

100 Best Places to Work in Healthcare - 2011

Becker's Hospital Review/Becker's ASC Review

100 Best Places to Work in Healthcare

In partnership with:



Becker's ASC Review/Becker's Hospital Review has announced its list of the "100 Best Places to Work in Healthcare." The 2011 list was developed through nominations and research, and the following organizations were selected for their demonstrated excellence in providing a work environment that promotes teamwork, professional development and quality patient care.

For a variety of reasons, the editors ultimately determined to focus the list on hospitals, health systems, surgery centers and large physician practice. The list excludes advertisers. All organizations that are placed on the list undergo a substantial review with other peers and through our own research. Note: Companies are listed alphabetically by name.

ACMH Hospital (Kittanning, Pa.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: ACMH Hospital is a 174-bed, non-profit facility that leads Armstrong County employment with approximately 857 full-time employees. The hospital's benefits program includes the usual — health, dental, short/long-term disability and retirement — as well as the creative — free parking, discounts at area businesses, employee recognition dinners for years of service and personal days. Along with benefits, staff members are encouraged to pursue professional development through continuing education opportunities and tuition reimbursement. The ACMH Hospital School of Radiology, which offers a 24-month certification program, recently celebrated its 50th graduating class. Sarun (Pap) Suwan, MD, of Armstrong Surgical Associates, says, "Working at ACMH is working in a small community — a community of doctors, nurses, administrators and staff who are all striving to provide the best care for our patients. I enjoy the close working relationships I have with the people whom I work with daily. I think that this familiarity makes for a relaxed and efficient working environment for my patients and me." Jodi Beers, executive director of the ACMH Foundation, worked at ACMH Hospital for 15 years before she returned to join the Foundation. "When I interviewed to come back on board at ACMH, I said I wanted to retire from here ... and I still do!" she says.

Advocate Health Care (Oak Brook, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Advocate Health Care is one of Chicagoland's largest

employers, with more than 30,000 associates, including 6,000 affiliated physicians and 9,000 nurses. Advocate employees can count themselves as part of a system that does a tremendous amount of good for its community: In 2010, Advocate's system-wide charity campaign raised roughly \$90.7 million and its charitable foundation facilitated 12 volunteer-led fundraising events. Every year, the system holds an Associate Appreciation Week with a variety of activities to thank employees for their work. For employees and covered spouses who participate in the Advocate Medical Plan, the system provides incentives to improve health and manage healthcare expenses. In terms of employee development, Advocate provides 100 percent reimbursement for pursuing specific certification, degrees and licensure in high-demand areas, as well as in-house education. Professionals also provide career planning services for employees looking to move within the system or pursue other work.

Agnesian HealthCare (Fond du Lac, Wis.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: As an integrated, comprehensive, non-profit healthcare delivery system, Agnesian HealthCare is comprised of 2,750 employees and six ministries. In 2000, the health system formed a recruitment and retention team focused on building and sustaining an excellent workforce. Using the "staff focus" category of the Malcolm Baldrige National Quality Award criteria as a framework, committee members looked to meet employees' basic needs through a standardized pay system and a more robust benefits plan. The system's new benefits plan includes an on-site child care center, a fitness facility staffed with personal trainers and a wellness program that encourages smoking cessation, exercise and healthy food choices. Agnesian also helps employees build their skills through career ladders with corresponding pay increases, increased tuition assistance benefits, cross-training between entities and partnerships with several colleges and training programs in the area. Since 2000, overall employee turnover at the health system has declined by 50 percent to a favorable nine percent overall turnover rate.

Akron General Medical Center (Akron, Ohio)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Akron General serves more than 1.2 million people in five Ohio counties and has been named one of the 99 best places to work in Northeast Ohio by the Employers Resource Council, a recognition that honors employers that excel in compensation, benefits, training and education and other services. In addition to benefits such as adoption assistance, tuition reimbursement, dependent life insurance and retirement plans, Akron General offers a host of perks. Employees can use on-site dry cleaning pick-up, as well as film developing and discounts on local family entertainment and area businesses. Akron employees come together every year for the annual employee picnic. The system maintains a strict tobacco-free environment and prides itself on its commitment to diversity.

Ambulatory Endoscopy Center of Dallas (Dallas, Texas)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Employees at Ambulatory Endoscopy Clinic of Dallas reap the benefits of the ambulatory surgery center's partnership with HCA, now in its 15th year. Staff members receive many benefits, including health, dental and vision insurance, a 401k plan and tuition reimbursement, according to Jennifer Cahill, business office manager for the ASC. The ASC employs a very tight-knit group of 21 people who often share lunch together and offer support to one another, which has translated into happy employees, says Ms. Cahill. "When problems come up they are immediately addressed to help foster an environment of trust and equality," she says. "Our clinical staff is accountable to one another and they work together to solve issues that arise. All clinical staff is encouraged to offer ideas no matter what letters appear behind their name. Management supports employee efforts to improve on processes to make sure work flow is efficient."

Ambulatory Surgery Center of Stevens Point (Stevens Point, Wis.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Since the Ambulatory Surgery Center of Stevens Point opened in 2006, the owners have been committed to choosing the right team for the center's success, says administrator Becky Ziegler-Otis. Despite low revenue during the center's first 18 months, the owners allowed staff to work at their hired hours and provided hired benefits. Five years later, the center's owners still demonstrate an unusual commitment to their staff members through small acts of generosity — for example, purchasing rain jackets for all employees "just because." Since 2006, the Ambulatory Surgery Center of Stevens Point has seen only one employee resign. In 2010, the center developed a wellness committee and has seen nearly 100-percent employee participation in various fitness and wellness campaigns. In addition to health, dental and other "usual" benefits, the center also provides less typical benefits, such as a monthly recognition lunch, free soda and cookies, ergonomic assessments to prevent workplace injuries and an annual Christmas party.

Andrews Institute Ambulatory Surgery Center (Gulf Breeze, Fla.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Andrews Institute Ambulatory Surgery Center opened in 2007 as a joint venture between James Andrews, MD, local surgeons and Baptist Health Care of Pensacola (Fla.). Like many ASCs, Andrews Institute provides flexible scheduling for its employees, and staff never has to work holidays or weekends. "Patients frequently comment on how well the staff interact and work together, [and] they also indicate how happy the staff appears: lots of smiling faces," says quality assurance coordinator Barbara Holder, RN, LHRM. This enthusiasm may be due to the emphasis on feedback in the ASC: Employees are encouraged to submit their ideas in staff forums, department meetings and daily stand-up meetings. According to Ms. Holder, benefits at AIASC include a generous PTO package, an employer-matched 401(k) plan, various medical, dental, vision and flexible spending plans, short- and long-term disability and an employee bonus plan.

Animas Surgical Hospital (Durango, Colo.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This multi-specialty hospital and its physician owners strive to provide surgical excellence, an effort recognized by *Consumer Reports*, which ranked the hospital as the best in the state of Colorado. Animas offers competitive benefits, including health and dental insurance, vision benefits, paid vacation for full- and part-time employees and a 401(k) plan. One employee said about the environment at Animas, "The surgeons and staff work side by side — we have the opportunity to be the avenue for change because owner contact is easy. We feel empowered to take responsibility." The hospital maintains a low employee turnover rate due to its competitive salaries and family environment, employees says. The hospital touts a high nurse-to-patient coverage ratio and high employee satisfaction, which administrators attribute to the lack of bureaucracy present in a physician-owned hospital.

AtlantiCare (Egg Harbor Township, N.J.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Employees at AtlantiCare join a system of 5,000 staff members contributing to the health of Southeastern New Jersey. A non-profit organization, AtlantiCare's community centers around its flagship hospital, 567-bed AtlantiCare Regional Medical Center. The system offers a wide array of complimentary development opportunities for staff, including hundreds of e-learning courses and several "tracks" designed to turn staff members into organization leaders. For example, the "Pathways to Leadership" track is designed for front-line staff with high potential for moving into a leadership role. AtlantiCare also offers a robust employee wellness program; the AtlantiCare LifeCenter features exercise equipment and spa-like amenities, and a wellness coordinator is always available to employees who wish to plan for a healthier lifestyle. Other benefits, such as an employee assistance program, an on-site day care center and 104 hours of annual personal time encourage employees to pursue a healthy work-life balance.

Bailey Medical Center (Owasso, Okla.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Bailey Medical Center is a 73-bed acute-care hospital that is owned by Ardent Health Services and physicians. In its most recent employee satisfaction survey, 94 percent of employees said they were "satisfied" or "very satisfied" with their employment, and 95 percent said they would recommend employment at the hospital. Bailey has installed a variety of activities to build employee engagement, including employee lunches, an employee activities committee and an "Above and Beyond" program that recognizes fellow employees. A member of Bailey Medical Center's bariatrics program said about her employer, "I drive past four hospitals every day just so I can come here to be around my true passion: bariatric patients. I also love it here because we are a big family. The people I work with are amazing, and I feel a great sense of loyalty to Bailey because of the people I work with." BMC's employee benefits include medical insurance plans, paid time off, tuition reimbursement, extended illness compensation and life insurance.

