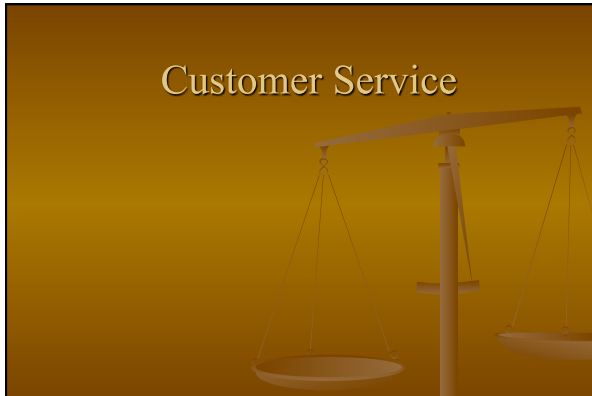


Customer Service



Resident Satisfaction

- Quality
- Resident Expectations
- Value of a Resident
- Characteristics of Service
- Satisfaction of Employees
- Handling Complaints
- Measuring Satisfaction
- Turnover

Quality

Expect - Get = Quality Perception

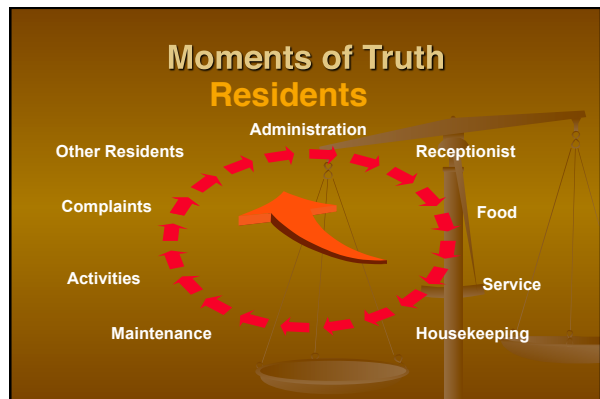
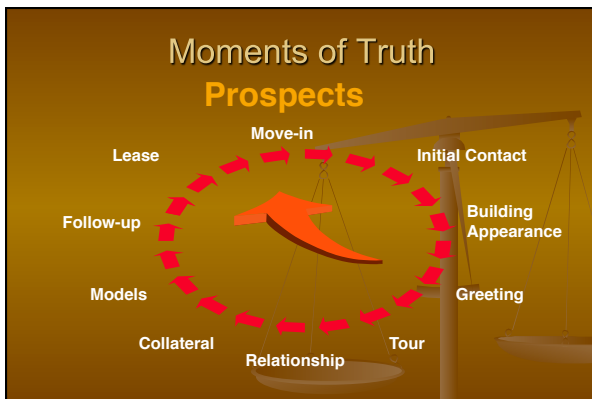
- Quality is simply the difference between what you expect and what you get.
- Define expectations!!
- Look for ways to surprise people
- Small differences matter

