Service Recovery In Healthcare: Movement From Reactive To Proactive

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Service Recovery in Healthcare: Movement From Reactive to Proactive

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Objectives

• Describe the development of a pilot program at Mayo Clinic (Rochester) to address and resolve patient complaints by frontline staff

• Discuss the importance of addressing service breakdowns at the point of service

• Describe empathic strategies utilized for service delivery and service recovery
Let Me Introduce You to My Patient...
Patient Experience Definition

An unparalleled patient experience is the result of inspired and dedicated employees demonstrating excellence, compassion and respect by partnering with patients, family and colleagues to continuously improve the healthcare service experience.
Mayo Clinic PX Model

- Service recovery
- Metrics
- Accountability
- Consultation
- Recognition & reward
- Monitoring & control
- Education & training
- Service values & behaviors

Patient Experience
Other Important Elements

- Rights and responsibilities
- Hospitality
- First impressions
- Professionalism
- Respect for diversity
- Health care literacy

Patient family-centered care
Patient Experience Team

• An identified entity at Mayo Clinic Enterprise

• An internal consulting resource trained in the field of Patient Experience, an emerging field

• Sites: Arizona, Florida, Mayo Clinic Health System, Rochester

• Overarching goal – to improve the overall Patient Experience at every “touch point” of care
Pilot Overview

• Leadership from the following areas requested participation in pilot:
  • Urology
  • Neurology
  • GIM
  • Outpatient Pediatrics
  • Neurosurgery

• Total Trained
  • Providers – 107
  • Allied Health - 779

• Educate staff
  • Service delivery (AIDET)
  • Service recovery (LEAD)
  • Online Tracking Tool (Midas)

• Timeline
  • June 2014 through December 2014

• Patient Experience Champions
Evolution of Pilot

**Beginning**
- Provider & AHS together
  - GIM
  - Outpatient Pediatrics (still need recovery training)
- Training time 2.5 hours
- 80% didactic - 20% interactive
- Session 1 title – Service Delivery
- Session 2 title – Service Recovery

**End**
- Provider & AHS separate
  - Urology
  - Neurology
  - Neurologic Surgery
- Training time 1.5 hours
  (Combined & Revised Curriculum)
- 50% didactic – 50% interactive
- New title – Empathic Communication
Service Recovery Process

1. **Patient communicates concern**
   - **Staff able to resolve the concern**
     - **Yes**: Offer apology, thank you, goodwill gesture (if appropriate)
     - **No**: Review algorithm with escalation process
   - **Document in Tracking Tool/Midas**
What do you expect as a patient?
What Patients Say…

- Communication: 25 studies
- Access: 18 studies
- Shared Decision Making (SDM): 8 studies
- Clinical Quality and provider knowledge and skills: 7 studies
- Physical environment: 6 studies
- Patient Education: 3 studies
- Electronic Medical Record (EMR): 3 studies
- Pain control: 3 studies
- Discharge process: 2 studies
- Preventive services: 2 studies

Mohammed, et al.
AIDET$^\text{SM}$ = Five Essential Communication Behaviors

- **A**cknowledge
- **I**ntroduce
- **D**uration
- **E**xplanation
- **T**hank You

Decreased anxiety + Increased compliance = Improved health outcomes & satisfaction

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Challenging Communication
Empathically Redirecting

- Orient with name and sound
- Ask permission to jump in
- Reflect, validate, summarize
- Redirect to mutual goal
What is Service Recovery?

Mayo Clinic

An empathic approach to quickly respond and fairly resolve patient concerns, in a way that makes them feel satisfied.
Just the Tip of the Ice Berg

Rich information used for improvement opportunities

- Only 4% complain

- 96% will \textit{not} complain, leave us and tell 25 others
Listen
Empathize
Apologize
Do something
Service Recovery Paradox Effect

The Service Recovery Index, AboutFace
Standardized Service Recovery Tool Kit

- Cafeteria Vouchers
  - $10 per voucher
- Parking Passes
  - All day pass
- Message/Note Cards
Intended Outcomes

- Enhance patient satisfaction
- Identify trends
- Develop standardized recovery methods
- Improve employee communication
- Enhance employee morale
- Identify Pt Champions to reinforce message
Lessons Learned

• AIDET & LEAD into one session
• Identified a need for empathic redirection
• Small classroom setting for interaction is crucial
• Need leadership buy-in prior to execution
• Re-evaluate delivery of provider trainings based on feedback
• Re-visit tracking tool methods
Benefits of Patient Satisfaction

Clinical outcomes
- Lowers patient stress
- Improves decision-making
- Improves patient compliance

Profitability / financial sustainability
- Increase in patient volume
- Improved reimbursement rates
- Fewer malpractice lawsuit

Brand
- Improved patient retention and referrals

Employee satisfaction
- More productive staff
- Better morale
Back to Sheila’s patient...
PRIMARY VALUE

The needs of the patient come first

MAYO CLINIC VALUES

Respect
Integrity
Compassion
Healing

Teamwork
Innovation
Excellence
Stewardship
Summary

• AIDET – Service Delivery
• LEAD – Service Recovery
• Empathic Communication
  • Disconnect between expectations and reality
  • Service Breakdowns
  • Noncompliance

"At the end of my stay,
I may not remember exactly what you said,
I may not remember what you did,
but I will always remember how you made me feel."

Original quote by Maya Angelou
References/Resources


Community Dialogue on Improving Patient Experience throughout the Continuum of Care

4:00-5:00 PM

Dallas D-H