Baptist Health South Florida (South Miami, Fla.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Baptist Health South Florida was created in 1990, bringing the region's top non-profit hospitals under one name for the first time. Baptist practices a "promote-from-within policy," meaning existing employees will always be considered for open positions if they possess the qualifications and experience appropriate for the job. To help employees become qualified for those coveted positions, Baptist directs its employees to Baptist Health University, which offers more than 1,000 online courses and 500 classroom courses. The system's career center also gives employees the chance to speak with a career consultant privately and benefit from résumé writing and job interview advice. Each year, Baptist Health's Scholars Program provides more than 200 nursing scholarships to qualified employees. Employees benefit from meals-to-go and an on-site hair salon and car wash.

Barnes-Jewish Hospital (St. Louis, Mo.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Barnes-Jewish Hospital, a member of the BJC HealthCare system, is one of the largest employers in St. Louis. Hospital employees receive competitive compensation packages as well as medical, dental and vision coverage. The hospital also provides benefits for employee spouses, including domestic partners for same-sex couples. Other benefits include disability coverage, paid time off and 401(k)/403(b) retirement savings plans and pension plans. Employees can participate in merit pay programs and employee recognition for staff members who exhibit exemplary performance. For example, the Health Hall of Fame recognizes achievements in lifestyle that improve overall health and well-being, and the Excellence in Leadership Award honors one member of management for demonstration of exceptional leadership. Notes of appreciation can be sent to co-workers and supervisors at any time during the year. "Management has a keen sense for understanding if we're getting a little frayed around the edges and need a change," says Tracy, an acute care nurse at Barnes-Jewish. "If that happens, I get involved with orientation of new nurses. We get to spend quality time with a new nurse who's eager to learn, and it reignites the fire."

BayCare Clinic (Green Bay, Wis.)

Type of facility: Specialty clinic

What makes it a Best Place to Work: BayCare Clinic is the largest specialty healthcare clinic in Northeast Wisconsin and Michigan's Upper Peninsula. According to its leadership, BayCare is well on its way to meeting its stated goal of being "the most fit company in Brown County." More than a year into its Healthy Lifestyles Premium Discount Program — intended to improve employee health while bringing down costs in BayCare's self-funded health plan — employees have seen marked improvements in health and fitness.

Upon the program's inception, 21 percent of participants tested at an "excellent" level of body composition and fitness; one year later, the number jumped to 58 percent, with obesity dropping dramatically. BayCare boasts a turnover rate well below the national and regional average. In 2010, the annualized turnover rate was 9.4 percent. This notable employee loyalty may be due to a host of robust benefits, including a strong medical plan, employer-paid long-term and short-term disability and life insurance, a 401k retirement program with a three percent employer match and competitive wages.

BayCare Health System (Tampa Bay, Fla.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Composed of 10 non-profit hospitals and 20 ambulatory and outpatient centers, BayCare Health System is a leading community-based health system in the Tampa Bay area. In 2010, the organization approved pay raises for every employee, despite the struggle of running a non-profit hospital in a community that is up to 21 percent uninsured. BayCare also distributed annual performance payments for employees who met pre-determined goals. According to Marty Lassiter, BA, CPAM, patient financial services auditor for the system, the system's high employee satisfaction rates are evident when he makes his way through the hospital departments. "I am an internal auditor, which is not always a popular person," he says. "When I arrive unannounced, I am able to do my job and converse easily with team members and management due to the values we all display. The management from the top down has an open door policy. We are expected to live these values in our dealings with everyone." The organization's benefits include wellness programs with incentives for improving employee health, discounts for non-smokers, college tuition programs, online education opportunities and financial assistance for employee hardship. Wellness is also supported through no charge screenings, flu shots and weight management services.

Baylor Health Care System (Dallas/Fort Worth, Texas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Twenty-six hospitals, 23 ambulatory surgery centers and 50 outpatient facilities are owned, operated, joint ventured or affiliated with Baylor Health Care System in Dallas. To help employees achieve promotions, raises and job satisfaction, Baylor provides tuition reimbursement for any employee working on a degree in healthcare. Among its more creative benefits, Baylor offers adoption assistance, an employee trust fund and discounted cell phone contracts. The system also owns a gym in downtown Dallas, where employees can go to exercise and work with trainers for free. In March 2010, the diabetic interns at BUMC held several events to celebrate National Nutrition Month. The chosen theme is "living well with color," and employees will celebrate by stopping by educational stations for tips on eating well, as well as free samples, recipes, handouts, games and prizes. Baylor Garland will hold special mammography screenings during March and April for employees. Any employee who schedules a mammogram will be given a free box lunch.

Beaumont Hospitals (Royal Oak, Mich.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Beaumont encourages and supports the career and educational advancement of its employees with a variety of programs. Its internal job bidding program helps employees transfer to different departments and apply for promotions within the organization, and educational assistance provides up to \$1,200 a year for full time employees. Staff can also take advantage of Beaumont University, which offers numerous courses — both online and in the classroom — to help employees maintain existing credentials or advance their careers. The system also offers nursing internships to graduate nurses or those looking for a new specialty. Beaumont stands behind its belief that "a healthy work place starts with healthy people." myOptimal Health Onsite provides health education, recreational programs and health resources to system employees, and a variety of fitness facilities are available at discounted rates. An annual employee health fair encourages employees to live healthier lives.

Beebe Medical Center (Lewes, Del.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Founded in 1916 by two physician brothers, Beebe Medical Center is a 210-bed, non-profit seaside community hospital. Employees receive competitive and generous shift differential as well as generous salaries. Regular full-time employees accrue 25 days per year in paid time off, and the center recognizes eight holidays annually. Staff members are also given ongoing educational opportunities, including up to \$3,500 a year in tuition reimbursement for full-time team members. Beacon, the hospital's newsletter, distributes employee success stories and clinical news on a quarterly basis. An extra nine percent for evening shift, 14 percent for night shift and nine percent for weekend shift is paid for all hourly employees, with an additional 18 percent for weekend evening and 23 percent for weekend night. Employees can take advantage of free annual physical examinations, tuberculosis screenings and flu vaccines, and individual and family membership in the local blood bank is free to all employees.

Berkshire Medical Center (Pittsfield, Mass.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Berkshire Medical Center, a 302-bed community hospital in Pittsfield, Mass., is a teaching facility affiliated with the University of Massachusetts Medical School. Staff are deeply involved in hospital projects, including the development and construction of a 30,000-square-foot, eight-OR ambulatory surgery center. For the second year in a row in 2010, the Berkshire Health Systems Wellness at Work program was one of a select group of programs to receive national recognition from the C. Everett Koop National Health Project. As Berkshire County's largest employer, the system provides its wellness program to over 3,000 BHS employees. BMC has established numerous programs to reward employees for their hard work. In addition to generous earned time and holiday benefits, employees receive both paid educational time and tuition reimbursement benefits and enjoy an annual employee recognition and awards dinner. The hospital's 2010 Fourth of July float was constructed by employees and voted the community's "most outstanding float" for the year.

Black Hills Surgical Hospital (Rapid City, S.D.)

Type of facility: Specialty hospital

What makes it a Best Place to Work: Black Hills Surgical Hospital is an 11-OR specialty hospital that staffs in-house hospitalists and maintains a 3:1 patient to nurse ratio. In addition to health and savings benefits, the hospital offers sizable discounts on all services provided at BSHS, training and education assistance, holiday cash gifts, frequent catered lunches and a floating paid day off on each birthday as well as a gift certificate to a local restaurant. The hospital's wellness program offers free flu shots and screenings, smoking cessation assistance, CPR training, weight management assistance and a wellness newsletter that provides recipes and exercise tips. "We have such a great reputation for not only providing a first-rate and unmatched patient experience, but also for our professionalism and great work environment, as I literally have a drawer full of resumes from local RNs, CNAs and surgical techs," says Sheila Foreman, HR manager at Black Hills. "Unfortunately for them, our turnover rate is extremely low; in fact, in 2010 we had our lowest turnover rate since opening our doors in 2007." Employees are encouraged to submit ideas and concerns to hospital administration via a suggestion hotline and boxes found throughout the facility.

