



If Disney Ran Your Hospital

**Some Advanced Things You Would
Do Differently**

Fred Lee

In The Box

You can't get different results by doing more of the same old things in the same old way.

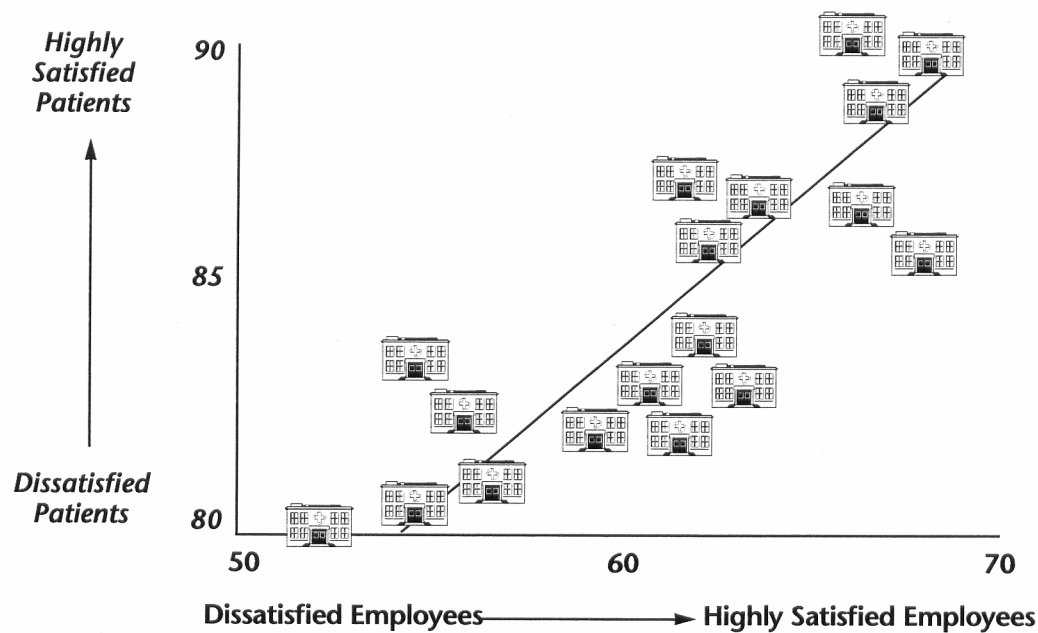
Centralized Control
Unit Efficiency Focus
Silo mentality
Percentile ranking
Compliance culture
Outsourced coaching
Competitive rewards

Just to
mention a
few...

Correlating patient and employee satisfaction.

A Drag on Patient Satisfaction

Relationship of Employee to Patient Satisfaction*



* 18 hospitals; scale 0-100.

Source: Press, Ganey Associates.

PREMISE: Excellence is Fun

There is nothing like excellence to improve morale.

Anything done poorly is hard work and a real drag. Persistent mediocrity is discouraging, depressing and saps all our energy.

Anything done at the level of excellence or in the pursuit of excellence with a **great coach** is FUN and energizing.

Overcoming Inertia

Dissatisfaction with "as is" + Vision of "could be" + Knowing "how to" > Organizational Inertia

