

## When Things Fail, Service Recovery Saves The Day:

Frameworks that help address patient complaints to improve overall patient experience

## Patient Experience Forum

Creating a Community of  
Patient Centered Care

16 - 17 November 2019  
Sheraton Grand Hotel, Doha



As part of our extensive program and with CPD hours awarded based on actual time spent learning, credit hours are offered based on attendance per session, requiring delegates to attend **a minimum of 80%** of a session to qualify for the allocated CPD hours.

- **Less than 80%** attendance per session = **0 CPD hours**
- **80% or higher** attendance per session = **full allotted CPD hours**

Total CPD hours for the forum are awarded based on the sum of CPD hours earned from all individual sessions.

## Conflict of Interest

The speaker(s) or presenter(s) in this session has/have no conflict of interest or disclosure in relation to this presentation.



## Learning Objectives

At the end of this session, participants will be able to:

1. Understand what service recovery is
2. Learn ways to identify service breakdowns
3. Apply service recovery frameworks in different scenarios
4. Learn strategies to reduce patient complaints

# STORYTELLING.....

Now tell me, were there any efforts to turn that negative experience into a positive one? What have they done to make you a **HAPPY** customer?

*Tell me something about a **BAD** experience you had with either restaurants, airlines, hotels, hospitals, or clinics..*

# Service Recovery

## WHAT

Doing things right after something has gone wrong with the healthcare experience

## WHY

Word of mouth  
Patients for life  
Improve overall experience

## WHO

YOU are the Patient Experience

## WHEN

The moment a complaint or concern is raised by the patient or family member

## HOW

Do it Right  
Fix it if it fails  
Remember: No 3<sup>rd</sup> chances

## 6-step process in doing it

- 1. Apologize/Acknowledge*
- 2. Listen/empathize/ and ask open questions*
- 3. Fix the problem quickly and fairly*
- 4. Offer atonement*
- 5. Follow up*
- 6. Remember your promise*

# Who will come back?

**Patient A: Good Service, had no reason to complain**

**Patient B: Unsatisfactory service, filed a complaint, then satisfied with the response**

**Patient C: Unsatisfactory Service, left without saying anything**



# Who will come back?

Patient A: Good Service, had no reason to complain – **60% chance of returning**

Patient B: Unsatisfactory service, filed a complaint, then satisfied with the response – **70% return rate**

Patient C: Unsatisfactory Service, left without saying anything – **9% return rate**



# TARP Research



Every **25** dissatisfied customers, only **1** will complain

The **24** remaining will each tell **10** other people

Who will subsequently tell **5** more people

Ultimately, **1,200** people will hear about the bad service

# Social Media

**3.2 billion** social media users, 42% of total population

(Emarsys, 2019)

**90.4% Millennials, 77.5% Gen X, 48.2% Baby Boomers**

(Emarketer, 2019)

**Average of 2.2 hours** spent in social media per day

(Globalwebindex, 2018)

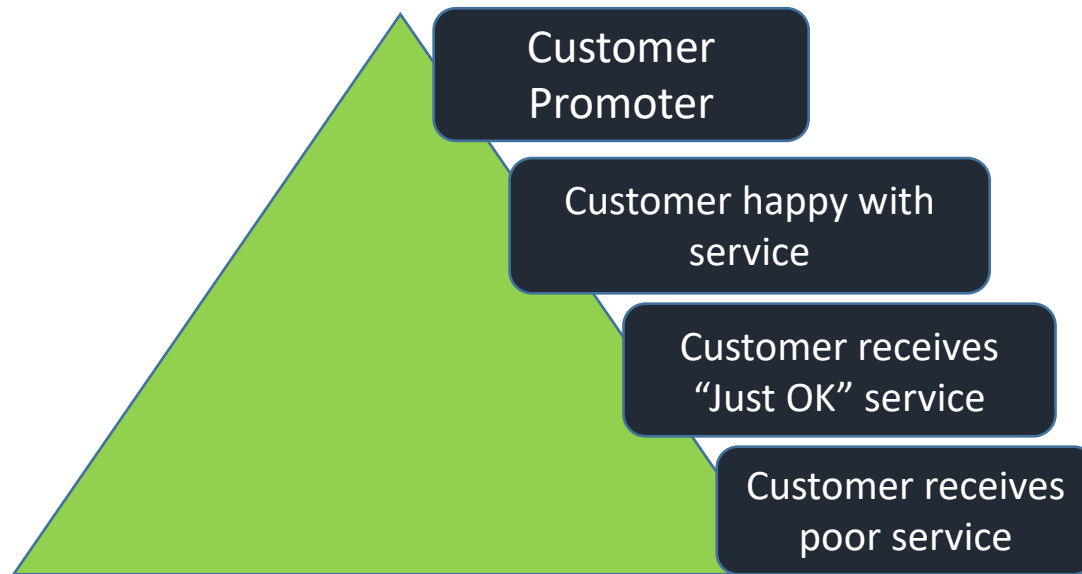
**71%** of consumers who have had a positive experience with a brand are likely to recommend it

(Forbes, 2018)

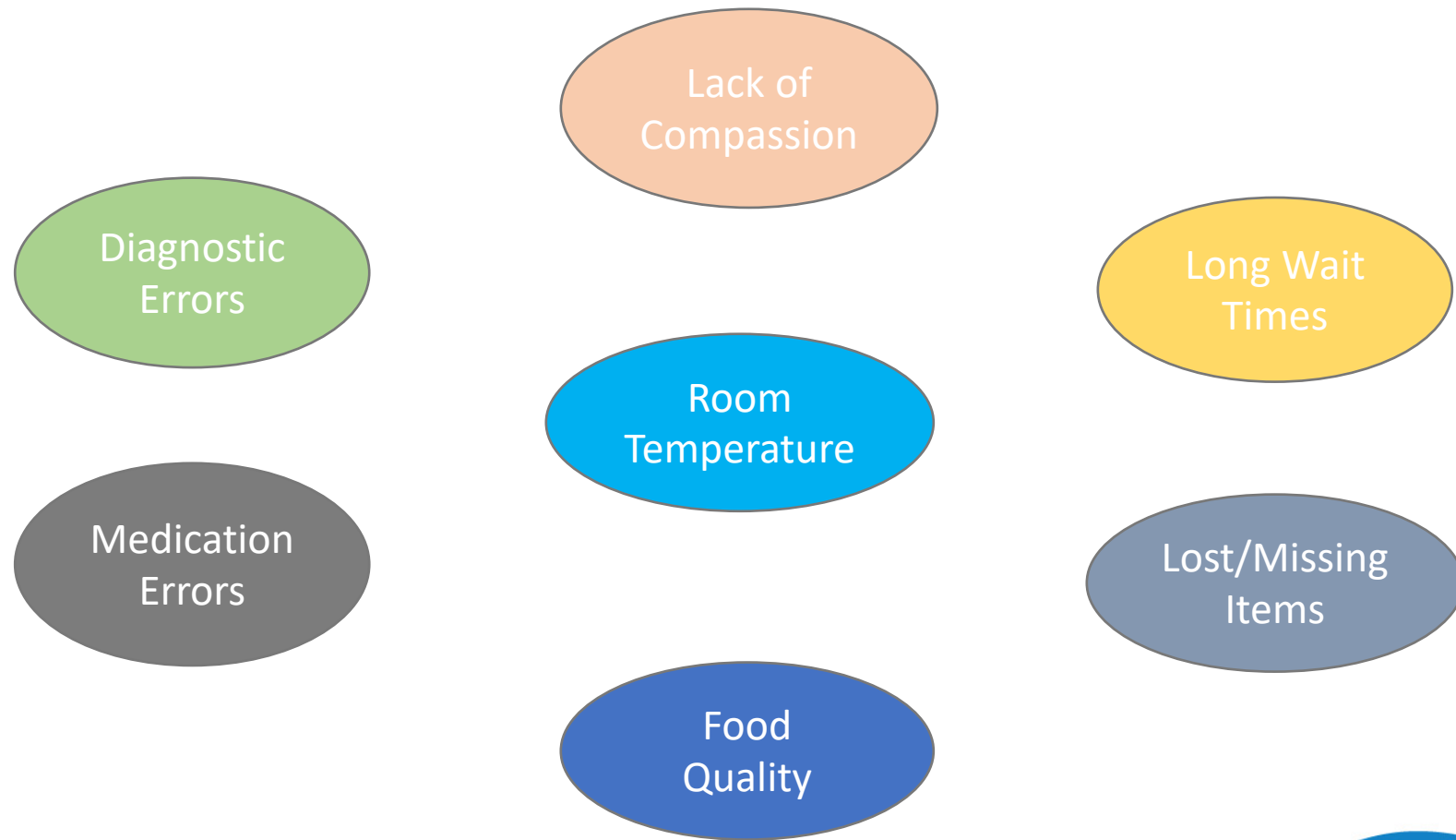
# Moments of Truth

Complaints are the moments of truth

The goal is to make the patient a customer who is loyal and can promote



# Common Patient Complaints



# Strategies to Identify Service Breakdowns

**Satisfaction  
Surveys**

**Follow-up  
Calls**

**Patient  
Advocates**

**Comment  
Cards**

**Patient  
Hotline**

**Website**

**Comment  
Line**

# Satisfaction Surveys

*Provides a voice to those who are afraid to complain while receiving care.*

# Patient Hotline

*Patient hotline is available to patients and families in some hospitals.*

*It is posted in each room and patient advocates check the voicemail several times a day*