Brigham and Women's Hospital (Boston, Mass.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: The 777-bed Brigham and Women's Hospital, known affectionately as "The Brigham," is a teaching affiliate of Harvard Medical School and part of Partners HealthCare, a 10-hospital network in Massachusetts. Employees are entitled to subsidized memberships at a fully equipped fitness center at a variety of locations in the city and suburbs, and the hospital provides two types of backup child care services for emergencies. All employees are encouraged to participate in a variety

of classes that address topics such as time management, continuing education, self-assessment and career counseling, and full-time employees pursuing higher education can receive tuition reimbursement up to \$2,000 per year. The hospital's transportation program applies to all Brigham employees and offers a 50 percent subsidy on all Massachusetts Bay Transportation Authority passes.

Carson City Hospital (Carson City, Mich.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Carson City Hospital is a 77-bed, acute-care facility affiliated with Sparrow Health System. Employees say that the hospital's tight-knit community is evident when colleagues join together for special occasions. Administrators and managers served a special Christmas meal on Dec. 21, 2010 to over 300 associates on all three shifts, and the hospital's "brown bag" lunchtime series allows hospital associates to watch audio-visual presentations of their colleagues' recent projects. In January, Bruce Murray, MD, of the ER staff showed a slide presentation of his mission trip to serve disaster victims in Haiti. The hospital's human resources department and executive team regularly monitor the market to maintain a comparable benefit program. An annual benefits fair brings benefit vendors to the hospital to increase awareness of available services. Gary Sweet, accreditation manager for special projects at Carson City Hospital, says, "Associates are regularly engaged in the development of healthy living and competitive compensation and employee benefits through independent professionals surveys, customer satisfaction and open, two-way communication."

Catholic Healthcare West (San Francisco, Calif.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Catholic Healthcare West links 60,000 caregivers across Arizona, California and Nevada. Recognizing that compensation is an important aspect of a great job, Catholic Healthcare West strives to offer competitive base salaries as well as performance-based cash awards. The system also conducts an annual review of pay and offers professional growth and development opportunities to employees looking to move up the career ladder. Employees can take advantage of the CHW Learning Institute and benefit from tuition reimbursement for various degrees. The system's wellness program includes healthy eating options in the cafeteria and healthy lifestyles programs that focus on exercise and nutrition. Employees living in Catholic Healthcare West communities benefit too: In 2008 alone, the system provided \$967 million in charity care, unreimbursed care and community benefits. Several of Catholic Healthcare West's hospitals have been honored as "best places to work" in Arizona and the country; in 2010, CHW's Mercy Gilbert Medical Center was given "AZ's Most Admired Award" by Best Companies AZ for its student nurse extern program, in-depth new graduate RN orientation and state-of-the-art technology.

Cedars-Sinai Medical Center (Los Angeles, Calif.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Cedars-Sinai Medical Center offers employees a competitive compensation and benefits program that allows employees to choose between a defined contribution plan and defined benefit plan retirement programs. Employees have the opportunity to participate in a 403(b) plan. Healthcare benefits for CSMC employees include medical and vision coverage, pet insurance and life insurance benefits. The hospital also offers vacation, sick day and other time off for personal leave. The hospital's "Work 'n' Life Matters Program" provides employees with additional support, resources and education as needed. Childcare resource services, including referrals to public or private schools and access to parenting specialists, are available for hospital employees. Finally, the hospital provides tuition reimbursement for employees wishing to pursue additional training in healthcare careers. CSMC also participates in the environmentally-friendly Rideshare Incentives program that incentivizes employees to ride to work with coworkers.

Centegra Health System (Crystal Lake, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Centegra Health System was formed in 1995, when Memorial Medical Center in Woodstock, Ill., and North Illinois Medical Center in McHenry, Ill., combined their facilities and staff. Today, Centegra is the community's largest employer, with nearly 4,000 associates and 500 volunteers. Discounts at Centegra abound: 25 percent off in the cafeteria, 10 percent off in the gift shop, discounts to the Health Bridge fitness center and discounts to the hospital for staff and their families. The system's wellness program has introduced a \$20 incentive for health risk assessments, as well as complimentary mammograms, colonoscopies and PSA screenings, a weight management program and a smoking cessation program. Employees can take advantage of nutrition lectures, meditation exercises and activity classes on campus too, all in the name of Centegra's mission "to make healthy options easy, enjoyable and affordable. To build ties between administration and lower-level employees, the system hosts open forums to discuss policies, procedures and any system-wide changes. Centegra also distributes a president's report and an employee newsletter.

Centennial Surgery Center (Voorhees, N.J.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Centennial Surgery Center houses four surgical suites, two endoscopy suites, two short procedures rooms and features state-of-the-art surgical equipment and technology to help deliver excellent patient care. The 100 percent physician-owned center maintains a high level of employee satisfaction. This is achieved by top-to-bottom prioritization of employee satisfaction. "I find it truly amazing that the physician board routinely evaluates decisions based on the potential impact to the employees," says Steve Barainyak, MBA, CASC, executive director of Centennial Surgery Center. "They have a keen understanding of the value each employee brings to the center, and I think this is why the organization is so successful." Mr. Barainyak says 2 percent of the center's annual bottom line is allocated to the staff and paid out twice a year as part of an employee profit sharing plan established several years ago. The physician-owners also express their appreciation of employees by dedicating a week every year in September as the "Centennial Employee Appreciation Week." During this time, employees enjoy food, annual gifts and a "blow-out" catered lunch at the end of the week.

Central DuPage Hospital (Winfield, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This 313-bed hospital's incentive plan promotes employee engagement by rewarding collective achievement: Goals are established at the beginning of each fiscal year and are funded through improved financial performance. Based on their success in meeting the pre-determined goals, employees are eligible for a payout that equals a percentage of their salary. Central DuPage Hospital offers childcare assistance that includes discounts and resource referrals for busy parents, as well as a concierge service that takes care of employee errands — from dry-cleaning to taking care of pets. CDH's fitness challenge program offers a cash incentive to employees for regular attendance at select centers, and five area health centers offer discounts to employees who join the facilities. For employees joining the hospital from a graduate program, CDH's loan forgiveness program offers reimbursement for tuition paid during the last year of nursing school.

Central Park ENT & Surgery Center (Arlington, Texas)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Central Park ENT & Surgery Center's seven board-certified physicians provide adult ear, nose, throat, head, neck and allergy care to the Arlington community. The center aims to treat its employees as a family, hosting regular events that encourage employee unity and build a family-friendly environment. Last year, the ASC held a picnic at a local park, where the organization's CEO grilled burgers, brats and chicken to celebrate the Texas Rangers reaching the World Series. Over the Christmas holidays, the employees took part in a toy drive for a local family shelter. "Not only did employees

contribute, but Central Park ENT & Surgery Center stepped up to make sure that the children were accounted for," says Steve Blake, CEO. In 2011, the ASC plans to hold a family picnic to recognize the families that stand behind staff members in their work. The center features an on-site gym and frequently provides lunch to enable a more efficient focus on patient care. The center pays 100 percent of employees' major medical health insurance premiums and offers a generous 401(k) plan that matches dollar-for-dollar up to the first 5 percent of employee compensation.

Chesapeake Urology Associates (Central Maryland)

Type of facility: Physician practice/ambulatory surgery center

What makes it a Best Place to Work: Chesapeake Urology Associates is the largest urology practice in Maryland and the Mid-Atlantic region and boasts just a six percent turnover rate, well below the industry average. Employees say this is unsurprising considering the generous employee perks in addition to regular benefits. Employees who pitch ideas which are integrated into operations receive rewards. Offices which exceed patient expectations earn special breakfasts. Employees receive awards for milestone anniversaries with the organization. There's an annual Christmas bonus program and ongoing training and development for staff. Summit Ambulatory Surgery Centers, 16 urology centers operated by Chesapeake, staff leaders who take very good care of their employees, according to Erica Maytas, RN, Kathy Lyons, RN, Janette Class, RN, and Sue Spurlock, RN, regional nursing directors, and Stacy Zemencik, director of nursing, for Summit ASC.

Children's Healthcare of Atlanta (Atlanta, Ga.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Children's Healthcare operates three hospitals and 17 neighborhood locations across the state of Georgia. The health system is deeply committed to the health of patients and families, meaning that staff must lead by example to promote a healthy population. Children's hospital campuses are 100 percent tobacco-free inside and out, and the system provides smoking cessation assistance, physical activity programs and stress management help for employees. Every other month, Children's hosts a baby shower where employees who are expectant parents can receive gifts, prizes and information about childcare, Family Medical Leave Act and benefits. The hospital also offers up to \$5,000 in reimbursement every year for expenses related to adoption or infertility, and various wellness initiatives — including onsite Weight Watchers meetings, memberships at various fitness facilities and onsite massage therapy — keep employees happy and healthy. The hospital distributes various awards for outstanding work, including The DAISY award for exceptional nurses and Hope and Will awards, given to winners who are nominated by their fellow employees.