Must be greater than



Comfort zone
Force of habit

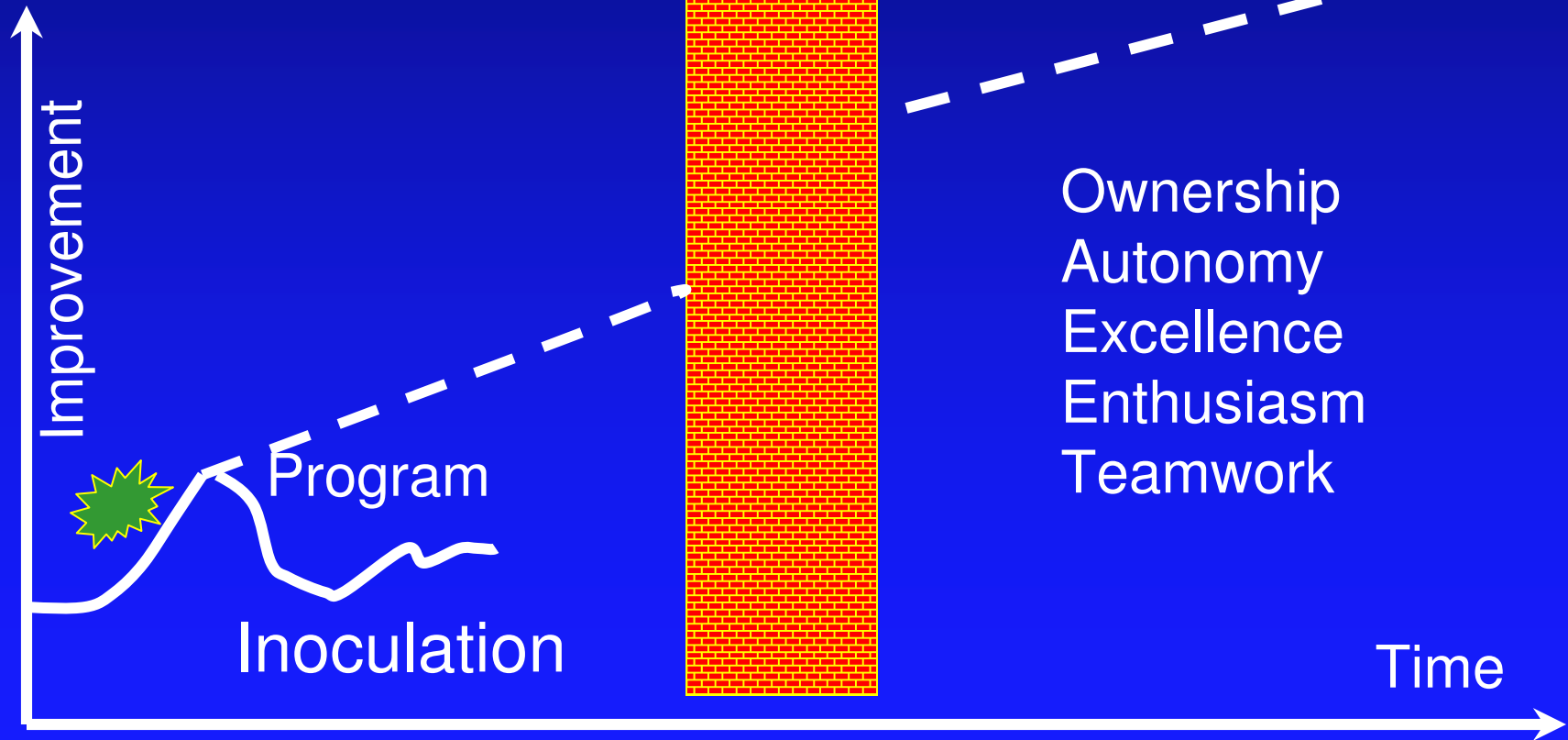
The Wall

Compliance

Commitment

Satisfaction

Loyalty



Improvement

Time

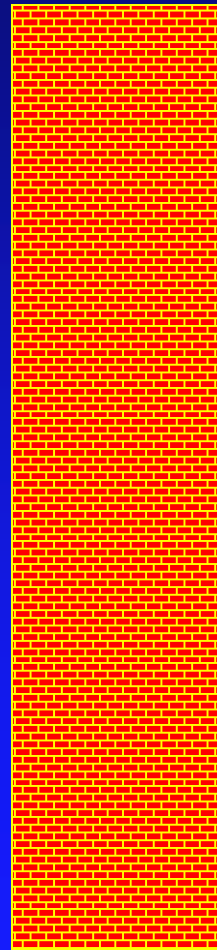
Program

Inoculation

- Ownership
- Autonomy
- Excellence
- Enthusiasm
- Teamwork

Old Paradigm to New

Service excellence
Starts at the top
Leadership
Empowerment
Accountability
Compliance
Do by learning



Memorable Experience
Starts anywhere
Citizenship
Ownership
Responsibility
Commitment
Learn by doing

Fallacy of asking, “How?”

“Asking How? Is a favorite defense against taking action.”

Peter Block, *The Answer to How is Yes*

Knowing how is not the problem...

Like losing weight, our problem is not with knowing **how**. When we want to enough, we figure out how and learn by doing.

Our problem is with being **committed** enough to **do** what it takes every day, and do it **permanently**, not just in short bursts of energy.

3 Key Premises

We have reached the ceiling in how much we can improve patient satisfaction scores with our current approach.

We cannot go from good to great in patient perceptions by copying and deploying what they do at service companies like Ritz-Carlton or Nordstrom's.

Culture is driven by management systems, not workers or values.

Baldrige Criteria

Category: Patient Satisfaction

APPROACH: How will we talk about going from good to great in patient perceptions that is inspiring and motivating for our staff?

DEPLOYMENT: Who will lead out, and how will we generate commitment throughout the organization at every level?

RESULTS: How will we get, track, and use feedback?

3 Key Premises

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Baldrige Criteria

Category: Patient Satisfaction

APPROACH: Going from good to great by using the experience approach rather than a service approach. Moving from the good of...

Our service  to Patient's experience

Dept Efficiency first  to Dept Courtesy first

Hardwired courtesy  to Emotional support


Baldrige Criteria

Category: Patient Satisfaction

DEPLOYMENT: Involving everyone. From just...

Committees  to Departmental ownership

Educators training  to Managers coaching

Hardwiring service  to Inspiring compassion

Baldrige Criteria

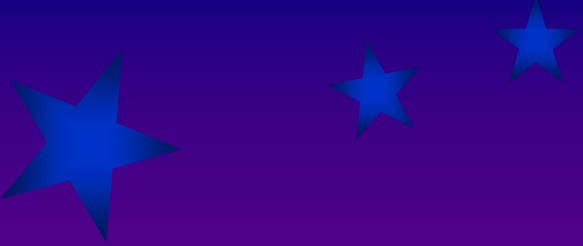
Category: Patient Satisfaction

RESULTS: Use feedback that motivates. From...

Satisfaction (avg.)  Loyalty (% top box)

Courtesy / service  Compassion / healing

Quantitative (data)  Qualitative (stories)



If Disney
Ran Your
Hospital You
Would...

2.