Consistency = Credibility

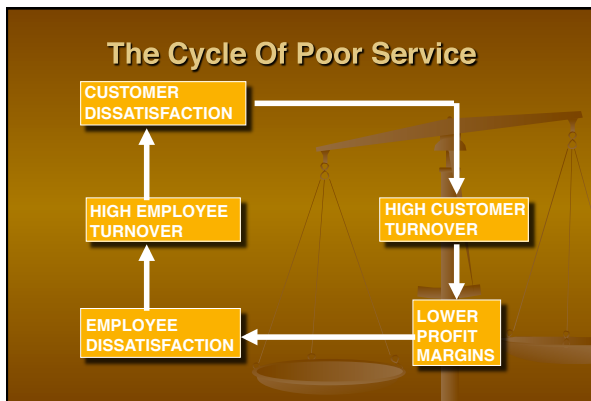
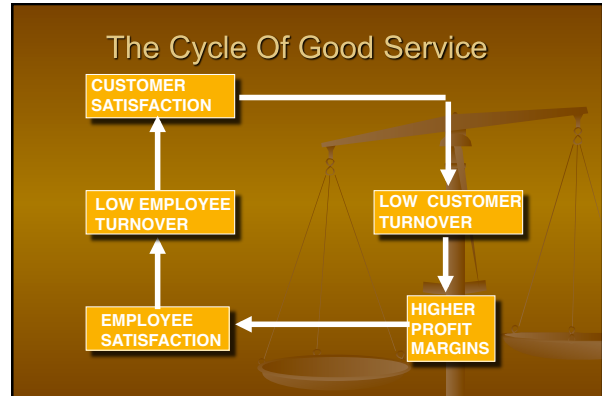
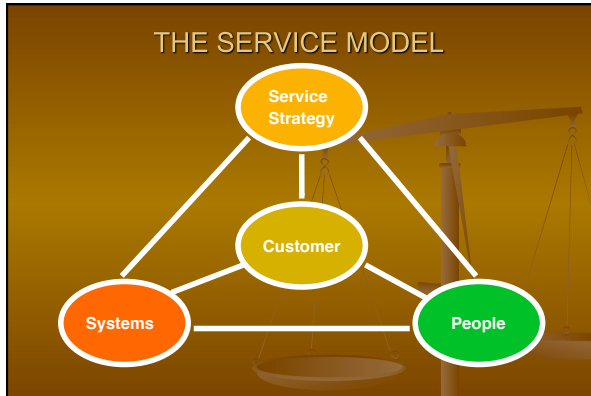
Financial Impact

Resident Satisfaction Advantages	Annual Gain*
✓ 2 more units occupied per month	\$96,000
✓ 2 quicker move-ins	\$96,000
✓ 2 more sales due to presence active residents	\$96,000
✓ 5% greater increase in turnover rent	\$43,200
✓ 1% greater lease renewal rent increase	\$96,000
✓ Recruitment/training cost savings	\$10,000
Total	\$437,200

* assumes typical assisted living @ \$4,000 per month



Customer Service



Trip to Flatbush – Exercise Only

- Get yourself hired by a competitor
- Try to secretly destroy competitor from within
- List as a group all those things that you would covertly do to bring down the competitor from within
- Don't get Caught !!!!
- **NOW**, ask yourself if any of those same things are going on in your own company!

Trip to Flatbush – Exercise Only

- Look at how you treat each other – be consistent on all levels
- Remember; **consistency = credibility**
- Asking people for help doesn't mean you have to give up control.
- Don't say negative things about someone behind their back – it only makes you look bad and unprofessional
- This is a small business, think ahead
- Don't be a rumor weed
- Put the residents and your company **FIRST**
- Don't sweat the small stuff

Why Do People Complain ?

- **They may have a real and valid complaint!**
- They have an expectation that may have not been met. You or someone in the organization promised them something that was not delivered, or has changed. **Never over promise and under deliver**
- They may already be upset at someone or something else that may be beyond your control. They may be tired, sick, stressed, frustrated, or felt abandoned. They may feel like a victim with as personal power or influence in their life seems to erode with age.

Customer Service

Why Do People Complain ?

- Sometimes they will use any excuse to prove that they are right, whether they are or not. They may be walking around with a chip on their shoulder, or may have deep rooted prejudices.
- Someone on the staff may have been rude, indifferent, or discourteous to them. They may have been told one thing by one staff member and something else by another. They may have acted on something that they were told by a staff member that was wrong. They may have been embarrassed about doing something incorrectly, or had their integrity or honesty questioned.

Handling Complaints

1. Disarm the resident/employee with a calm response.
2. Isolate them from other residents or guests.
3. Verbally cushion their behavior.
4. Use the Feel/Felt/Found approach.
5. Apologize for the situation.
6. Assure them that you want to help.
7. Probe to identify the specific problem, not just the symptoms. Pin them down on sweeping accusations.
8. Paraphrase their concerns to clarify understanding.
9. Find something in their remarks with which you can agree.

