

It was easy for me to dismiss all the emails about my book from people who obviously have not read the book, but are sure they know what the content must be, and are giving a reaction to their *notion* of Disney's relevance, instead of an honest reaction to the ideas *in* the book. One of the great thrills for me in speaking to hospital leadership groups is overcoming this common prejudice in the room before I start talking, and ending up with fans of the ten things you would do differently, instead of detractors.

However, I was finally moved and felt compelled to respond to the short paragraph from a physician who actually said (and this stunned and touched me deeply) that a year after listening to these ideas, it still "had the most positive impact in my career, even above my medical education because without these principles my practice of medicine falls short. The healing power is not in the pill. When I am tired and overworked and short tempered I still hear his words and press on with quality and compassion."

This physician has beautifully articulated the heart of my message, which is compassion, kindness, empathy and caring. These are the words used by patients who have a wonderful story to tell of their experience. Actually these words are all synonyms for the same variable. They are words which I believe capture the essential variable that can take us from good (*our* service) to great (*their* experience). This is no small difference. Disney is not a service; it's an experience. I did not invent this distinction. It has been brilliantly explained by two economists, Paine and Gilmore, in their book, *The Experience Economy*. People do not come out of Disney talking about the service they got, they speak of the fun they had. Likewise, patients do not come out of a hospital talking about the service they got, they speak of the caring they received, or did not receive. Disney, at its best, meets a family's emotional need for fun when they are on vacation. Hospitals at their best, also meet peoples emotional needs, which are for compassion when a family is suffering.

Services do not meet people's emotional needs. That is why the service paradigm can only take us so far, maybe to "good." But what takes us all the way to "great" is engaging patients at an emotional level, instead of just at a physical level.

The proper comparison with Disney is not in the glaring difference between their focus on fun and entertainment, and our focus on pain and grief. It is in seeing that we are both dealing with human emotions, which run the full gamut of feelings. Not all movies are entertaining, even though we classify all movies, as entertainment. Tom Hanks as Woody in the movie *Toy Story* is certainly entertaining, but Tom Hanks as a victim dying of AIDS in the movie, *Philadelphia*, is as far from entertaining as you can get. Disney is on the *Tom Hanks as Woody*, end of the emotional spectrum. We are on *Tom Hanks dying of AIDS* end of the emotional spectrum.

Maybe the best way of saying it is – *a hospital without compassion is like Disney without fun.*

For those I see who have scorned this book because they assume it must have come from the naive mind of a Disney employee who cannot relate to the stressful, demanding work nurses do, for instance, it might help to know that I have spent 30 years in healthcare (including senior vice president of one of America's largest hospitals), and only 2 years as a Disney cast member. For nurses it might help to know that I am married to a retired director of nurses and that the book is dedicated to the four most influential women in my life, who are all nurses. I like to think that this is the book Florence Nightingale might have written if she had ever started out as a Disney cast member first.