If Disney Ran Your Hospital: 9 ½ Things You would Do Differently

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If Disney Ran Your Hospital

• Selling is trying to get people to want what your have
• Marketing is trying to have what people want
• When you have what people want, it makes selling unnecessary
• Hospital’s primary customer is the physician
  – Physicians have patients
  – Hospitals exist to take care of physicians’ patients
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• Top Drivers of Patient Satisfaction (Likelihood to recommend and overall satisfaction)
  – 79% How well staff worked together
  – 74% Overall cheerfulness of the hospital
  – 68% Response to concerns/complaints
  – 65% Amount of attention paid to your personal and special needs
  – 65% Staff sensitivity to inconvenience of hospitalization
  – 64% How well nurses kept you inform
  – 64% Staff’s effort to include you in decisions about your treatment
  – 64% Nurses attitude toward your request
  – 63% Skill of nurses
  – 62% Friendliness of the nurses
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• Raise patient satisfaction scores, obtain patient loyalty, hospital’s best strategy is to focus on things that most correlate with overall satisfaction
  – Hiring cheerful, empathetic people
  – Teaching caregivers to ACTIVELY solicit patient needs
  – Teaching nurses to say something that shows they are concerned about a patient’s privacy when preparing for an immodest procedure
  – Stressing to ALL PERSONNEL of constantly briefing the patient on the status of his/her condition, delays, tests, treatments and what medications are for.
  – Making sure everyone knows how to defuse anger and regain goodwill of an irate patient or family member
  – Taking an active interest in the whole family and making them feel they are part of a healing team
  – Valuing the gift of empathy
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• If Disney ran your hospital
  – Nurses would begin to believe that they are judged not as much against the standard of other nurses but against the standards set by the nicest people giving services anywhere
  – Same would be true of you housekeepers, telephone operators, managers and physicians
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• Regard Patient Satisfaction As Fool’s Gold
  – *Harvard Business Review* on customer loyalty
    • Satisfied customers are not necessarily loyal
    • Scale of 1-5, customer who marks a 4 is six times more likely to defect than a customer who marks a 5
  – Disney does not display guest-satisfaction scores to the cast members; it shows them only the percentage of respondents giving fives to the questions
  – They are not measuring customer satisfaction; they are measuring customer *loyalty*
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• Loyalty is hard to get, but not as hard as you would think
  – Discouraging to know that after doing everything to perfection, we still have not created a loyal customer, merely a satisfied customer
  – It takes somebody doing something special beyond what is expected, it doesn’t take everybody doing something special all the time
  – It takes only one brief comment or moment of rudeness to ruin an other perfect stay
  – It’s this law of the memorable event that determines dissatisfaction and loyalty
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• Most methods used to keep customers won’t work for hospitals
  – Better prices
  – Convenient location
  – Frequent-buyer perks
  – Special discount and sales
  – Superior brand recognition
• Hospitals have only one way to create loyalty-the patient’s personal experience
• Hospital’s measure loyalty by what the patient says about the hospital
  – Surveys are important
  – Learning what creates the best experience for a patient should be our primary goal
  – Loyalty must be earned
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- For patients, loyalty comes from compassion
  - Compassion and synonyms for compassion have the greatest impact on loyalty from patient satisfaction surveys
  - Courtesy and synonyms for courtesy is second
  - Competence and synonyms for competence is third

*Courtesy and competency are not unimportant, they are expected*
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• Loyalty is gained from being engaged with the patient in a way that shows compassion