Handling Complaints

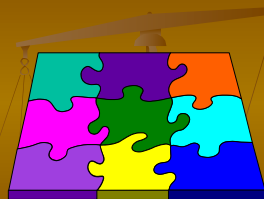
10. Avoid defending and trying to make excuses.
11. Show them that you value this information and appreciate their courage in bringing it to your attention.
12. Inquire as to how they would like you to respond or specifically resolve their concern.
13. Explain available options, offer choices.
14. Summarize actions to be taken - yours and theirs. They may be part of the solution.
15. Close on next steps and thank them for bring the matter to your attention.
16. FOLLOW-UP!

Responsive Techniques

- Listen carefully and clarify before you respond.
- Engage the resident/employee. Face them and look them in the eye.
- Adopt an offensive not defensive body posture, show your concern.
- Avoid being condescending or impatient.
- Never argue or interrupt, let them get it all out. They may be just blowing-off some steam.

Responsive Techniques

- Unlock the puzzle.
- Be sincere and show empathy.
- Eliminate distractions.
- Use a pleasant tone of voice.
- Be solution oriented.
- Don't take things personally!



Tarp Study

- For every person who bothers to complain, there are 24 silent, unhappy people. Yet if they do complain and the problem is resolved quickly, 90 percent will recommend you to their friends.
- The average "wronged" person will tell up 8 - 16 people, each of whom may tell 5 others.
- If their issue is not resolved by management, *they will seek validation of their concerns from others.*
- It can cost 5 times as much to attract a new customer than it takes to keep an existing one happy.
- 95% would rather switch than fight.
- Most people feel that complaining won't do any good. Prove them wrong and exceed their expectations.
- Say No then find a way to Yes. Maybe means yes to most people.
- Leaky Tires?!!!

Customer Service

Dealing with Difficult People Chronic Complainers

- Not bad people, only challenging behavior
- Psychological need to gain attention by disruptive behavior
- They seek satisfaction through validation, and solicit support from others
- Solutions
 - Isolate inappropriate behavior
 - Discuss with family
 - Consider Geriatric Care Manager as 3rd party mediator, but can compromise Administrator's authority
 - Bring in Ombudsman
- Look for underlying cause, it may be different from today's complaint

Prevention is the Best Medicine

- Learn to anticipate problems
- Proactively manage resident's expectations
- COMMUNICATE at every opportunity
- Recognize resident's contributions
- Consider a suggestion box – post pertinent suggestions *and your responses*
 - Avoids "nothing ever happens if you complain" response
 - This way you don't get accused of ignoring a suggestion, prior answers can be referred to if issue resurfaces

Positive Consequences

- Complaining can:
 - Open lines of communication
 - Identify real and solvable problems
 - Clarify expectations
 - Build resident satisfaction and referrals

"Those who complain teach me how I may please others so that more will come. Only those hurt me who are displeased and do not complain. They refuse me permission to correct my errors and improve my service."

– Retailer Marshall Fields

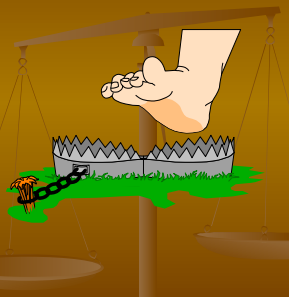
Resident Opinion Surveys

- Goal
- Frequency
- Design
- Distribution and Collection
- Interpretation of Results
- Follow-up



Resident Dissatisfaction

- Results in Lower Occupancy which means:
 - Financial pressure
 - Lower raises
 - More stress
 - Micro Management
 - Blame and infighting
 - Staff Turnover
 - Cost cutting



Resident Satisfaction

- Results in Higher Occupancy which means:
 - More relaxed work place
 - Higher raises
 - Less stress
 - Fewer complaints
 - Positive feedback
 - Staff Retention
 - Better care



Customer Service

