Service Recovery in Healthcare - Making Right What Went Wrong

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Agenda

• Welcome and Introductions
• Biggest challenges
• Definition & Importance of Service Recovery
• Critical Steps for Effective Service Recovery
• Lessons Learned
“The patient coming into the hospital should feel the touch of human kindness all through his treatment.”

- John Phillips, MD
Co-founder, Cleveland Clinic (1921)
What are your Biggest Challenges?
Service Recovery Barriers

• Deficient work systems fatigue the staff, making them less likely to take ownership of problems

• Staff has not been formally trained in the handling of service complaints

• Staff perceive the patient and their family as having unrealistic expectations
HERE'S YOUR NEW PATIENT'S BILL OF RIGHTS: YOU WILL RECEIVE TOP-OF-THE-LINE CARE, PROMPTLY AND EFFECTIVELY DELIVERED IN A COMPASSIONATE AND SENSITIVE MANNER, AT NO COST TO YOU OR ANYONE ELSE.

GREAT! WHAT'S THE CATCH?

YOU DIED. THIS IS HEAVEN.
What is Service Recovery?

“Service Recovery is making right what went wrong.”

Berry, 1995
Why do Service Recovery?

- It’s right for our patient’s
- Restores loyalty
- Financial benefit
- Employee engagement
Why do we need a service recovery model?

- Research shows 65% of complaining customers complain to frontline staff*

- Point of service issue resolution results in a decrease in complaints

- Patients have a better experience when issues are addressed before they leave

*Research from John Goodman, President, Technical Assistance Research Programs (national expert on complaint research)
Empathy the Human Connection
It Starts with Empathy

Identification with and understanding of another’s situation, motives and feelings

The power of understanding and imaginatively entering another person’s feelings

The ability to understand the emotional makeup of another person

Skill in treating people according to their emotional reactions

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Problem/Need

Service and Communication

- Create consistent service standards and delivery among all caregivers throughout the enterprise.

- Increase empathetic communication between employees and patients as well as employees to each other.
GOAL

To create a culture of compassionate communication
Service Philosophy

Increase the awareness of the impact of every patient, visitor and employee interaction

Understand the role of the employee is greater than the tasks associated with his/her job

Empower employees to deliver world-class care
Connect Caregivers

“I am helping to put a man on the moon”
Communication Skills Training

Provides

- A philosophy that emphasizes every employee’s role in the patient experience
- Skills that employees can use in every interaction.
- A framework for addressing disappointment and unmet expectations
YOU'RE NOT GETTING ENOUGH REST

HOW ABOUT THE THREE HOURS IN YOUR WAITING ROOM?
Critical Steps to Effective Service Recovery

- Hear their story; Listen attentively
- Empathize – look for the emotion
- Apologize – make it sincere and blameless
- Respond to the Issue
- Thank the person for the opportunity to help
Respond with H.E.A.R.T.®

- Hear
- Empathize
- Apologize
- Respond
- Thank

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Hostility Curve

Anger typically follows a cycle

Don’t intervene too soon!
Hostility Curve - Try to Avoid

START RATIONAL

STAFF MEMBER ARGUES, TRIES TO EXPLAIN OR TRIES TO REASON

STAFF MEMBER ARGUES, TRIES TO EXPLAIN OR TRIES TO REASON

Slows down

Takes off

Takes off

Slows down

Slows down
Hostility Curve - What Works

- Takes off
- SLOWS DOWN
- (the pause is a gift)
- Cools off

RATIONAL (YOU)

PROBLEM SOLVED

(coordinates: 223x483, 408x424, 163x230, 433x296)
Service Chain

- Physician
- Lab Techs
- PAS
- Patient
- MA/PA
- Nurse
- PSR
- Patient

My Added Value
What is the relationship between HCAHPS and Service Recovery

• Communication is a common theme measured by the HCAHPS survey
  - Listen
  - Explain
  - Courtesy and Respect

• Service Recovery helps prevent and manage difficult interactions with patients/families and co-workers.
The Thing About Culture

“If it is to be, it’s up to me!”
Lessons Learned

• Set and Drive the Culture
• Strong service philosophy
• Communication skills training with validated tools
• Keep Patients First – ongoing awareness
“Patients trust us with their most precious possessions, with their lives, and what we owe to them is the best outcome and the best experience.”

- Tom Mihaljevic, MD
President & CEO
Our work matters

The Reason We Do This Work
Questions?

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Cleveland Clinic

Every life deserves world class care.