**Make Courtesy More
Important Than
Efficiency**

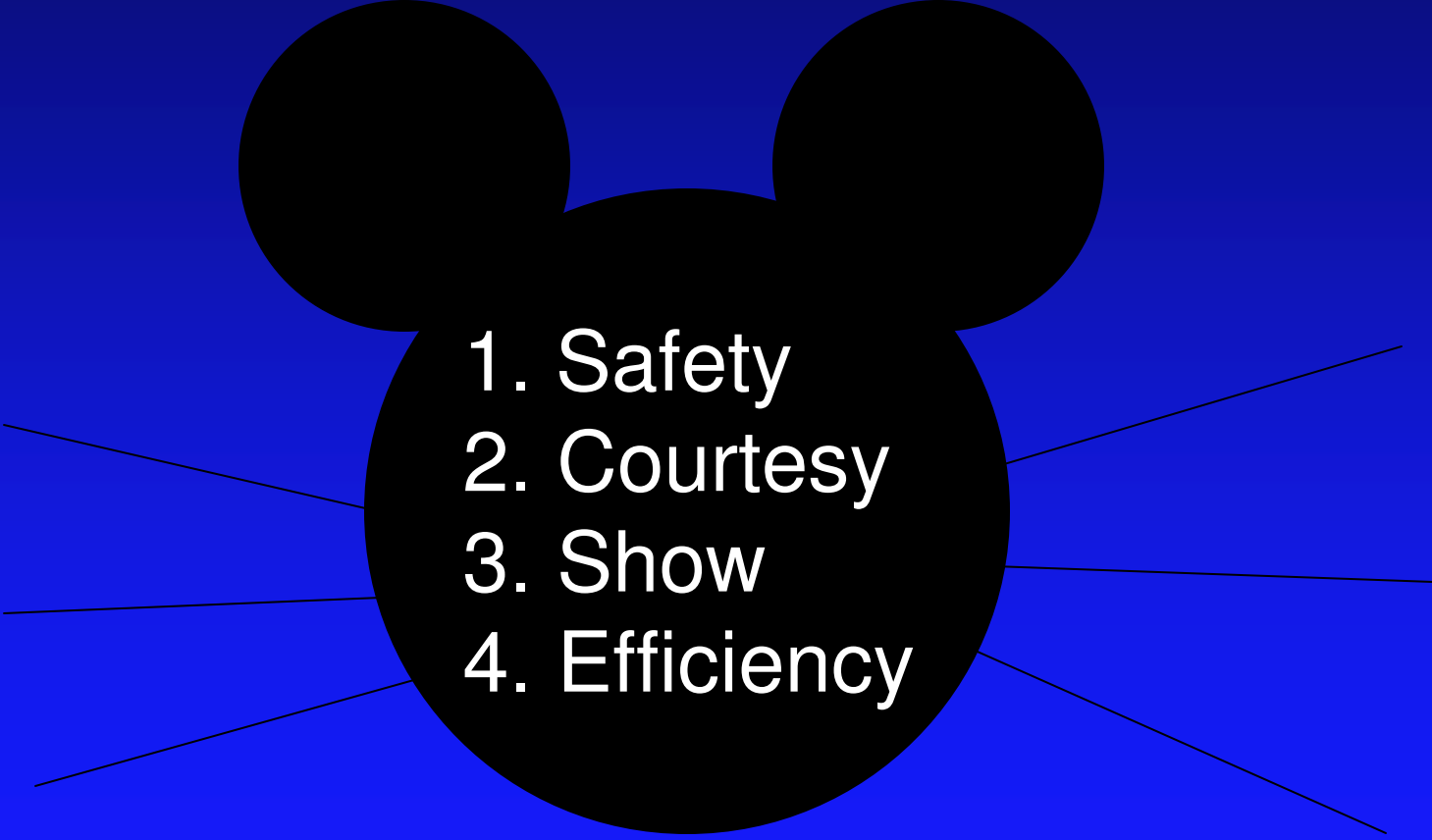


Pillars are Equally Important



SERVICE • PEOPLE • QUALITY • FINANCIAL

Disney's Quality Priorities

- 
1. Safety
 2. Courtesy
 3. Show
 4. Efficiency

What's missing for patients? Internal customers?

Hospitals Need To Add Compassion

1. Safety/Quality

Evidence based medicine.

Zero defects / Reducing variation (Deming)

2. Compassion

Emotional support as best clinical practice, affecting stress, anxiety, pain, and the immune system.

3. Courtesy

Constantly seeking out guest contact. (Disney)

4. Presentation

We are always on stage.

What will the audience see, hear, and feel?

5. Efficiency

Unit efficiency vs. courtesy and overall efficiency.

Reducing the cost of poor quality (Deming)

Two Biggest Barriers to Internal Customer Service

1. **Poor communication**, by which they mean, “Someone in another department makes a decision that affects us without consulting with us first.”
2. **Poor teamwork**, by which they mean:
 - competing for resources
 - unresponsive, unhelpful processes
 - silo mentality, workarounds

Deming Principles

QUALITY: Reduce variation

EFFICIENCY: Calculate the COPQ (cost of poor quality) in each step of the process.

When the process breaks down

Workarounds

Redundancy

Unclear responsibilities

Paradox: Customer First is More Efficient

unit efficiency first

internal focus

unresponsive

compete for resources

Results in overall
organizational
inefficiency

courtesy first

external focus

responsive

share resources

Results in overall
organizational
efficiency & teamwork



What is a grand slam in performance?

WIN on **quality** (you reduced variation)

WIN on **efficiency** (your reduced overall costs)

WIN on **customer satisfaction**

WIN on staff **job satisfaction**

Budgeting Process Questions

1. Where and how will you reduce expenses this year?
2. Will anything you do affect another department? If so, explain.
3. Have you discussed your plans with them and gotten their agreement that this way is the most efficient overall?

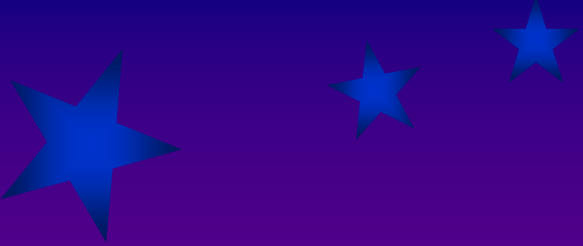
Conversation



What do you do for your own efficiency that frustrates other departments or patients?

If you changed it to be more customer friendly, estimate the cost to your department, then estimate the cost benefit (value added) to those you serve.

How would your people like the change?



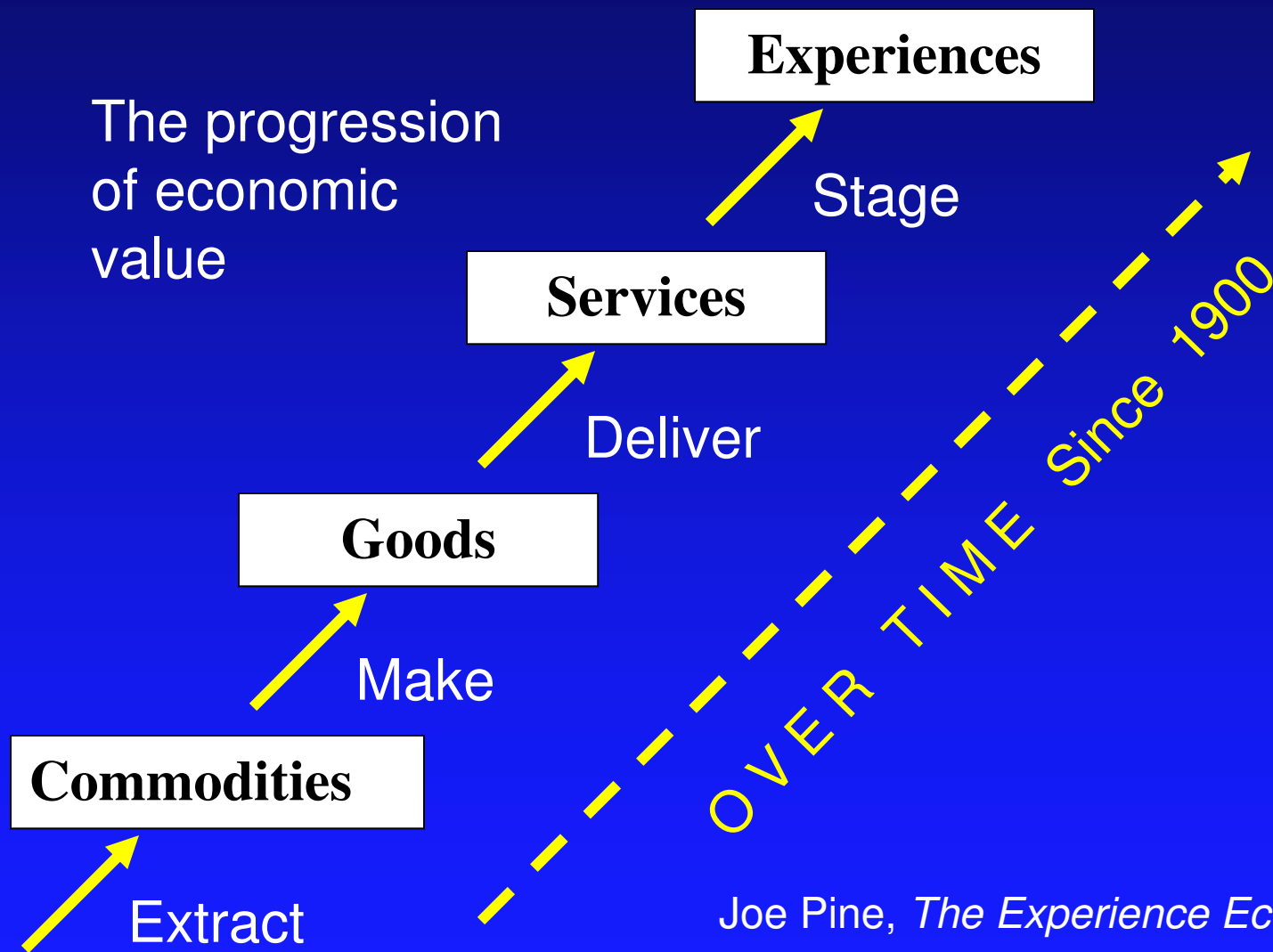
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6.