# Follow – up Calls

*Calls to patients post discharge to check their progress*

*Usually done within 72 hours*

*Open opportunities for patient comments*



# Patient Advocates

*A patient advocate is always charged with helping patient's journey go as smoothly as possible*

*With dignity and respect*

*Putting the best interest of patient*



# Comment Line

*Provided to the patient at discharge which invites the patient to leave feedback*

*It can be anonymous if they want to*

# Comment Cards

*Left in patient rooms or waiting rooms, with drop boxes are available.*

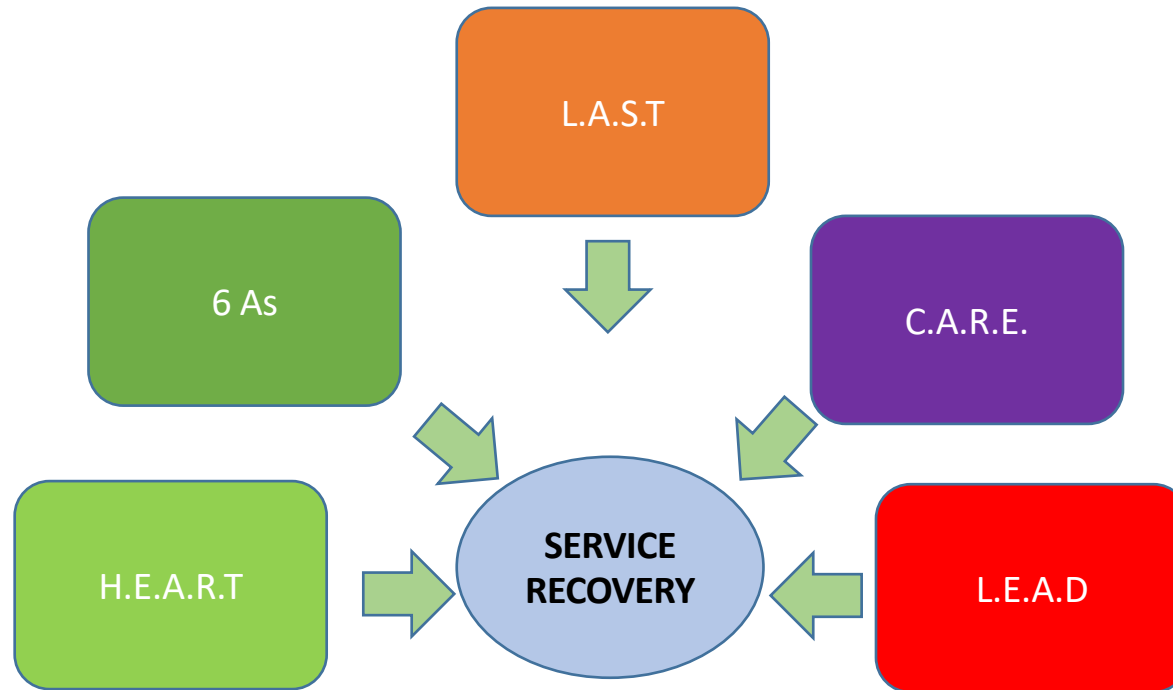
*To provide just-in-time feedback, both negative and positive*

