgotten, ignored, unimportant.	C. "I can see how this is frustrating to you." A. "I apologize for the delay." R. "Let me see what I can do for you." E. "Is there anything else I can do for you?"
1.		C. A. R. E.
2.		C. A. R. E.



Phrases to AVOID:

- This is my first time.
- Our policy is...
- Too bad. Better luck next time.
- Honey, I ...
- That's the way we always do things.
- The doctor isn't available.
- That just isn't possible.
- I can't believe this.
- Our policy doesn't allow us to do that.
- I'm going on break now. I'll finish it later.
- That's not my job.
- I'm new here.
- I only work part time.
- I don't know.