**Change the Concept of
Work from Service to
Theater**

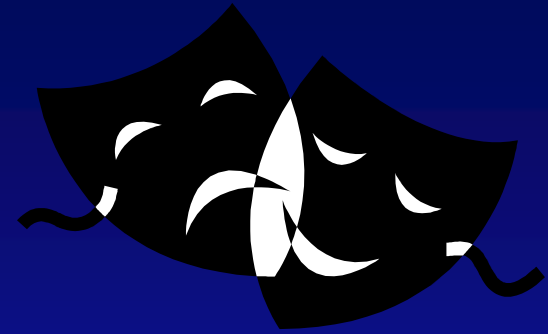


Disney is not a service and neither are we.



Joe Pine, *The Experience Economy*

Theater is about life –
comedy and tragedy.



Disney:

Meeting the emotional needs of
a family to have fun together.

Hospital:

Meeting the emotional needs
of a family suffering a tragedy
together.



A hospital without compassion is like Disney without fun.

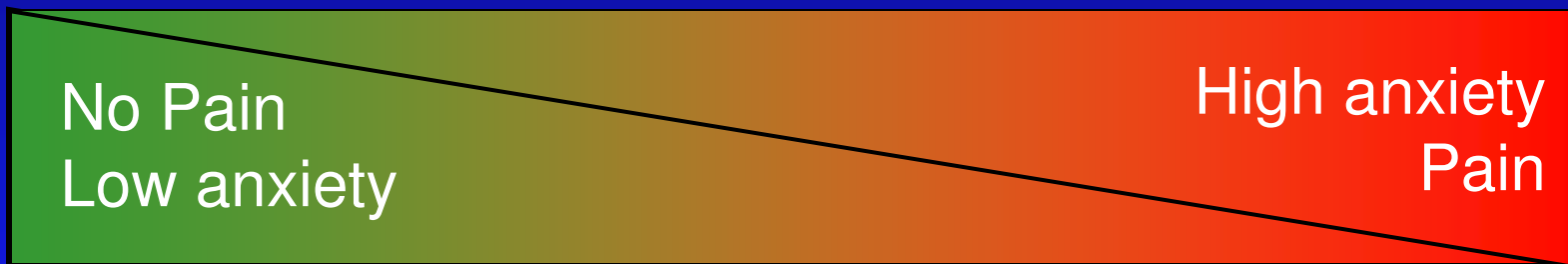
Our Service Or Their Experience?

Service paradigm

OR

Experience paradigm

Depends on the emotional needs of the patient.



Courtesy
What you say
No clinical effect



Compassion
What you feel
Clinical effect

Borrowing from Theater



THE DIRECTOR

Start by describing the experience you want the guest to have (**see**, **hear** and **feel**) and how to make each scene memorable.

Cast for the talent to play the role called for in the guest experience, rather than just the skills to do a job.

Clarify each person's role in creating a memorable experience and get their commitment to their role.

Borrowing from Theater

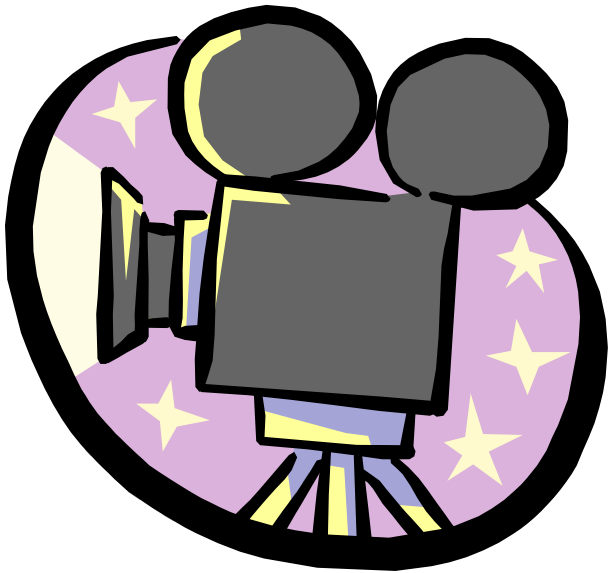


THE ACTOR:

Actors learn how to be real by becoming emotionally engaged with their character.

Actors rely on sense memory and imagination to become real in their role.

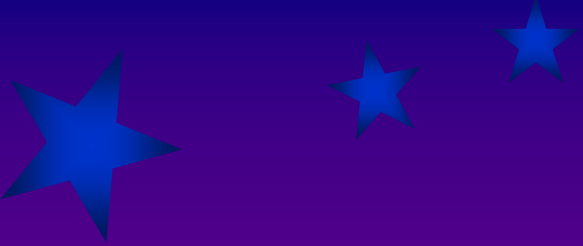
Video clip: Connie



1. What is Connie's problem? What does her body language and tone of voice tell you?
2. Make a list of behaviors you wish Connie would follow.

Coaching Tips

1. Plan your coaching sessions, do not “wing it.”
2. Ask leading questions to get the other person to say to you what you wanted to say to them. Remember the mind instinctively “reacts” to statements.
3. Use imagination to get them to put themselves in other peoples’ shoes, or your shoes.
4. Listen and reflect back all important points before responding.
5. Say, “I need a person in your position who will _____” not, “I need you to _____”
6. Add, “...and I wish it could be you.”



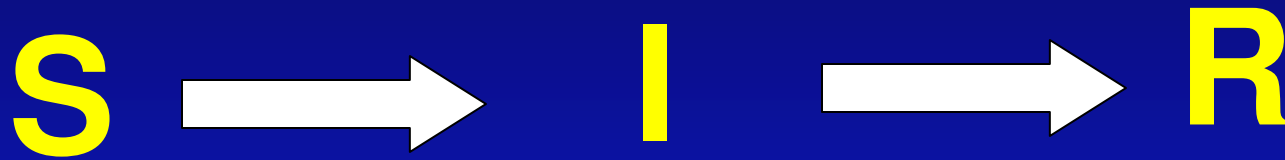
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7.

