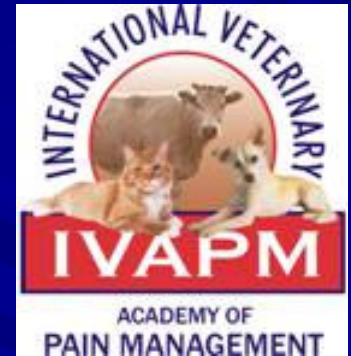


WWDD*

**"What Would Disney Do?"
Part 2*



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If Disney Ran Your Hospital:
9½ Things You Would Do
Differently

by
Fred Lee

Cultural Insights From a Hospital
Executive Who Became a Disney Cast
Member

It's About
Culture, Not
Service

Culture is what
you think and do
without thinking
about it...

Client/Patient-Focused Care (SHARE)

Sense people's needs before they ask
(initiative)

Help each other out (teamwork)

Acknowledge people's feelings (empathy)

Respect the dignity and privacy of
everyone (courtesy)

Explain what's happening (communication)

Terrance Rynn

"Selling is trying to get people to want what you have. Marketing is trying to have what people want. When you have what people want, it makes selling unnecessary."

Disney & Compliance

Look to the compliance study to understand what people (pet owners) want

Move your practice toward having/doing what pet owners want

Stop defending "our way or no way"



If Disney Ran Your Hospital, You Would:

3. Regard Client Satisfaction as Fool's Gold - -

Satisfied clients are not
necessarily loyal...

Focus on client "success"...

When you can't remember anything, you are satisfied...

Loyalty is generated by memorable things that happen that we didn't expect...

A satisfied person has no story to tell...

Give your clients stories to tell...

It's About Culture...

Building loyalty means building repeat business

According to the AAHA Compliance Study pet owners want their veterinary healthcare teams to do more for the pet

Build repeat business by doing more for the patients you have

It takes just one person from your team,
during one visit, becoming personally
involved...

Loyalty must be earned, and it is earned
by showing more than simple courtesy...

The key is demonstrating compassion...



It's About Culture...

Employee loyalty is important as well...

Cost of turnover:

- Replacement - - @30% of annual salary

- Strain on employees

- Loss to a competitor

- Potential loss of connection with clients

It's About Culture...

Why do clients/customers leave a business?

1. 68% perception of employee indifference
2. 14% dissatisfaction
3. 9% lured by competition
4. 5% influenced by friends
5. 4% moved away/other

It's About Culture...

Why do employees leave a job (internal loyalty)?

1. Quality of leader relationship
2. Ability to balance work/home
3. Amount of meaningful work

It's About Culture...

Why do employees leave a job (internal loyalty)?

4. Level of co-worker cooperation

5. Level of workplace trust



If Disney Ran Your Hospital, You Would:

4. Measure to Improve, Not Impress - -

You can overtrain for a marathon, but
you cannot overtrain a team's ability
to *communicate*...

Strive for high tech, high touch, and
high *show*...

Think:
"State of the Art,
State of the
Heart"



It's About Culture...

*Build Emotion Into the
Experiences Your
Clients Have With Your
Practice - - Create
"Magical Moments"*

It's About Culture...

Train, Train, Train

Answer the question:

"How do we do things here?"

Protocols create consistency of
experience

It's About Culture...

Then answer the question:

"How do we *talk* about how we do things here?"

The entire veterinary healthcare team needs to speak with "one voice"

This creates a consistent experience for the client and patient

- - Bob Boylan

*"Weed out the non-believers - -
they are neither wrong nor
dumb if they don't agree with
you. They're just on the wrong
boat going in the wrong
direction."*

It's About Culture...

When you think you have trained enough,
then train some more

Internal communication is as important as
communication with clients

What are *your* practice's key messages?

What we say to dogs

Okay, Ginger! I've had it!
You stay out of the garbage!
Understand, Ginger? Stay out
of the garbage, or else!



What they hear

blah blah GINGER blah
blah blah blah blah blah
blah blah GINGER blah
blah blah blah blah...



What we say to cats...

Well, Fluffy, you've clawed the furniture for the last time! I'll not tolerate that behavior any longer!...



What they hear



Keaton

It's About Culture...

All patients *deserve* a specific nutritional recommendation - - over half the clients who receive a specific nutritional recommendation will remain compliant

Pet owners want to know what to feed a pet when it is ill as well as when it is healthy

It's About Culture...

Every one of your patients *deserves* an appropriate laboratory workup before general anaesthesia

75% of clients want a follow-up call when their pet has been sick

90% of clients want to be reminded when their animal is due for an examination, medicine refill, etc.

It's About Culture...

*You Cannot
Over-train
in
Communication!!!*



If Disney Ran Your Hospital, You Would:

5. Decentralize the Authority to Say "Yes" - -

You are always right when you
are satisfying a client...

Autonomy and decision making
are keys to retaining excellent
team members...

The authority to say "Yes" elevates the status of every employee

Many employees do not want the responsibility of deciding when to say "Yes" and when to say "No"

A "huddle" can facilitate communication, responsibility, and teamwork

It's About Culture...

What is important to you, the practice owner?

Is this information clearly included in your new employee orientation?

Are expectations clear?

It's About Culture...

If expectations are clear and are discussed regularly at team meetings, then the decision-making around making someone's day is easy

The goal is a complete, seamless, hassle-free experience for the client that creates a lasting impression - - a "story"



If Disney Ran Your Hospital, You Would:

6. Change the Concept of Work From Service to Theater - -

This is the model of business as a
transforming experience...

We need to shift from providing
services to staging
experiences...

“Scripting” contributes to the activity of creating experiences...

It provides a concrete expression of vision...

It describes the roles people need to play in creating client experiences and how team members are expected to relate to one another and to clients...

It's About Culture...

What would your clients say if you asked,
"What is a memorable moment of doing
business with us?"

Be fanatical about paying attention to
details

Even if 99% of your clients don't notice a
given detail (talk about it), do it anyway

It's About Culture...

The #1 question at Disney World (after "Where are the restrooms") is, "What time is the 3 o'clock parade?"

What are they *really* asking?

Be sure to "hear" the "real" questions your clients are asking you!

It's About Culture...

Give your clients what they want before they need it

What is *your* practice's service theme?

Your staff should know your service theme, even if they cannot recite it word-for-word

It's About Culture...

Once you know and can articulate your service theme, you can create service standards, which need to include the image you will project - - that's the "show" or "theater" of what we do

What do you want to be known for?

Think in Terms of
Hiring for Talent
Rather Than Simply
for Skills



-- Walt Disney

"You can dream, create,
design, and build the most
wonderful place in the
world, but it requires
people to make the dream
a reality."

