



## Service Recovery Policy Sample

### ADMINISTRATION

**SUBJECT:** Service Recovery Program      **POLICY/PROCEDURE NO:** 25PS  
**EFFECTIVE DATE:** February 2013  
**REPLACES POL/PROC. NO:**  
**DISTRIBUTION:** All Departments      **REVISION DATE:**  
**AUTHORIZED BY:**  
**ADMINISTRATOR:**

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#### **PURPOSE:**

To create a culture of empowerment beginning with front line staff that carries throughout the organization, including the Board of Trustees and involves the Medical Staff.

#### **GOAL:**

To empower employees to recover our patients' confidence when an unexpected event occurs that is within the employee's ability to change, correct or improve, making the experience a positive one for the patient/customer.

#### **SCOPE:**

All employees/volunteers will be empowered to utilize this policy in the event that there is a need to recover our patients' confidence. In keeping with our continual efforts to achieve Service Excellence, the hospital has adopted the **ReACT** approach. The intent of the **ReACT** approach is to help create an environment of employee responsibility and empowerment. When Service Recovery is initiated, communication to other employees is necessary in order for Service Recovery to continue through the entire hospitalization until the patient is discharged.



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### **POLICY:**

Every employee who encounters a patient/customer concern is empowered to use the **ReACT** approach:

- **Recognize:** If dissatisfaction or a complaint is made known to you, recognize it and use it as a chance to perform service recovery.
- **Apologize:** Sincerely say you are sorry for the person's experience. Use empathy to show concern: "I am so sorry you will be late to pick up your daughter. I can see that would be very frustrating." Body language is important, such as facing the person, nodding and asking follow up questions or making clarifying statements.
- **Correct:** If possible, fix the problem immediately or take the issue to the right person as soon as possible. Ask, "What would make this right for you?" Utilize the Service Recovery Toolkit if deemed appropriate to the situation.
- **Take Action to prevent a recurrence:** Let the dissatisfied person know what you will try to do to prevent a recurrence.

**Service Recovery Toolkits:** Med/Surg and the Patient Financial Services Office will be supplied with a **ReACT** Service Recovery Toolkit. The toolkit will include gift cards (\$5 food gift cards to the Cafeteria, \$25 Gas gift cards, and \$50 Visa gift cards), the Service Recovery Spreadsheet and a Service Recovery Report form to be completed. The spreadsheet serves as a method to replenish the **ReACT** gift cards and to monitor use of the program. The form is to be completed each time a **ReACT** gift card is presented to a patient/customer and forwarded to the Department Supervisor and the QI/Risk Management Department. The form should not be given to the customer. It is up to the discretion of the employee to decide which gift card, if any, is most appropriate.

### **Situations for which ReACT Gift Cards may be appropriate:**

- Late procedure due to unforeseen circumstances, scheduling problems.
- Patient expressed dissatisfaction with what he/she considered to be an unacceptable wait time.
- The patient's perception that an employee was rude, uncooperative, unprofessional, or uncaring.
- Dietary Complaints
- Housekeeping/Environment Issues
- Privacy Concerns
- Minor Property Loss (Lost of articles of clothing, etc.)

### Situations for which ReACT Gift Cards may not be appropriate:

- The patient has been given the wrong medication or treatment.
- The patient falls and breaks hip and the family is very upset.
- Patient goes to surgery and the wrong procedure is performed.
- Lost hearing aids, glasses, large sums of money/valuables or prosthetics.

In the above situations, it would certainly not be appropriate to attempt Service Recovery through the use of a **ReACT** gift card. These situations should be reported through the appropriate channels (i.e. occurrence/incident reporting system) and in accordance with Hospital policy. Employees should use good judgment when assessing the situation to determine if Service Recovery through the use of a gift card can express to the patient our desire to recover his/her confidence.

### PROCEDURE:

1. Patient/Customer expresses concern to a Hospital staff member.
2. The Hospital employee will deal with the patient's/customer's concern promptly, at the point of contact, and will refer to management staff only when unresolved or employee has deemed a situation that is not appropriate for Service Recovery through the **ReACT** process.
3. Any employee who encounters a patient/customer concern may resolve the concern independently by using the **ReACT** gift card from the Service Recovery Program. The employee should determine which gift card is most appropriate.
4. The Service Recovery Spreadsheet and Report form must be completed each time a gift card is provided to a patient/customer for tracking purposes. The form must be submitted immediately to the Department Supervisor and the QI/Risk Management Department.
5. The **ReACT** gift card is to be given to the patient/customer by the employee.
6. If the employee is concerned that the patient/customer may not be fully satisfied, he/she should notify his/her Department Supervisor as soon as possible.
7. Communication is the key to Service Recovery. Employees will communicate with those participating in the patient's care if Service Recovery is implemented. This is to ensure that Service Recovery continues throughout the entire hospital visit.
8. The goal of ALL employees is a patient or customer who is satisfied with the care and service of our hospital.

### **MONITORING:**

Each month, the Service Excellence Team will review:

1. How the program is being used.
2. The expense associated with the program.
3. If the recovery program is improving our patients/customers perception of the care and service being provided.

Auditing of **ReACT** Service Recovery Toolkits:

1. Audit will be conducted by the QI/Risk Management Director
2. Audit will occur weekly and will be documented on the Service Recovery Spreadsheet.



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