



## CASE STUDY: MACDILL AIR FORCE BASE

### *Disney Institute Helps MacDill Air Force Base 6th Medical Group Focus on the Mission at Hand*

#### APPROACH

To get started, the leadership team attended an executive overview of the capabilities and proven practices of *Disney Institute*. Two *Disney Institute* facilitators spent two days demonstrating Disney's approach to creativity, leadership, people management, quality service, and brand loyalty. MacDill signed on for a regular series of *Disney Institute* programs at the Walt Disney World Resort – not only for the staff at 6th Medical Group, but also for their customers, who also took part in the programs.

#### RESULTS

Following implementation of these new priorities, the group began to see measurable improvements. Service delivery improved, allowing the team to increase the number of beneficiaries by 16 percent. MacDill also increased the number of daily appointments from an average of 250 per day to 400 per day. Now, when a patient calls for a routine appointment, the 6th Medical Group can see 90 percent of them within seven days.

#### FULL STORY

"We were preparing to relocate from a 50-year-old facility into a new \$104 million medical clinic," Beatty said. "It was time to inspire and re-energize the entire team and move into our new headquarters with an improved sense of purpose."

Beatty's first goal was to get every member of the 6th Medical Group focused on a single mission: Making sure each patient felt as if he or she was the most important visitor that day. Beatty didn't have to look far for help in achieving his goal.

"I'd always admired the Disney philosophy to strive for perfection... and settle only for excellence," Colonel Beatty said. "It's very similar to the philosophies we follow within the Armed Services."

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Beatty's instinct to engage *Disney Institute* was supported by Colonel Greg Canney; also a veteran of Florida duty stations. To see what *Disney Institute* could offer, they researched case studies online, and found that many healthcare organizations had already benefited from its programs.

To get started, Beatty, Canney, and Chief Master Sergeants Lewis Singleton and Nelson Hernandez attended a two-day executive overview at the Walt Disney World Resort. *Disney Institute* facilitators shared insights into Disney's approach to creativity, leadership, people management, quality service, and brand loyalty.

The MacDill leaders walked away confident that *Disney Institute* could help improve their culture. They signed on for a regular series of programs at the Walt Disney World Resort covering quality service, leadership, and Disney concepts such as the potential of the 'one percent difference'. These programs were designed to positively affect the staff at 6th Medical Group as well as their customers, who also took part in the programs.

"My thought was to get our customers involved so they could see how the entire medical group was being trained to help them,"

explains Beatty. "So we invited members from the 6th Air Mobility Wing -- mission support group, maintenance, and operations – the people who were going to be our customers, to join us. We were even accompanied by people from Nellis Air Force Base in Las Vegas, and Scott Air Force Base near St. Louis. Everyone was as impressed as we had been with what *Disney Institute* had to offer us."

Attendees immediately realized commonalities between medical personnel from an Air Force base, and civilian employees at the world's largest resort destination.



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“Disney leaves nothing to chance,” Chief Master Sergeant Singleton said. “Through *Disney Institute*, you start to observe a lot of things that you thought were seemingly random but are actually there for a reason. They are there to sustain a level of quality, service, and show.”

It became clear to Singleton that by getting back to the basics, his team could further improve patient care and satisfaction. The 6th Medical Group went back to Tampa, and defined its priorities into a *Disney Institute*-inspired ranking system of ‘Safety, Courtesy, Clinical Care and Efficiencies’. The new priorities were designed to answer the following questions:

- How are we using clinic staff to make sure we have a safe environment for our staff and patients? ?
- How do we make sure that our staff members are being courteous?
- What efficiencies do we add by having a new facility?

Following implementation of these new priorities, the group began to see their renewed commitment to improving the level of patient-centered service leading to measurable improvements.

“Our service delivery has improved so well, that over the last year it has enabled us to increase the number of beneficiaries sixteen percent from 26,000 enrolled to 31,000,” explains Singeton. “That’s 5,000 additional active and retired service personnel and their dependents who were able to enter the system.”

Colonel John Ginnity adds that MacDill also increased the number of daily appointments from an average of 250 per day to 400 per day.

“We’ve even improved routine access from 70 to 90 percent,” he remarks. “That means that anytime anyone calls for a routine appointment, we can see 90 percent of those patients within seven days.”

As he looks back on the journey to improved customer care, chief master sergeant Singleton knows where credit is due.

“Our leaders were responsible for creating the environment for making these improvements,” he observes. “And as a team we made these changes based on their vision. A large part of making that vision come true was implementing the service delivery techniques we learned through our Disney training.”

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