

Service Recovery Procedure

PURPOSE:

To provide a procedure that defines and outlines the expectations for employees to follow regarding Access' service recovery program. The purpose of the program is to create a culture of empowerment beginning with front line staff that carries throughout the organization.

GOAL:

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

SCOPE:

All employees will be empowered to utilize this procedure in the event that there is a need to recover our patients' confidence. In keeping with our continual efforts to achieve Service Excellence, the organization has adopted the **WRAAA** approach. The intent of the **WRAAA** 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 patient visit.

WRAAA APPROACH:

Every employee who encounters a patient concern is empowered to use the **WRAAA** approach:

- **Welcome:** Greet the patient in a friendly way, smiling with a pleasant tone of voice. Use the patient name if known and ask if they have been helped. "How can we help you?" and let the patient know that they are talking to the correct person "You're talking to the right person."
- **Recognize:** If dissatisfaction or a complaint is made known to you, recognize it and use it as a chance to perform service recovery. The patient may not state the complaint directly to you; make sure to recognize body language, tone of voice and visual cues.
- **Acknowledge:** Listen carefully to the concern, rephrase what you heard and clarify as needed. Do not be defensive. Example language to use: "That must have been very upsetting/frustrating experience for you" "We clearly did not meet your expectations."
- **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. Use this as an opportunity to manage up your co-workers.
- **Amend:** If possible, fix the problem immediately. Ask, "What would make this right for you?" Offer choices of what you can do for the patient as it takes the focus off of what you cannot do. Utilize the Service Recovery Toolkit if deemed appropriate to the situation.

Service Recovery Toolkits: The toolkits contain snacks as well as activities for children and adults. In regard to transportation issues, the Community Resource Specialist staff can provide bus tickets at

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the Madison clinic locations. Other transportation issues can be directed to the Patient Services Manager to be discussed on a case by case basis. The toolkits will be available at the following locations:

- Erdman Clinic Medical Front Desk
- Erdman Clinic Dental Check Out Desk
- WTE Clinic Medical Front Desk
- WTE Clinic Dental Check Out Desk
- Dodgeville Dental Clinic
- Sun Prairie Dental Clinic
- Administration Building

PROCEDURE:

1. Patient expresses a concern to a staff member of Access Community Health Centers.
2. The employee will deal with the patient'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 **WRAAA** process.
3. Any employee who encounters a patient concern may resolve the concern independently by using the **WRAAA** process through the Service Recovery Program. The employee should determine if the service recovery toolkit would be appropriate.
4. An event report should be completed whenever Service Recovery is done with a patient briefly stating what happened and how it was resolved for tracking purposes.
5. If the employee is concerned that the patient may not be fully satisfied, he/she should notify his/her Department Supervisor as soon as possible.
6. 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 clinic visit.
7. The goal of ALL employees is a patient or customer who is satisfied with the care and service of our clinics.

MONITORING:

Each month, The **Avengers** (Patient Experience Employee 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' perception of the care and service being provided.

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Replenishment of WRAAA Service Recovery Toolkits:

1. Toolkit assessment will be conducted by the appropriate Department Services Manager at each location.
2. Toolkit assessment will occur once per week and an email should be sent to the Avengers (Patient Experience Employee Team) group email if any replacements to the toolkit are needed. Their email is: Avengers-ACHC@accesshealthwi.org.

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EFFECTIVE DATE: