Delivering Disney Hospitality to Healthcare (H2H©): The Patient/Guest Xperience

Medical Travel Conference
Berlin, Germany December 2019
Frederick J. DeMicco, Ph.D., RDN*, D.Duc. **
Professor – Northern Arizona University
*Intern–Mass General Hospital (R.D.), Boston, MA
** Dactorate D.Duc.) - Disney University, Orlando, FL
Delivering Disney Hospitality to Healthcare (DH2H): The Patient/Guest Experience

> Intern – Mass General Hospital (R.D.) - A Story

FDeMicco@udel.edu
Figure 10

H2H™: Hospitality Bridging Healthcare
DeMicco & Poorani

Frederick J. DeMicco / 2015
Hospitality Bridging Healthcare

- Seventy five percent of health care services are hospitality services. (H2H™ *)

* H2H™ : Hospitality Bridging Healthcare
DeMicco & Poorani
Disney Traditions I and II

• Disney Traditions mandatory training program the four most important areas:
  • 1. Safety  2. **Courtesy**  3. Show (Sensory Impressions) and 4. Efficiency.
• Safety as number one, aligns well with hospitals, but **Courtesy and patient satisfaction** are not clearly defined and thus not carried out in service delivery.

• This is why **Disney places courtesy higher than efficiency**
A DISNEY APPROACH TO HEALTHCARE

• The question was asked of us: *Who is Disney’s competition?*

• The answer is NOT Universal Studios or others, but Disney takes a wider view and looks at “any competition that the customer compares us to”.
• This could be Mercedes, Lufthansa, or Amazon—where customers may witness a high level of service and an over the top experience.

*Therefore, it is critical that throughout the Systems Model service processes - that all points of service contact are at a high level of guest experience.
Collecting Patient/Guest Data

- Surveys that many hospitality and healthcare facilities use is a Likert scale of "1" to "5" to assess patient satisfaction.
Press Ganey Associates: Top 10 Drivers of Patient Satisfaction

Mail-in survey questions (out of 48) that correlate most highly with “likely to recommend”

1. How well staff worked together to care for you .79
2. Overall cheerfulness of the hospital .74
3. Response to concerns/complaints made during your stay .68
4. Amount of attention paid to your personal and special needs .65
5. Staff sensitivity to the inconvenience of hospitalization .65
6. How well nurses kept you informed .64
7. Staff’s effort to include you in decisions about your treatment .64
8. Nurses attitude toward your requests .64
9. Skill of the nurses .63
10. Friendliness of the nurses .62

Press, Ganey Satisfaction Report, August, 20

Gallup: Top Seven Drivers of Patient Satisfaction

Telephone survey questions (out of 27) that correlate most highly with “overall satisfaction”

1. Nurses anticipated your needs. .64
2. Staff and departments worked together as a team. .64
3. Staff responded with care and compassion. .62
4. Staff advised you if there were going to be delays. .61
5. How well staff worked together to care for you .60
6. Staff’s effort to include you in decisions about your treatment .60
7. Staff sensitivity to the inconvenience of hospitalization .59
HCAHPS Survey

HCAHPS Composite Measures
1. Communication with Nurses
2. Communication with Doctors
3. Responsiveness of Hospital Staff
4. Pain Management
5. Communication about Medicines
6. Discharge Information
7. Care Transition

HCAHPS Individual Items
8. Cleanliness of Hospital Environment
9. Quietness of Hospital Environment

HCAHPS Global Items
10. Overall Hospital Rating
11. Recommend the Hospital
• Surveys that many hospitality and healthcare facilities use is a Likert scale of “1” to “5” to assess satisfaction.

> So everything above a “4” was considered that the patient was satisfied.
At Disney, they do not show guest satisfaction scores, only percentage of guests giving “5”s to satisfaction (a the top score for “Excellent”).
• Scores of “5” are linked to loyalty and the likelihood to return again as a guest.

• A guest that gives a four score is about six times more likely to defect than a customer who gives a score of 5 or excellent.
• Therefore there is about a six-fold increase in customer loyalty between scores of fours and fives (F. Lee, 2004).
• Disney is interested in the percentage of guests giving a score of “5”.

• Thus Disney is measuring Loyalty (and the likelihood to return)
• Loyal customers returning is the key.
• Hospitals cannot bank on getting guests to return because of “better prices”, coupons and the like to get guests to become loyal and sing the praises of the healthcare.
A person that is just “satisfied” has no story to tell - as everything went as expected. It is the unexpected service experience that generates a memorable story.
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Sense people’s needs before they ask.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>Help each other out.</td>
</tr>
<tr>
<td>Empathy</td>
<td>Acknowledge people’s feelings.</td>
</tr>
<tr>
<td>Courtesy</td>
<td>Respect the dignity and privacy of everyone.</td>
</tr>
<tr>
<td>Communication</td>
<td>Explain what’s happening.</td>
</tr>
</tbody>
</table>
Disney Culture – Your Culture

• “You can design, create and build the most wonderful place in the world – but it requires **people** to make the dream a reality”
• -Walt Disney
Culture is the **Force Driving Change**

- Inspire the Vision for a Culture of Change for driving the Patient/Guest *Xperience*
  - Disney
  - Marriott/Ritz Carlton
  - Nordstrom's
Team Culture

• Disney was “decentralized” to an extent where employees could move around the park to meet service peak time demands.
Disney Culture

• Breakfast in the hotels was very busy and lighter during the lunchtime. In the Parks, lunch was an extremely busy time.

• Employees could shift over to the parks from the Disney hotels at peak times.

• Culture/structure helped to make sure guests were taken care of during the busy service times.
“Put yourself in the Guests shoes...”
• Cars approaching the Resort’s Lobby
Improving Employee Engagement Boosts Customer Engagement

High employee engagement scores indicate an engaged workforce — and a more engaging atmosphere for customers. Research shows that where The Ritz-Carlton's employees are more engaged, so are the hotelier's customers. At properties with above-average employee engagement, 50% of customers are fully engaged. At properties with below-average employee engagement, only 39% of customers are fully engaged.

**ENGAGEMENT RESULTS**
Customer engagement is higher where employee engagement is higher.

- Higher employee engagement (n=9)
- Property average employee engagement (n=40)
- Lower employee engagement (n=7)
Disney Traditions I and II


Disney places **Courtesy** higher than **Efficiency** (e.g. processes)**
New Book Announcement

Medical Tourism
Forthcoming 2016

Hospitality Bridging Healthcare (H2H) and Wellness

Editor: Frederick J. DeMicco, PhD, RD
ARAMARK Chaired Professor, Hotel, Restaurant and Institutional Management
The Lerner College of Business & Economics,
The University of Delaware, Newark, Delaware, USA

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OUTBOUND HEALTH AND WELLNESS TOURISM DESTINATION CHOICE BY U.S. CONSUMERS: A TRADE-OFF ANALYSIS OF THE SIGNIFICANT DECISION FACTORS

To be submitted to the International Medical Travel Journal (IMTJ)
Methodology

• For this study, an online survey methodology was to evaluate the decision-making preferences of health and wellness tourist from the U.S.
  – A total of 357 usable survey respondents were collected during the month May 2019
  – Paid Qualtrics panel members were the population for the survey
• The survey instrument will have the following sections:
  – Section 1: Screening and baseline questions:
    • Would you consider going overseas for the sole purpose of seeking medical care, medical treatment or for engaging in wellness activities such as spa treatments, meditation programs, etc.?
    • Series of questions related to respondents’ beliefs and opinions about health and wellness, destinations, etc.
  – Section 2: Conjoint analyses questions – Profile evaluation:
    • This study had 10 attributes with a total of 34 levels for a total of 157,000 destination profile choices
    • Respondents evaluated 22 profiles each in 11 pairs
  – Section 3: Socio-demographic section
How likely are you to seek MEDICAL CARE (such as such as surgeries or disease diagnosis and treatment) in the following countries that are engaged in medical tourism?
Thank you. Questions & Answers

Frederick J. DeMicco, Ph.D., RDN
Executive Director and Professor, the School of Hotel and Restaurant Management
Northern Arizona University

Frederick.DeMicco@NAU.edu
Disney Traditions I and II


> Disney places *Courtesy* higher than *Efficiency* (e.g. processes)
S – C – W ("Shoulda – Coulda – Woulda...")

• **Blue Sky Activity** is a technique to find better ways of handling guests situations that you may have missed to help prepare you for the future service opportunity.

• Have trainees list and describe times when they missed a GOLD service opportunity:

• Describe the Lost Opportunity:

• Action you actually took? Would take next time?
Figure 10

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A Case Study of the Mayo Clinic: Hospitality Bridging Healthcare

Frederick J. DeMicco, PhD, R.D., M.S. PH
with Patty Dongqiong Luo, Master of Science Student
The University of Delaware
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Patient/Visitor Experience Journey

Check Box at Appointment: At appointment desk/website have a "check here for travel and community information" box. This goes to RCVB Services. (or 3rd party service)

Arrival into Airports (RST and MSP):
- RST: Create a presence in the RST airport with service/amenities focusing on hospitality, communication and ease.
- MSP:

Arrive by Car:
Proper wayfinding available and gateways into downtown.

Arrival at Hotel: Welcoming and Quality Service at Front Door and Front Desk

Welcome Video: 2-3 minute Welcome & Community Video (1-2 sound bites on Mayo, Dining, Things to Do, Transportation)

Welcome Package: Provide packet at front desk upon check in. Ask guest – what brings you to Rochester? (Have a packet for Mayo Patients and one for General Community Info) Include maps, hours, best routes to appointments, shuttle services, and dining/entertainment.

Service Recovery: Real Time Learning/Tracking Tool (Δ Communication between Mayo-Community-Patient)

Integrated Patient Packet:
Simple, communicates Point of Contact, visually engaging that relieves and sets expectations of travel to Rochester. (Include transportation needs in this)

Daily Print Out: Lodging has a daily print out of things to do downtown and "coming up" events. (Make sure print out is visible to guests.)

Contact to Assist Patient in Planning: Email/Phone call is pushed to Patient to help in trip planning and communicate point of contact as RCVB. (work with Concierge/Patient Travel at Mayo)

Before Trip Contact: Email or call 1-2 weeks prior to travel to Rochester.

Transit to Lodging/Mayo:
Quality service and information provided in taxi and/or shuttle (Welcome Video of Rochester in shuttles)

Subway Route to Mayo/Appointments:
Design the look of the subway walkway as more appealing. (colors, art, etc.)

Patient Gathering Spots: Hotel has space for communication among patients. (Welcome Reception)

After Trip Contact: RCVB Follow Up Thank you (Also a Follow Up Thank You as Accreditation Criteria)
Qualitative/Quantitative

What is the emotional journey of the visitor with respect to Mayo?

- Patient Confidence, Initiative
- Proactive visitors (decide to become checkers)
- Lack of Confidence in Offerings
- Inactive, disengaged visitors

What is the emotional journey of the visitor outside of Mayo?

- Pre-Mayo
- At Mayo
- Post-Mayo

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What is the emotional journey of the visitor with respect to Mayo?
• Management can be a barrier to service excellence and saying yes to the guest.
• Do we need top management’s support to give more authority to frontline people?
• e.g. To show compassion in a hospital waiting room?
Employees need to be able to solve problems and have the power and support of management for service recovery, which is a true test of decentralizing (F. Lee, 2004).
**S – C – W (“Shoulda – Coulda – Woulda…”**

- **Blue Sky Activity** is a technique to find better ways of handling guests situations that you may have missed to help prepare you for the future service opportunity.

- Have trainees list and describe times when they missed a GOLD service opportunity:

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for health...
CLOVE BAD RAGAZ - THE FINEST ART
OF REHABILITATION

As Grand Resort Bad Ragaz, the leading spa hotel in Europe, presents, goes above and beyond in the art of hospitality, wellness and health. The award-winning hotel, renowned for its innovative and holistic approach to wellness, offers an unparalleled experience of relaxation, rejuvenation, and renewal. The hotel’s dedication to excellence is evident in every aspect of its operation, from the elegant accommodations to the exquisite dining options and the diverse array of treatments and therapies available. The hotel is not just a place to unwind, but a sanctuary where guests can truly disconnect from the stresses of everyday life and re-energize their bodies and minds.

With its stunning location in the Swiss Alps and its commitment to providing exceptional care, Grand Resort Bad Ragaz is a destination for those seeking a world-class wellness experience. Whether you are looking to unwind after a long day of skiing or simply looking for a chance to relax and rejuvenate, this hotel offers the ultimate in luxury and comfort. The staff are dedicated to ensuring that every guest feels welcome and at home, and they go above and beyond to meet the needs and desires of each and every visitor.

As a five-star ambassador for health, Grand Resort Bad Ragaz is committed to providing the highest level of care and attention to its guests. From the moment you step through the doors, you will be treated to a level of service and hospitality that is second to none. The hotel’s dedication to excellence is reflected in every aspect of its operation, from the elegant accommodations to the exquisite dining options and the diverse array of treatments and therapies available. Whether you are looking to unwind after a long day of skiing or simply looking for a chance to relax and rejuvenate, Grand Resort Bad Ragaz is the perfect choice for a truly unforgettable experience.

In summary, Grand Resort Bad Ragaz is a true five-star ambassador for health, offering an unparalleled experience of relaxation, rejuvenation, and renewal. With its stunning location in the Swiss Alps and its commitment to providing exceptional care, this hotel is the perfect destination for those seeking a world-class wellness experience. Whether you are looking to unwind after a long day of skiing or simply looking for a chance to relax and rejuvenate, Grand Resort Bad Ragaz is the ultimate in luxury and comfort. The staff are dedicated to ensuring that every guest feels welcome and at home, and they go above and beyond to meet the needs and desires of each and every visitor.
Where in the World...?
WORLD-CLASS MEDICAL TOURISM SERVICES
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Frederick J. DeMicco
Questions & Answers
Frederick J. DeMicco, Ph.D., R.D.
The University of Delaware and
Visiting Professor
USF Sarasota- Manatee
FDeMicco@udel.edu
Patient Experience Academy was designed and implemented by the Hospitality Associates for Research and Training (HART) at the University of Delaware’s Hospitality Business Management.

Contact: Dr. Poorani poorani@udel.edu