Using HEARD for Service Recovery

HEARD is a service recovery tool that **empowers** you
to take ownership and resolve issues during or after a service failure.

Use **HEARD** to communicate effectively and to correct the situation promptly.

H — Hear
- Actively **listen**, avoid interrupting, and be aware of body language and tone.
- Ask questions to **understand** the issue before jumping to solutions.

E — Empathize
- Practice **compassion** by asking yourself, "How would I feel if this happened to me?"
- **Validate** others' feelings: "If that happened to me, I would feel the same way."

A — Acknowledge
- Express **appreciation** for bringing the issue to your attention.
- **Apologize**, and take **ownership** of the problem—even if you are not at fault.

R — Respond
- **Promise** to resolve the issue, and **describe** what the person can expect.
- **Manage up** other VUMC employees and departments.

D* — Deliver
- **Take action** to deliver on the promise made.
- Follow through to **resolve** the issue and to **prevent** it from happening again.

* If additional assistance or action is needed, consider these steps:
- Delegate, escalate, or involve others who can help (e.g., managers, leaders, or dedicated patient and employee support teams, etc.).
- Document the event as appropriate (e.g., email, EMR, incident report, etc.).

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