**Harness the Motivating
Power of Imagination**



What determines our response to stimulus?



Stimulus
(pain & fear)

Imagination

Response
(empathy)

All growth
happens
here

Emotions
Fight or Flight
Empathy
Body language
Tone of voice

Freeway

Four Levels of Motivation

1 Compliance

(based on authority, rewards, threats)

2 Will Power

(based on values and beliefs)

3 Imagination

(based on feelings)

4 Habit

(based on character)

Weakest



Strongest

Handling an Upset Customer

Disney Teachings
(Left brain approach)

Listen

Apologize

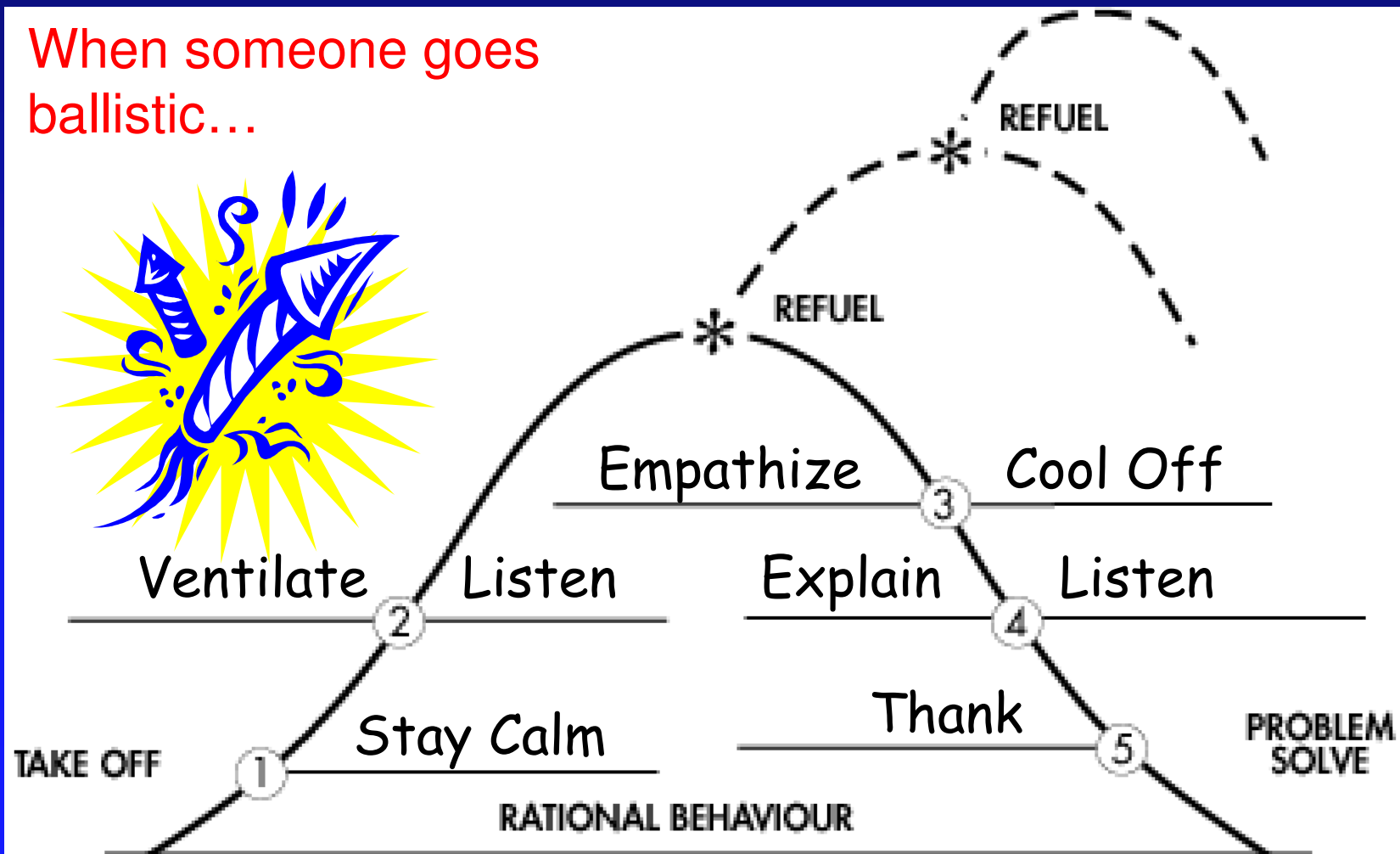
Solve

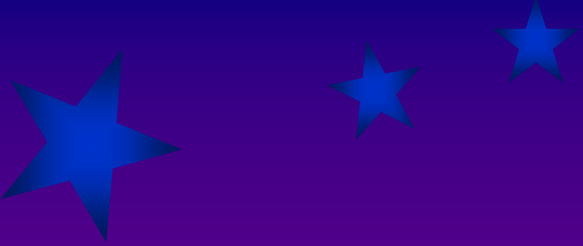
Thank

There's a better way...

Dealing With an Irate Person

When someone goes ballistic...





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9.

**Stop Using Competitive
Rewards to Motivate
Staff**



Some characteristics of high IQ types that make for poor manager coaches.

- Don't listen because they are used to knowing more than others, and love to prove it.
- Underdeveloped EQ (emotional intelligence), not needed for academic success.
- Success built on critical analysis, therefore tend to critique ideas, rather than consider or try them, which tends to kill creativity and “thinking outside the box.”

Some characteristics of high IQ types that make for poor manager coaches.

- Stingy with compliments, because they don't need them. For the exceptional one only.
- Have a greater need to be "right" than "liked."
- Highly judgmental, so tend to lack the empathy & tact needed in a collaborative world.
- Succeeded in an independent, competitive environment (school), so think individual competition succeeds everywhere.

Add three Requirements for Promotion (High IQ = To get an “A”)

- 1) Has this person shown an ability to inspire, coach, and motivate others without resorting to threats and bribes?
- 2) Has this person demonstrated a commitment to customer service that is verified by measurable results or feedback?
- 3) Does this person understand and talk about our focus on the patient’s emotional experience, not just courtesy standards?

In theater it's an ensemble, not a team.

Describe the characteristics of an ensemble



All are on the same page, take turns being the soloist, and support each other.

Can improvise but must know the tune and the rhythm to stay in sync.

Joy is in the playing, and making a memorable experience for the audience, not in competing with each other.

Success is in the overall performance, not in winning or losing.