*Similar with suggestion box*

# Website

*The ease of giving feedback on the web must be balanced with the ability to keep the comments from being viewed by others outside the organization.*

# Service Recovery Frameworks



**H** - Hear

**E** - Empathize

**A** - Apologize

**R** - Respond

**T** - Thank

- A** - Awareness that something got wrong
- A** - Acknowledge the mistake
- A** - Apologize for not meeting the expectations
- A** - Actively listen
- A** - Address the concerns/complaint
- A** - Avoid future mistakes



- L** - Listen
- A** - Apologize
- S** - Solve
- T** - Thank



- C** – Connect
- A** – Apologize
- R** – Resolve the issue
- E** – Express Gratitude

- L** - Listen
- E** - Empathize
- A** - Apologize
- D** - Do something

# WORKSHOP

NOW LETS PRACTICE....

# Solve with L.A.S.T

*“You have a terrible service! My poor grandmother has to wait for two hours before she could have her dinner. She is used to eating at 6:00pm but the food arrived at 8:00pm!”*

# Solve with C.A.R.E

*“This is ridiculous! I had some tests done before my knee surgery. Now this lady is telling me that they lost the test results. I am not paying for this. You have to do something!”*

# Solve with L.E.A.D

*“My mother lost her wedding ring when she left for surgery yesterday. I’m sure we placed it in the cabinet beside her hospital bed. My father died last month so this is very upsetting. What can be done?”*

# Service Recovery Frameworks: Common Elements

- Apology
- Body Language
- Tone of Voice
- Listening

# All customers have basic expectations

- 1. Reliability*
- 2. Assurance*
- 3. Tangibles*
- 4. Empathy*
- 5. Responsiveness*



# Strategies to Reduce Complaint

**Hire the right  
employees**

**Training**

**Role Modeling**

**Rounding**

**Employee  
Engagement**

**Declare Service  
Standards**

**Provide  
Scripting**

**Encourage  
Storytelling**

# Hiring

*Hire those individuals that match your organization's desired behavior and attitude in promoting excellent patient experience.*

*“Tell me about a time when you had to respond to a customer that had to wait for a long time”*

# Training

*Train staff on customer service strategies and other related activities that will boost skills in dealing with different patient complaints*

# Role Models

*Role model and be a living example of service excellence.*

*“Be the change you want to see”*

*“Walk the Talk”*



# Rounding

*It is a powerful tool to identify issues before they turn into complaints.*

# Engage Employees

*Make everyone be at the table at the right time and at the right place*

# Service Standards

*These are promises made to patients that help them know what to expect which also requires behaviors of the employees.*

*“We will greet you by your name every day of your hospital stay”*

# Scripting

*Service recovery frameworks are examples of scripting. Each helps employee know what to say when service failed or breaks down*



# Storytelling

*It can be an amazing tool by inspiring others through remarkable stories of their peers, or sharing on disbelief when a heart breaking service breakdown occurs*

# Storytelling... Cont..

- 1. Keep it short*
- 2. Focus on 2-3 characters*
- 3. Tell it in present tense*
- 4. Build in visual images*
- 5. Repeat or reinforce a key concept*



# Survey

“To help us understand your expectations and provide quality services for upcoming events, we are asking for a few minutes of your time to fill out the session survey which can be found on the forum Mobile App.”





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Creating a Community of  
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*A healthcare facility without compassion  
is like an amusement park without fun*

Thank you.