Do not need a “leader” to become great.

Which Model is More Useful for Hospitals?



In sports, a team is motivated by...

- The thrill of winning
- In competition with others
- To defeat another team
- And win their trophy



In theater, an ensemble is motivated by...

- The joy of performing
- In concert with others
- To engage an audience
- And win their applause

What does the applause of a patient sound like?

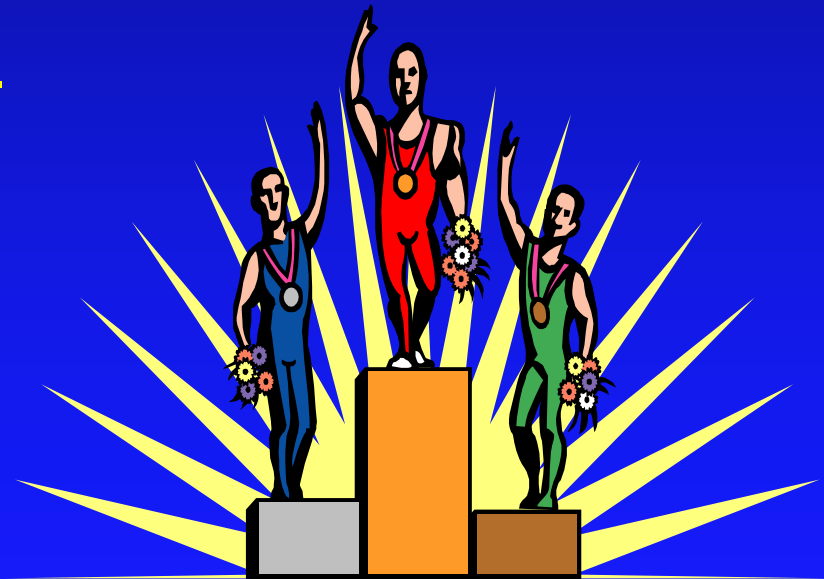
Paradox of Competition

“You can’t have the fruits of cooperation from a paradigm of competition.”

Steven Covey

A basic drive in some personalities...especially males.

A healthy source of motivation between organizations, dysfunctional within.



Separating Recognition from Competition

Stories:

- TWA attendant
- ED compliment cards.
- Boys and the old man

Employees want recognition for good work, not competing with other members of their team.

Employees are hungry for appreciation, not contests.

They want more individual, spontaneous praise, not more trophies or coffee mugs at special events.

According to virtually all
the research on motivation..

*Extrinsic rewards tend to
extinguish intrinsic motivation, and
with it the values the rewards were
intended to encourage!*

See *Punished by Rewards* by Alfie Kohn

What is gained by...

Searching only to reward the “best” and not the rest?

It makes all but one feel like losers.

Hampers teamwork.

Fosters jealousy and sabotage.

Rewarding only those who do something unusual that goes above and beyond? How about those who are...

Always cheerful?

Always responsible?

Always dependable?

Instant Feedback Cards

SHARE

A Suggestion

I believe the following suggestion will:

- Improve customer satisfaction
- Save money
- Improve efficiency
- Boost employee morale
- Improve public relations
- Make a safer environment
- Other _____

Suggestion:

ONE SUGGESTION PER CARD (USE BACK IF NECESSARY)

Submitted by:

NAME _____ DATE _____

Employee Volunteer

DEPARTMENT _____

EXTENSION _____

Physician Patient Visitor

ADDRESS (OPTIONAL) _____

PHONE _____

SHARE

A Compliment

Please convey my appreciation to:

NAME _____

DEPARTMENT _____

Comments: _____

USE BACK OF CARD IF NECESSARY

Submitted by:

NAME _____ DATE _____

Employee Volunteer

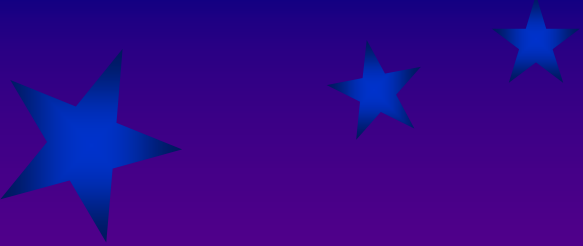
DEPARTMENT _____

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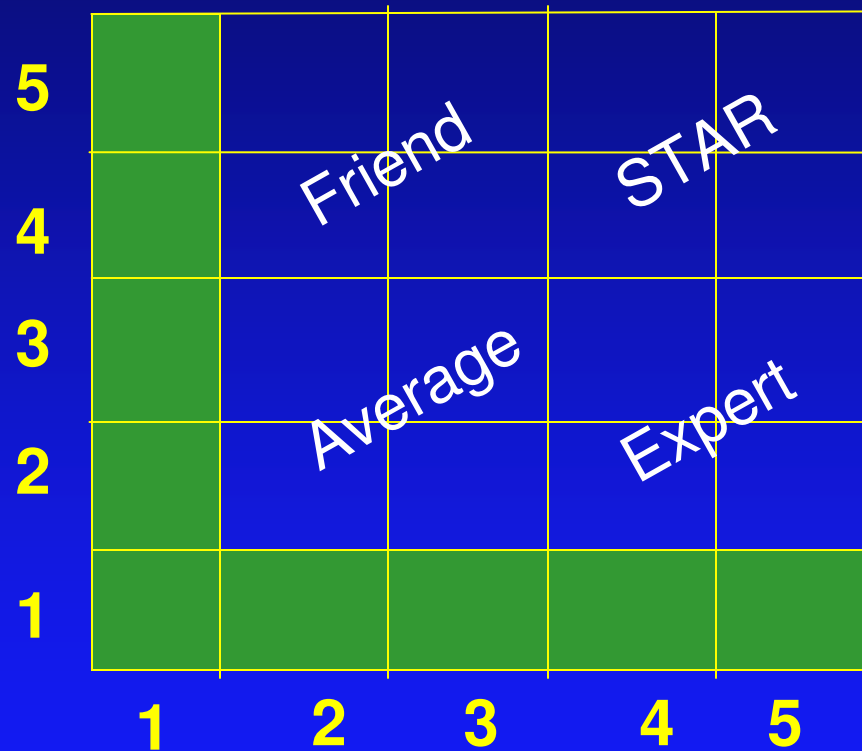
10 .

**Close the Gap Between
Knowing and Doing**



Lee Performance Evaluation Grid

PEOPLE
 Compassionate
 Courteous
 Helpful
ATTITUDE



Shaded zone
 must change or
 leave.

Focus on and
 praise relating
 and doing
 strengths.

Work around
 weaknesses.

TASK
 Accuracy / Speed / Consistency
DELIVERABLES

Overcoming Inertia

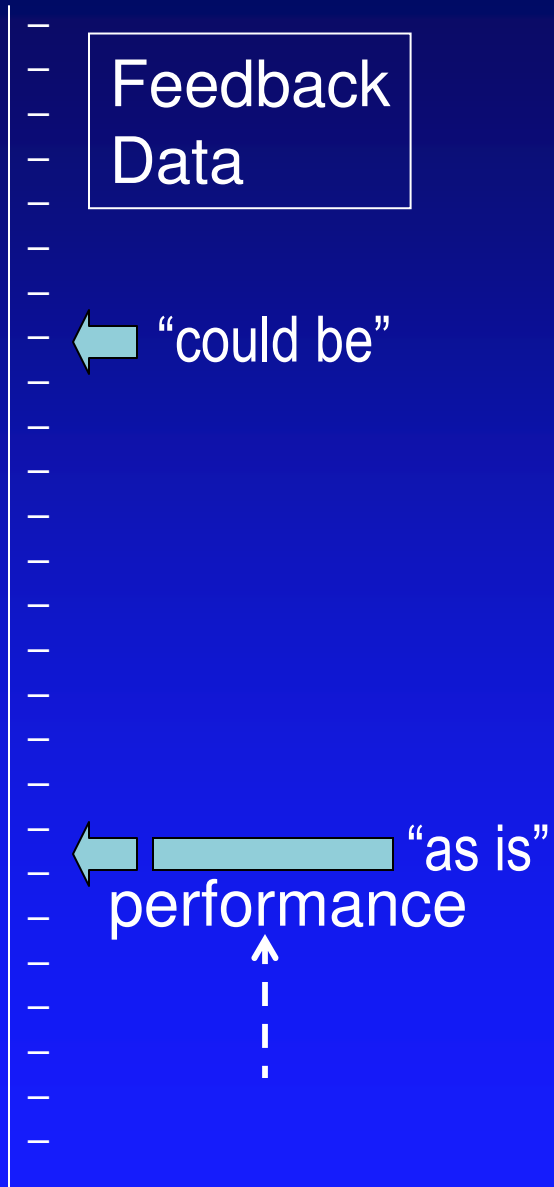
Dissatisfaction with "as is" + Vision of "could be" + Knowing "how to" > Organizational Inertia

Must be greater than

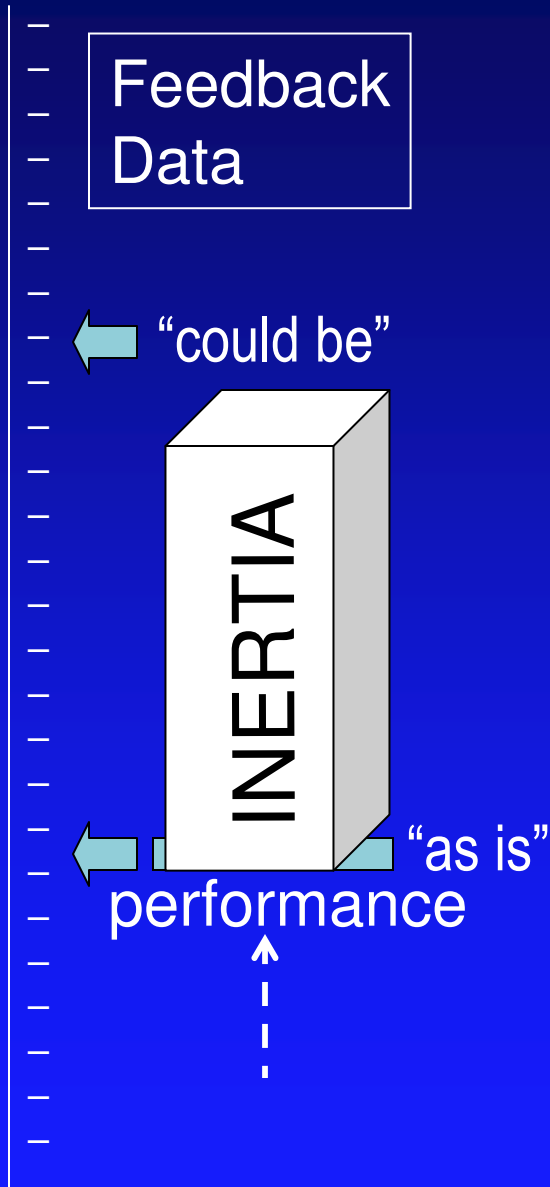


Comfort zone
Force of habit

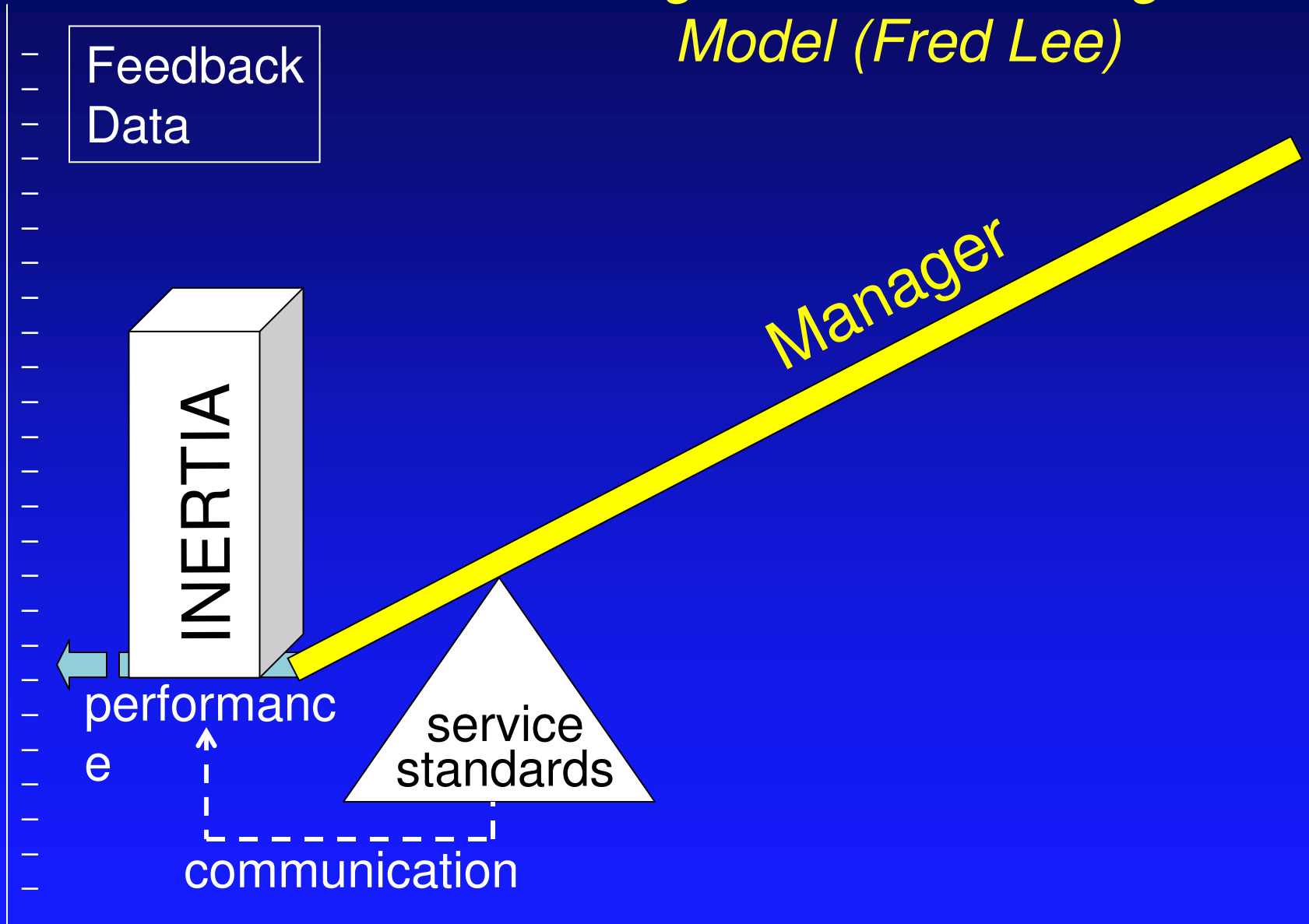
Organizational Change Model (Fred Lee)



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Organizational Change Model (Fred Lee)

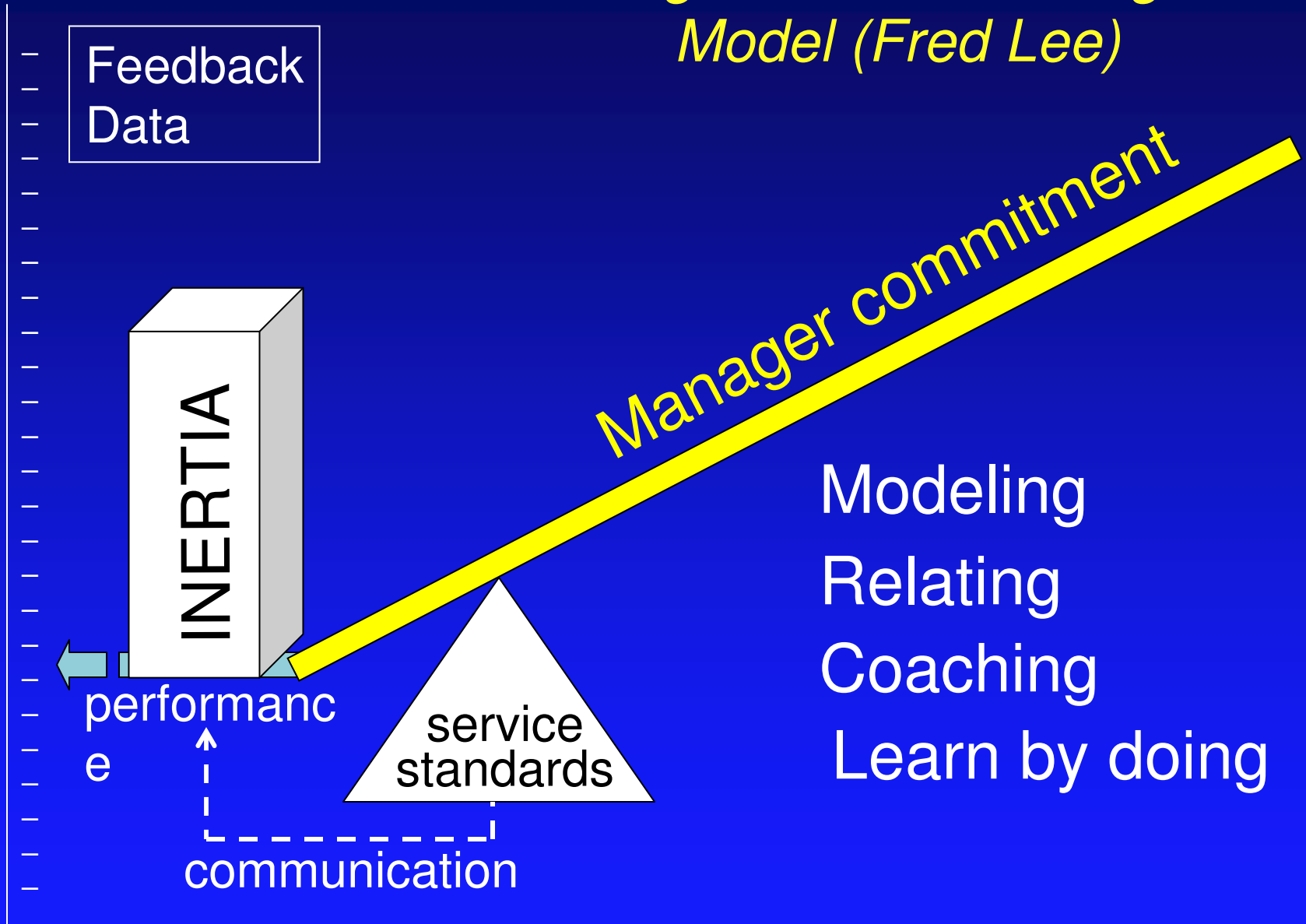


Leadership Commitment

“At the moment of commitment, the universe conspires to assist you.”

Goethe

Organizational Change Model (Fred Lee)



10 Key Ideas To Start Immediately

1. Have a daily huddle to value and encourage staff, and share best practices.
2. Determine how to seek out and use feedback on frustrations (rounding).
3. Do discharge phone calls to patients within 48 hrs.
4. Do the avoidance exercise (the enemy of courtesy).
5. Focus on the patient experience, not our service.
6. Use patient letters and comments instead of numbers to motivate and generate specific ideas for improvement.
7. Talk to each about “your *role* in the patient experience.”
8. Make courtesy more important than efficiency, especially in the support services.
9. Ask, “Why is it easy to feel compassion for some patients and not others?” (Judging)
10. Teach the ballistic curve in dealing with anger.

Ownership



What is the value of a committed ensemble of caregivers who have become compassionately engaged in the patient's experience?