Children's Medical Center Dallas (Dallas, Texas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: The only pediatric academic healthcare facility in North Texas, Children's Medical Center is a 559-bed, non-profit hospital that serves as a major pediatric kidney, liver, intestine, heart and bone marrow transplant center. In its 2010 employee survey, employees listed most improved areas as employees' perception of work unit staff levels, communication between different levels of the organization and perception of fairness of pay. On a scale from 1-5, Children's employee commitment score sits at a healthy 4.27, above the National Healthcare average of 4.14. In 2010, Children's launched the "A Better Way" campaign with the goal of improving process improvement at the hospital. The campaign aimed to spread understanding of process improvement, demonstrate how PI can benefit patients, employees and the hospital and encourage employees to take notice of PI opportunities. An "A Better Way" website was published on the hospital's Intranet site, and employees were encouraged to share success stories through the hospital's online employee newspaper.

Children's Memorial Hospital (Chicago)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Along with competitive salaries, health insurance and tuition reimbursement, Children's offers new employees 29 days of paid time off accrued per year as well as concierge services to improve employees' work/life balance. In 2010, Children's was named one of the top 20 employers with more than 1,000 employees by the Chicago Tribune and it also received recognition as an outstanding workplace for mothers by Working Mother Magazine. Employees also receive 50 percent off hospital charges after insurance has been applied and are eligible for adoption assistance reimbursement of \$5,000 per child. Shuttle service is available to the hospital from all major train stations for a discounted fee, and the hospital offers a payroll loan deduction option for the purchase of computer products. An independent resource provides education, counseling and assistance in personal financial matters from Certified Financial Partners, and all employees can take advantage of a "college coach" to help families assist in the selection, application and financial processes of college education.

Christiana Care Health System (Wilmington, Del.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Christiana Care Health System, headquartered in Delaware, is one of the country's largest healthcare providers and serves as a major teaching hospital, with two campuses and more than 240 medical-dental residents and fellows. In 2009, the system was ranked among the top 100 places to work in a 2009 Nursing Professionals survey, based on a job satisfaction survey sent to 25,000 randomly selected hospital nurses. The system is deeply committed to its nursing population, offering paid nurse internship programs and nursing scholarships to eligible employees. Christiana Care partners with Bright Horizons Family Solutions for operational management of an on-site child care center and also hosts a fitness center on-site. The system campus also features fitness trails and a therapeutic message service, as well as lactation rooms for breast-feeding mothers.

CHRISTUS St. Michael Health System (Texarkana, Texas)

Type of company: Hospital/health system

What makes it a Best Place to Work: CHRISTUS St. Michael Health System includes a 312-bed acute-care hospital, 50-bed rehabilitation hospital, an outpatient rehabilitation center and an outpatient imaging center. The campus also includes a health and fitness center with an outdoor lap pool. The system's commitment to employee growth led to high levels of satisfaction, with the health system receiving campus-wide associate satisfaction scores in the 90th percentile as measured by Press Ganey. CHRISTUS St. Michael's rehabilitation hospital also received Press Ganey's 2009 Associate Satisfaction Distinctive Award for having scores over the 95th percentile for two years in a row. CHRISTUS St. Michael encourages staff members to develop leadership skills through a mentorship program that pairs administrators or CHRISTUS Academy graduates with associates to provide them with tools and support. The health system also has a School at Work program that allows entry-level staff to advance and continue their careers in healthcare by continuing their education through their jobs.

Cleveland Clinic (Cleveland, Ohio)

Type of facility: Hospital/health system

What makes it a Best Place to Work: With 2,000 physicians and scientists and over 4.2 million patient visits a year, Cleveland Clinic is one of the country's most prominent hospitals. Aside from exceptional medical, vision and dental coverage that pays for nearly 100 percent of all costs, the Cleveland Clinic offers free membership to Weight Watchers, Curves and other local workout facilities, employee discounts to sporting events, theaters and restaurants, free courses at the Cleveland Clinic Academy and an employer-contributed pension plan. Cleveland Clinic CEO Delos "Toby" Cosgrove, MD, has long been a proponent of employee health, speaking out against smoking and the spread of obesity. Inside his own hospital walls, employees benefit from programs designed to improve nutrition, stress management and exercise habits, as well as a Tobacco Treatment Center that specializes in smoking cessation services.

Since Dr. Cosgrove developed a partnership with Weight Watchers in an effort to improve employee health, Cleveland Clinic's employees have lost over 110,000 pounds.

Deaconess Health System (Evansville, Ind.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Deaconess Health System is a system of five hospitals in southwestern Indiana. Deaconess' nursing services division aims to be a regional leader among community hospitals in the area; as such, the system practices 'shared-governance' in nursing, meaning a practice council or nurses takes ownership of the nursing profession by reviewing, revising and recommending nursing practice standards. In combination with other councils, the practice council ensures that real nurses have an impact on the policy and procedural decisions made at Deaconess. Employees can also take advantage of Deaconess RN OnCall, which staffs a registered nurse 24 hours a day to answer questions regarding acute illness or injury. The system provides incentives to employees for working straight evening or night shifts in designated areas, as well as incentives for working straight weekends in certain areas. Staff can enjoy a plethora of information at three on-site libraries: the health science library, the holistic resources library and the lighter side library — the latter of which provides books and videos on non-healthcare topics. If staff come to Deaconess from a Voluntary Hospitals of America facility, their benefits will transfer upon employment.

Ephrata Community Hospital (Ephrata, Pa.)

Type of facility: Hospital/health system

What makes it a Best Place to work: Ephrata Community Hospital has been serving the community of north Lancaster County, Pa., for over 65 years. In addition to health, dental and life insurance, the hospital offers educational assistance programs that include tuition reimbursement, professional certification fee reimbursement and educational scholarships. Reduced-cost health, wellness and educational programs are available to all employees through the ECH Wellness Center and Center for Women's Health, including CPR training, diabetes programs, smoking cessation assistance, nutrition consults, yoga, pilates, self-defense and massage therapy. Employees also have free use of exercise equipment at any ECH rehab center location across Lancaster County. The hospital will absorb 70 percent of inpatient and outpatient hospital charges not covered by insurance up to a \$300 discount per bill, for which employees, spouses and dependents are eligible upon the employee's hire date. Staff members can also receive discounts on cell phones, car rentals, relocation and computer equipment. The hospital was previously earned recognition from Central Penn Business Journal for employee satisfaction.

The Everett Clinic (Everett, Wash.)

Type of facility: Physician practice

What makes it a Best Place to Work: The Everett Clinic is the largest medical group in Washington state, with 315 physicians and 40 specialty services. The company is very invested in maintaining an excellent staff. "Even in the current economic condition, the company implemented a hiring freeze, instead of laying anyone off," one staff member says. "It shows how the Clinic values its employees." Staff at Everett can take advantage of tuition reimbursement up to \$2,000 per calendar year, starting on their date of hire, and the clinic also pays all costs associated with approved continuing education programs. Each quarter, the clinic updates its wellness program with new goals; for each goal an employee meets, he or she is entered into a drawing for prizes. Every five years of service with the clinic, employees are rewarded with cash bonuses and company pins. To support work/life balance and encourage staff to take advantage of the Puget Sound area, Everett offers discounts on cultural arts and sporting events, as well as discounts at amusement parks through Magic Kingdom Club/Great America Club. Employees and their dependents can also apply discounts to certain Everett Clinic services not covered by the benefits on their health plans. "People in the community recognize us for our company's longevity and good reputation," one employee said in response to a Fortune magazine satisfaction survey. "I am proud to say I work here."

The Eye Surgery Center of Michigan (Troy, Mich.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: The Eye Surgery Center of Michigan was developed by local physicians in partnership with St. John Providence Health System. The center features 10 physicians specializing in eye surgery and ophthalmology. According to employee Rachel Blaszyk, administrator, The Eye Surgery Center is intently focused on quality patient care, distributing surveys to every patient upon discharge. This dedication to patient satisfaction applies to staff happiness too: When employees mentioned that the lunch room was too small for everyone to gather, administration conducted a vote and started construction to expand the lunch room the following week. When employees notice a staff member going above and beyond in their work, they can write the person a "star" to be placed in the "star employee reward box." Every month, administration holds a drawing and the chosen employee receives a gift card. "That is just one way they show the staff their appreciation for a job well done," she says. The Eye Surgery Center is also focused on wellness. Every few months, the center holds a weight loss competition to promote healthy habits. The facility also recycles every bottle to promote going green. "We are all veterans in the healthcare industry and recognize The Eye Surgery Center of Michigan's work ethic is hard to come by," Ms. Blaszyk says. "The continuous dedication of the administration and staff make it the best place to work in the healthcare field."

Fleming Island Surgery Center (Orange Park, Fla.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Fleming Island Surgery Center is keenly aware that the only way to achieve success is to build a strong core of employees. Lindsay Allen, operations assistant for managing partner Borland-Groover Clinic, says FISC is driven to involve employees in the work that affects them and empowers them to take ownership. One recent project employees spearheaded was updating all preference cards to ensure each physician's satisfaction during their tenure at FISC. "This was a very tedious and time-consuming project that required a lot of teamwork and effort from our staff," says Cindy Holden, RN, administrator at FISC. "Our physicians and leadership team helped educate the staff on the importance of preference cards and served as a constant resource. Some of the employees really stepped up with ideas on how to streamline the process and how to ensure that all future corrections and preferences were being recorded." When BGC took over managing FISC in 2008, new employee benefits were introduced that were previously unavailable, such as an employee incentive program to reward employees for working above and beyond their expectations. "This is a great program that really goes a long way towards making the staff feel appreciated," says John Gol, executive director of finance for BGC and executive administrator for FISC.

Fremont Surgical Center (Fremont, Neb.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Fremont Surgical Center sees an average of 3,800 cases annually with specialties including gastroenterology, pulmonology, orthopedics, pain management, ophthalmology and dental. The center includes two operating rooms. Steve Henry, FSC administrator, ensures that each physician and staff member has clearly outlined duties and responsibilities to make the surgery center run efficiently. "Staff members realize cost-savings, such as supplies; in turn, FSC provides a bonus incentive plan based on cost-saving indicators," says Mr. Henry. The ASC also incorporates clinical staff on the center's quality team to make recommendations to the staff and board of managers for improvements. The culture of teamwork at FSC is apparent in the results of the center's 2010 patient satisfaction survey: The patient satisfaction rating is 95 percent. The center's employees are also able to enjoy good benefits, including health, dental and life insurance and 401(k).

Geisinger Health System (Danville, Pa.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Founded in 1915, Geisinger is a physician-led health system, providing service spanning 43 counties of 20,000 square miles and serving 2.6 million people. Geisinger partners with 20 organizations and institutions, including Thomas Jefferson University, Penn State University and King's College, to provide educational opportunities for its employees. Staff members can apply for educational loans from the system. The Geisinger MyHealth Rewards Program is designed to encourage employees to better their health. The program includes a confidential health risk assessment, free medications for hypertension, high cholesterol and diabetes, a wellness program to help employees lose weight, stop smoking and eat better and an enrollment incentive payment of \$200. Geisinger full-time employees have the option of taking four personal holidays as time off with pay during the year; if employees choose not to use their holidays, they can sell them back to the system for cash or flex credits. "Geisinger hires visionaries who help employees cultivate their potential," says Megan King, RN, Perinatal Education, Geisinger Health System. "I have been able to pursue my dreams and grow personally and professionally. Nursing was always my dream and only through their financial and management support, I became an RN. Today, I use my passion for women's health to promote excellence and leadership in the next generation of Geisinger nurses."

Golden Ridge Surgery Center (Golden, Colo.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Golden Ridge Surgery Center is an AAAHC-accredited surgery center that began operations in June 2010 and has since provided care to over 20,000 patients. Melodie Garrobo, the center's administrator, supervises 10 staff members who have been with her center for over seven years, demonstrating the facility's commitment to employee retention. Ms. Garrobo credits the staff's longevity to the bond between physicians and staff members and the center's "bottoms up" approach to governance. This year, the physician owners and ASC leadership decided to focus on developing and maintaining quality relationships, and the center held its first office party with the main physician group. Staff members are also asked to decide their own benchmarks to increase accountability and give employees a voice in the center's improvement. When Ms. Garrobo's staff members are displeased with an administrative decision, the ASC's physician owners prioritize staff opinion. At one point, Ms. Garrobo decided to purchase a biometrics time clock to track employee time at the center. The staff objected, fearing that the clock — which required employee fingerprints to monitor when staff arrived and left — would pose a danger to employee privacy. "My physicians stepped in, acknowledged staff concerns, and we discontinued the installation," she says.

Griffin Hospital (Derby, Conn.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This 160-bed hospital has received national recognition for its unique work environment and Planetree, a healthcare model designed to put the patient's needs first. One of Planetree's principles includes caring for the caregiver, which promotes a collaborative work environment through respectful communications, positive reinforcement and acknowledgement needed to facilitate care of the caregiver. Griffin's 1,200 employees attend a weeklong orientation with the hospital's CEO and receive a monetary incentive to reach departmental and institutional goals through the hospital's Success Reward program, which has been in place since 1999, and its Spot Recognition program, which rewards exceptional work on-the-spot with small gifts. New employees are required to attend a two-day retreat in Madison, Conn., to learn about the hospital's philosophy of care and partake in team building exercises. There are no "restricted zones" in Griffin — nurse stations are open, patient units have residential kitchens, and family lounges with a salt water aquarium and live music area can be found in each unit.

Hackensack University Medical Center (Hackensack, N.J.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Hackensack University Medical Center is a private, non-profit

academic medical center serving northern New Jersey and the New York metropolitan area. With nearly 8,000 staff members, the center is the largest employer in the city of Hackensack. For a bustling hospital, HUMC's voluntary turnover rate is shockingly low — just two percent in 2009. On the hospital's 2010 employee survey, 90 percent of responding employees agreed with the statement, "I would recommend employment at this organization to a friend." Another 91 percent agreed that they like their coworkers, and 93 percent agreed that they like the work they do. As the organization forged ahead under new leadership with Robert C. Garrett, president and CEO, the medical center kicked off an alignment campaign titled "Just Pursue It!" The campaign was designed to energize employees into representing HUMC's purpose and strategic vision with their daily actions. The campaign started with games and activities in the hospital cafeteria and continued with an "e-learning" campaign, a writing contest and "on-the-spot rewards" for employees who answer random questions about the medical center correctly.

Hancock Regional Hospital (Greenfield, Ind.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Hancock Regional Hospital was founded in 1951 and has expanded considerably since then, including a 33,000-square-foot fitness facility in 2000. Employees are incented to bring more talent to the hospital every year. Associates can receive up to \$1,000 for each successful referral, as well as a \$25 thank-you gift card on the referred associate's first day. The hospital-owned wellness center is available for employees for \$10 a month, and once an employee visits the center 100 times, they are reimbursed half the membership fee. HRH's wellness program, "Healthy U", offers annual risk appraisals and a Weight Watchers program. If HRH nurses wish to live in a local apartment community, Greenfield Crossing Apartments will offer \$300 off the first month's rent and waive the move-in fee. Staff and local students can take advantage of a variety of classes, including CPR, critical care and telemetry.

Harborside Surgery Center (Punta Gorda, Fla.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Harborside Surgery Center, a triangular joint venture between Interventional Management Services and the local HMA hospital Charlotte Regional Medical Center, strives to never stray from its mission. The surgery center focuses on endoscopy, general surgery, orthopedics and pain management. The ASC's commitment to patient satisfaction is a critical reason why Charlene Gorrill, RN, director of nurses for HSC, says HSC is an outstanding place to work. Staff members take ownership and pride in their work, says Sharon Scalzone, RN, who works in the ASC's PACU. "Each day as I am doing discharge instructions, I am interrupted with comments such as 'this is the best surgery center I have ever been to' or 'you have the most professional staff here.'" The ASC experiences very little turnover and some personnel have worked there more than 15 years. Staff members receive comprehensive benefits packages that include health insurance, 410(k), group life insurance and long-term disability insurance.

Head & Neck Surgery Center (Hattiesburg, Miss.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Head & Neck Surgery Center is Medicare-certified and AAAHC-accredited and has undergone an extensive two-year makeover that was completed last year. It is still undergoing some ventilation updating to improve the air quality, says Chas Pierce, MPH, administrator. The center is also concerned with maintaining high employee satisfaction. To express appreciation to its employees, the center distributes a Christmas bonus and other offerings, such as employee lunches and an "Employee of the Month" award. ENT Properties, of which Head & Neck is a subsidiary, also plans to establish an "Employee Appreciation Week" starting this year. "During the week, each day will involve an event that shows appreciation to the employee," Mr. Pierce says. "Events include a cash money draw down, a dessert contest, coffee and donut day and candy day. The week will conclude with the physicians and administrator cooking out for all employees."

Henrico Doctors' Hospital (Richmond, Va.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This 540-bed hospital, part of the HCA Virginia Health System, was called Henrico Doctors' Hospital-Forest until Feb. 2009, when the name was simplified. In addition to health, dental, life insurance and other basic benefits, Henrico Doctors' gives employees complimentary fitness club memberships, massage therapy, yoga classes, phone service and discounts on purchases in the hospital pharmacy and cafeteria. The hospital's Parham campus includes Children's Choice, an onsite child care center for hospital employees that promotes a literacy based curriculum. Part of the facility is also dedicated to the Sniffles & Snuggles program where employees' mildly ill children can come while sick so employees don't have to miss work. "We are proud to bring a nationally recognized child care program to our employees," says Dave Williams, CEO of Henrico Doctors' Hospital. "This is part of our continuous efforts to provide family friendly programs that enhance work-life balance." For nurses, the hospital supports continuing education efforts in several specialty areas, including critical care and operating room, by providing tuition assistance programs. The hospital also believes in promoting excellence through professional and financial rewards.

High Plains Surgery Center, LP (Lubbock, Texas)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Partnered with Laurus Healthcare, High Plains Surgery Center features a center designed collaboratively by physicians and staff members. The center's 47 credentialed physician-users include the 19 physician-owners, 17 anesthesiologists and 11 other non-owner surgeons on board to deliver patient care. Chad Southard, administrator of High Plains Surgery Center, says while the center is currently working on several projects to improve cost-containment and patient care, input from staff members and physicians is a priority throughout each process. One recent project included making improvements to the facility's layout for improved efficiency and patient satisfaction. The center created a team of employees to assess the building's functionality and efficiency and look for opportunities to improve the patients' experience at the center, says Kelly Fellers, director of materials management. "I have never worked at a center that asked employees about those things and valued their input so highly." In fact, employee satisfaction is so highly regarded, employee turnover at High Plains Surgery Center has been less than 2 percent annually. Not only are employees rewarded with quarterly bonuses and Christmas bonuses, but employees can also enjoy benefits including health, dental and vision benefits, life insurance, retirement benefits and a daily lunch provided by the center.

Indiana Regional Medical Center (Indiana, Pa.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Indiana Regional Medical Center opened to the public in 1914 as a 40-bed facility with 13 private rooms. IRMC has been named one of the top five places to work in Pennsylvania by the Best Places to Work in PA program for five years in a row. The hospital serves its staff and community by offering a variety of classes, many designed to teach individuals how to handle stress and create work/life balance. To encourage health and wellness among employees, the hospital offers an annual wellness screening, a financial incentive for improving health, free flu shots and health services to encourage weight management and good eating habits. IRMC encourages employees to seek promotions inside the organization; job openings are posted internally so qualified employees have the opportunity to apply, and continuing education is provided on-site. The hospital also offers a leadership development program to "grow its own" future executives, as well as scholarship and loan forgiveness, certification reimbursement and web-based learning opportunities. One of the biggest draws for employees is IRMC's focus on recreation: The hospital's employee activity committee plans regular events and local business discounts make restaurants, movies and shopping are more affordable for IRMC staff.

Inova Health System (Vienna, Va.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Inova Health System is one of Northern Virginia's leading non-profit healthcare providers, serving more than 1 million patients every year. In 2008 — for the seventh year in a row — Inova was named one of Working Mother magazine's "100 Best companies for Working Mothers." Inova provides generous flextime, before- and after-school care, training through the Inova Leadership Institute and benefits for adoptive parents. In 2006, the National Association for Female Executives named Inova among the top 10 companies in the country for executive women, based on an annual survey that measures women's representation among top-paid and top-tier positions at America's largest companies. In addition to scholarships and tuition assistance for employees, Inova offers awards for employees' children who plan to pursue post-secondary education in college and vocational programs. For employees who seek professional development but cannot commit to graduate programs, the Inova Learning Network offers ongoing classes in various hospital fields. Fairfield County's Magnet Housing Rental Program provides convenient housing for qualified applicants, available to nurses and allied health professionals who make a two-year commitment to Inova Health System, among other requirements.

The Institute of Orthopaedic Surgery (Las Vegas)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Established by the physicians of Desert Orthopaedic Center, The Institute for Orthopaedic Surgery provides care for every orthopedic subspecialty. Opened in May 2002, the Institute of Orthopaedic Surgery is fully licensed and accredited by the AAAHC. According to employees, the supervisor of The Institute for Orthopaedic Surgery encourages employees to submit ideas for center improvement, many of which have focused on streamlining processes. The center has established specific discharge standing orders in a "step-down binder" to make instructions precise for each patient and simplify the post-surgical process. "We tend to make patients feel very comfortable because the atmosphere is relaxing and the staff is cheerful," says Paul F. Jarrett II. "The flow of the surgical process is outstanding!" According to employees, the center is small enough to provide a familiar atmosphere and large enough to order generous benefits.

Iowa Health System (Des Moines, Iowa)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Iowa Health System entities employ the state's largest non-profit workforce, with nearly 20,000 employees. Iowa Health System president and CEO Bill Leaver likes to say the system is working on creating 20,000 scientists, citing Iowa Health's commitment to training its employees to eliminate waste and remove variability. Employees have the opportunity to develop skills through the system's Management Leadership Academy and Physician Leadership Academy; upon completion of the latter, graduation physicians will be close to earning their master's degree. The system also organizes and hosts an annual leadership symposium that brings together more than 800 managers, directors and clinicians, giving employees the chance to share best practices with leaders across the country. The system remains focused on creating a healthy workforce: The employee health plan includes annual health risk appraisals, and employees can take advantage of an internal mail order pharmacy. Iowa Health System employees are currently participating in a statewide 100-day wellness challenge called Live Health Iowa, an initiative that provides a team-based physician activity, nutrition and weight loss program to staff. The system covers the \$20 participation fee for each interested employee and also serves as one of the event's long-term sponsors.

IU Health Goshen Hospital (Goshen, Ind.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: IU Health Goshen Hospital is a community hospital with 150 physicians in almost 20 specialties. For four consecutive years, the hospital has been recognized as one of

the best places to work in Indiana by the Indiana Chamber of Commerce. Goshen employees receive their choice of three medical insurance plans, dental and vision coverage and long-term care coverage options. Retirement benefits include 401(k) savings plan where the employer matches up to 2 percent of the employee's contributions. Goshen's more creative employee benefits include a child care voucher program, designed to help colleagues pay for child care related to their work schedule, and a 529 college savings plan. The hospital offers legal coverage and financial guidance for employees purchasing a home and preparing a will. The employee assistance program offers no cost, confidential counseling services for employees and their dependents. Staff members are also encouraged to purchase annual memberships at a discount from the Goshen College Gingerich Recreation-Fitness Center. "This health system's ability to engage colleagues has proven to be the catalyst for outstanding outcomes in nearly all measurable areas," says Jared Beasley, BSN, RN, CEN, emergency department director at IU Health Goshen Hospital. "As a colleague at Goshen, you learn to understand the value of human capital and how critical it is to work in a culture that recognizes and cultivates that value."

Jersey Shore University Medical Center (Neptune City, N.J.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Jersey Shore University Medical Center, a non-profit academic medical center, is an affiliate of UMDNJ – Robert Wood Johnson Medical School. The hospital has been named one of the "Best Places to Work in New Jersey" for seven consecutive years by NJBiz and one of Fortune's "100 Best Companies to Work For" in 2010 and 2011. Like other Meridian Health facilities, JSUMC distinguishes itself with a set of generous employee benefits that focus on work/life balance, learning and development and work environment. Busy parents can use the hospital's Early Childhood Education Center, accredited by the National Association for the Education of Young Children. Team members and their family members receive discounted memberships at Meridian's three fully-equipped fitness centers, and a resource and referral service provides professional counseling to help manage family and personal issues. The campus has been smoke-free since Nov. 2008. A firm believer in professional and personal development, JSUMC encourages team members to attend Team Meridian University, the system's internal corporate university that offers courses and workshops on the JSUMC campus. The Galaxy Team Member Recognition Program recognizes excellence among team members, physicians and volunteers at all levels of the organization.

Johns Hopkins Hospital (Baltimore, Md.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Johns Hopkins Hospital is home to more than 10,000 employees, positioning it among Maryland's largest private employers and the largest employer in Baltimore. The hospital is also affiliated with the prestigious Johns Hopkins School of Medicine, which helps attract A-list talent. Its reputation and success allows the hospital to grant employees endless enrichment opportunities and paths to success. For example, employees at Johns Hopkins Hospital can receive tuition reimbursement of up to \$5,000 annually and support for a dependent's undergraduate tuition, up to 50 percent of The John Hopkins University's freshman undergraduate tuition and reimbursement for children of employees at any college. Additional benefits include flexible medical insurance coverage plans, life insurance and short-term disability. Employees receive seven paid holidays per year and also accrue paid time off based on their length of service.

Lehigh Valley Health Network (Allentown, Pa.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Lehigh Valley Health Network is made up of 1,100 primary care and specialty physicians, including 400 employed by the health network. Two full-service hospitals — Lehigh Valley Hospital and Lehigh Valley Hospital-Muhlenberg — make up the center of the LVHN community, which also includes community health centers, clinics, home health services and laboratories.

The LEED-certified buildings take advantage of natural light, reduce pollutants and use hydrogen-field vans to transport patients, visitors and colleagues — all important factors to employees who value campus beauty as well as environmental responsibility. The system offers free health insurance to full-time employees, and eligible employees and their dependents receive \$700 to use for exercise and fitness programs, weight loss programs and massage therapy. Employee compensation is tied to the organization's performance, so employees receive cash rewards when patient satisfaction and financial goals are achieved.

LifeBridge Health (Baltimore)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Two-hospital system LifeBridge Health, which also includes a geriatric hospital, nursing home and wellness division, was featured both on Fortune's list of 100 Best Companies to Work for and Baltimore Magazine's 25 Best Places to Work for 2010. The system was one of only four Maryland-based companies and the only Maryland-based health system to make the list. The health system offers a variety of activity committees that host events for employees; past events have included LifeBridge Idol singing competitions, bowling and basketball tournaments and dance contests. The system also sponsors regular trips to New York City for employees, and the Department of Pastoral Care and Chaplaincy Services sponsors an annual religious trip abroad. The system's 10-week fitness program encourages employees to get in shape with a health assessment and trial membership at LifeBridge Health & Fitness, and employees receive a free flu shot every year in addition to healthy meals and snacks in the LifeBridge cafeteria. Employees are recognized through various programs, including LB points that reward employees for performance and can be redeemed for merchandise, travel and gift cards; employee appreciation days that highlight specific roles; and cash rewards for referring a hired candidate. Employees can also receive up to \$5,000 annual reimbursement for higher education courses.

Lowell (Mass.) General Hospital

Type of facility: Hospital/health system

What makes it a Best Place to Work: This 217-bed community hospital offers a particularly healthy work environment. It was recently recognized by the American Heart Association as a 2010 gold level company, meaning the hospital met AHA criteria for employee fitness and is a tobacco-free campus that offers an American Lung Association smoking cessation program. Along with its focus on employee health, Lowell General has a structured and balanced governance system with a focus on nursing representation. Hospital nurses are involved in eight shared governance councils, a unique approach that empowers nurses to have a voice within their units. The LGH Earned Time Program allows employees flexibility in scheduling time off, which they accrue through years of services and the number of hours worked. The hospital offers employees a comprehensive medical plan, dental coverage and life insurance. Employees are also eligible for disability coverage and Tax Sheltered Annuities 403(b) retirement benefits plan. The hospital offers tuition reimbursement up to \$2,500 per academic year for job-related program courses or certifications and an employee assistance program to help employees balance work and family. Additional benefits include forgiveness loans for nursing students, dry cleaning services, child care services and discounted tickets for area movies, museums and amusement parks. Appreciation for Lowell employees is voiced through national appreciation weeks for various departments, an employee awards dinner and retirement teas for departing staff.

Massachusetts General Hospital (Boston, Mass.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Massachusetts General Hospital is a 900-bed medical center that includes five multidisciplinary care centers. In 2008, Mass General was honored by multiple organizations for its dedication to employee engagement. In 2010, DiversityInc named the hospital one of the top 50 companies for diversity, reflecting Mass General's stance that diverse employees contribute to a rich cultural experience that creates a great workplace. Mass General provides numerous programs and support

to help promote women and minority scientists and physicians, including the Association of Multicultural Members of Partners, the Office for Women's Affairs and the Massachusetts General Hospital Lesbian, Gay, Bisexual and Transgender Employee Resource Group. The hospital was also named one of the Top Places to Work by The Boston Globe in 2010. Work/life benefits at Mass General include earned time based on years of service and standard hours, access to a full-service fitness center directly behind the hospital's main campus and tuition reimbursement up to \$2,000 per fiscal year for degreed program courses. "The research we do and the care we provide makes you appreciate that fact that you're working towards a goal that is shared throughout MGH — to find a cure for disease and heal the sick," says MGH employee Patricia Frederico. "No matter what your position is, it's all for the greater good. I'm proud to be part of the MGH community."

Mayo Clinic (Rochester, Minn.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Mayo Clinic is the first and largest integrated, not-for-profit group practice in the world. With clinic locations in Scottsdale and Phoenix, Ariz., Jacksonville, Fla., and Rochester, Minn., Mayo's reach extends far beyond its headquarters. In 2009, U.S. college students named Mayo Clinic as an "ideal employer" for the sixth straight year, according to a Universum survey of more than 56,000 undergraduates. The system has also been ranked a top employer for healthy lifestyles by National Business Group on Health due to its on-site fitness facilities, healthy weight program, nicotine dependence center and LiveWell program, aimed at helping employees find programs to improve health. The system also hosts 25 employee leagues, clubs and events centered on sports and recreation. Employees can take advantage of a child scholarship program and adoption reimbursement, as well as back-up child care, lactation rooms and relocation assistance to ease the balance between work and personal life. Multiple employee cafeterias offer healthy meal choices and cooking demonstrations, and a Computers @ Home program provides discounts for employees to purchase a new home computer, increase computer literacy or refurbish and recycle used computers.

Memorial Healthcare System (Broward and Palm Beach County, Fla.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Since its inception in 1953, Memorial Healthcare System has strived to provide high-quality care to South Florida patients. It is currently the fifth-largest public healthcare system in the nation and employs more than 10,000 workers. The hospital's 2010 employee satisfaction survey ranked it in the 96th percentile nationwide, while the physician satisfaction survey placed the hospital in the 97th percentile. In order to continually build its team of loyal, enthusiastic staff, Memorial Healthcare System offers a \$3,000 reward to employees who refer a candidate that is hired. The system also provides for employees seeking an RN or BSN at an accredited Florida university, as well as scholarships to employee dependents attending Broward College. Once employees accept a job at Memorial Healthcare System, they are eligible for an attractive sign-on bonus: up to \$6,000 for qualified full-time and part-time positions. In addition to generous compensation, the system offers off-site fitness centers, cafeteria discounts, a day care center and premium pay for holiday work.

Methodist Health System (Dallas, Texas)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Methodist Health System is one of North Texas' oldest non-profit health systems. Founded in 1927, the system has expanded significantly since its early days. Methodist hosts a broad array of programs designed to provide employee recognition. The system's "Team Care = Team Share" incentive program rewards employees \$300-\$1,000 for meeting organizational goals. The "You Rock" day-to-day recognition program lets employees give a note to any co-worker, volunteer or physician to recognize their positive behavior. Methodist's RN refresher program tackles provider shortages by encouraging experienced nurses who have left the profession to return. On the administrative side,

potential leaders are invited to take part in a "leadership intensive" led by senior executives and take advantage of in-house development opportunities valued at \$5,000 per person. The system's wellness initiative provides tools and incentives to improve employee health, with a minimum pre-tax cash reward of \$275 for the year.

Missoula Bone & Joint and Surgery Center (Missoula, Mont.)

Type of facility: Physician practice and ambulatory surgery center

What makes it a Best Place to Work: Missoula Bone & Joint Surgery Center has been providing the Missoula community with orthopedics services for 50 years. The center has an extremely low turnover rate — just 3.5 percent — and receives high ratings from staff on every aspect of employment at the center. Employees are invited to join several different committees focused on center improvement, including the process improvement committee and the expense committee, which gives employees input on cost reductions. Employees are also encouraged to nominate their co-workers for a monthly co-worker recognition program. The randomly-drawn winner receives a paid half day off and a gift certificate, and other nominated staff members receive a copy of their nomination. In addition to involving employees in process improvement, the center holds regular outings and events to encourage staff bonding. In Dec. 2010, the center held a craft fair for employees to display their work; in Nov. 2010, a barbecue provided a free lunch for employees. Benefits at Missoula Bone & Joint include health insurance paid at 100 percent, a \$750 yearly allowance towards dental/vision and other medical expenses, paid time off, life insurance and long-term disability paid by the company and annual continuing education benefits. On the center's 2010 staff satisfaction survey, one employee said, "There really isn't anything I would change about my job at this time. I love that my schedule is flexible. I enjoy my coworkers/friends. I love the patient interaction I encounter and feel I have the ability to make a difference, yet I have a peaceful [and] quiet work environment that enables me to perform my job at an above satisfactory level."

Monongalia General Hospital (Morgantown, W.V.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Mon General Hospital, a 189-bed community hospital, is the cornerstone of the Mon Health System. The hospital recently completed a considerable expansion project, upon completion of which, the facility provided a celebration for staff and families. Open houses and tours of the new facility were offered, as well as live entertainment, refreshments, prizes and giveaways. In addition, over 80 employees with more than 30 years of service with MGH were honored at the grand opening's ribbon-cutting ceremony. In the last few years, the hospital has implemented a recognition program called Wonderful Opportunities Working that recognizes exceptional performance. When an employee sees another employee giving exceptional service, they can recognize the employee with a gift card that can be redeemed in the hospital gift shop or cafeteria. The hospital's "department of the quarter" program recognizes a winning department with an engraved plaque, recognition from administration and small reception for department members. Employees can participate in a wellness program that grants employees points for participation throughout the year. At the end of the year, those who meet the point requirements in three categories are eligible for a wellness cash payout. Staff and their spouses and children can also take part in biometric wellness screenings.

Nanticoke Health Services (Seaford, Del.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Employing 1,100 employees across three entities, Nanticoke Health Services runs a full-service community hospital, a long-term care facility and a network of employed physicians. The system has implemented several tools to communicate with its many providers, including a monthly newsletter, required staff meetings, quarterly town halls and a CEO blog posted on the employee intranet. An objective online performance evaluation tool was introduced to give evaluations a shorter turnaround time and provide clearer, standardized feedback. NHS' active employee activities committee

plans regular events to promote staff bonding: Past events have included a bus trip to New York, a Halloween bowling party and employee walk teams at the AHA, ACS and Alzheimer's walks. Tracy Passwater, an ultrasound technologist at Nanticoke Health Services, had been with system for eight years when she was recently diagnosed with breast cancer. Ms. Passwater sought out the local newspaper to tell Nanticoke's story from the patient and employee perspective. "The people that work at this hospital, they do the same thing for everybody. It is just now I have had the shoe on the other foot, and I have been able to see it first hand," she says. "The majority of the people that work at this hospital were born and raised here; they have that sense of 'home' here."

Northeast Surgical Care (Newington, N.H.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Northeast Surgical Care, a freestanding ASC that recently celebrated its 10th anniversary with an open house celebration for physicians and staff, features a single OR that regularly functions at maximum capacity. Despite a busy schedule, the center maintains a high level of employee satisfaction through growth opportunities as well as benefits, including 401(k) with employer-matched contributions, an annual holiday party and a family summer outing, says Cyndi Harris, administrator at Northeast Surgical Care. Physicians and staff members also make it a priority to give back to the community through frequent service opportunities such as blood drives, road races, golf tournaments, Coats for Kids, Toys for Tots and charity food collections. Satisfaction is felt not only by the employees, but by patients as well, a claim that is strongly backed up by the center's patient satisfaction surveys. "Patients often comment how professional and knowledgeable the staff is as well as how special they feel as though they are the only patient having surgery," Ms. Harris adds. "This atmosphere allows for a positive and less stressful environment for our patients when they are having surgery."

North Shore-LIJ Health System (Great Neck, N.Y.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: North Shore-LIJ Health System is the nation's second-largest, non-profit, secular healthcare system, with more than 42,000 team members serving 15 hospitals, ambulatory facilities and physician practices. On the heels of winning the prominent 2010 National Quality Healthcare Award from the NQF, North-Shore LIJ decided to inspire and thank its employees for contributing to the organizations' culture of quality. President and CEO Michael Dowling sent a video message to all employees, thanking them for their hard work, and North-Shore LIJ created a section on the employee Intranet that invited employees to share stories about the organization's "culture of quality." To encourage employee innovation and creativity, North Shore-LIJ established an "idea forum" that received more than 1,000 ideas from employees over the course of one year. The best ideas were chosen for recognition, and selected employees received \$500 and a plaque. North-Shore LIJ offers a host of employee benefits, including a medical plan that covers 100 percent of health services provided at any North Shore-LIJ hospital and facility. The system was recently profiled as a leader in employee engagement in *Closing the Engagement Gap*, a book that highlights exceptional organizations in talent management.

NorthShore University HealthSystem (Skokie, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: A growing system in the prosperous North Shore suburbs of Chicago, NorthShore has annual revenue of over \$1.5 billion and a staff of nearly 9,000. In 2003, it was one of the first hospital systems in the country to successfully launch a system-wide EMR. Since the implementation of the hospital's EMR, NorthShore has invested numerous resources in ensuring employee competency. One-on-one PC coaching and courses in Epic, Kronos and Quantros systems are offered to maintain software skills and increase employee comfort. The system also offers a variety of personal development courses, with titles like "Spanish Language for the Medical Professional" and "Giving and Receiving Feedback in Challenging Situations." Employees gather annually for Employee Appreciation Week

and Nurses Week, which offer catered lunches, relaxation programs, award dinners and thank you gifts. In addition, Summer Employee Appreciation Day gives employees and their families heavily discounted tickets to the Six Flags Great America amusement park for a two-week period. Good food is never lacking at NorthShore: The system's guest chef program invites famous chefs from P.F. Changs, Wolfgang Puck Café and Maggiano's to work the grill at the hospital cafeteria.

NorthStar Surgical Center (Lubbock, Texas)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: NorthStar Surgical Center prioritizes service by giving back to the local community and world at large. Service opportunities at NorthStar are manifested in many ways, including medical mission trips to Mexico, Honduras, Africa and Thailand. The center also makes itself available as a teaching partner for the healthcare community by serving as a rotation facility for clinical training programs through Covenant School of Nursing, Texas Tech University School of Nursing and the South Plains College Surgical Technology programs. A number of NorthStar employees also volunteer as mentors for local high school students interested in a career in healthcare through the Groundhog Day Shadow Program. "This is where I want to end my nursing career," says Vicki Ball, RN, director of nursing. "In my seven years here, I've found this to be the one facility where I can be the best nurse that I can be because at NorthStar we are empowered to be the best we can be."

Northwest Michigan Surgery Center (Traverse City, Mich.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Developed by local physicians in partnership with Munson Medical Center, Northwest Michigan Surgery Center offers a host of services, including orthopedics, plastic surgery, ophthalmology, GI and ENT. According to clinical director Tina Piotrowski, RN, BSN, the physician-owners and Munson Medical Center instituted a 401(k) profit-sharing plan that, in essence, makes each employee a stakeholder in the center's success. Financial benefits are not limited to employees: According to Jim Bertoldi, controller, the center has provided over \$300,000 in charity care and bad debt relief and has saved patients, Medicaid, Medicare, employers and commercial payors 40 percent in outpatient surgery expenses. "Our patient surveys speak loud and clear to the quality and care that our employees provide to the people in our community," says Gayle Bultsma, RN, CAPA. "'Expediency and efficiency blended with care and professionalism,' 'friendly and courteous staff' and 'well-organized' are just a few of the comments we routinely receive." To maintain a close-knit team and a comfortable atmosphere, the center staff regularly participates in local events as a team. In 2010, many staff members were involved in community activities such as the National Cherry Festival Run, the YMCA board, career fairs and volunteer events at the State Theatre. "The word is getting out that NMSC is both a top-notch center to receive care and a great place to work," Ms. Bultsma says.

Northwestern Memorial Hospital (Chicago, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Northwestern Memorial Hospital serves as the primary teaching hospital for Northwestern University Feinberg School of Medicine. In terms of employee satisfaction, hospital administration says, "Our top priority is to be the very best place to work in healthcare." To accomplish this goal, Northwestern Memorial first brings in the very best candidates for its coveted positions. The Northwestern Memorial Mentoring Program, launched in 2002 for managers, began with a minority focus and has since expanded to include both minorities and non-minorities. Career development is facilitated through tuition assistance and discounts for full-time employees who attend certain Northwestern University classes. Through the system's training center, NM Academy, employees can take advantage of training sessions, conferences and professional development. Employee health is supported through wellness programs and offerings — such as incentives for successful completion of Weight Watchers — and a confidential disease management program for employees struggling with illness. Nurses at Northwestern

Memorial can choose from a variety of flexible work options, which include three options for full-time work, three options for part-time work, casual work and a float pool. Many nursing units also offer a self-schedule option, meaning nurses are able to select the days on the upcoming schedule they want to work.

OrthoCarolina (Charlotte, N.C.)

Type of facility: Orthopedic practice

What makes it a Best Place to Work: With more than 11 practice locations, OrthoCarolina provides plenty of opportunity for clinical and non-clinical healthcare professionals. The company encourages employees to continue education and pursue career advancement opportunities. Employees can also expect a competitive benefits package that includes health, dental, vision and life insurance. OrthoCarolina employees have the opportunity to participate in a 401(k) and profit sharing plan. The practice has been recognized as a Platinum-Level Start! Fit-Friendly Company by the American Heart Association's Start! Movement for healthy employee lifestyles and was honored in 2010 as one of the best places to work by the Charlotte Business Journal. The company also offers a fellowship program in several orthopedic surgery areas, including spine surgery and sports medicine. This past year, OrthoCarolina physicians and physicians' assistants took trips to Haiti to provide orthopedic services to the country's underserved population.

OrthoIndy (Indianapolis)

Type of facility: Orthopedic practice

What makes it a Best Place to Work: OrthoIndy has 14 locations around Indiana and is focused on providing quality bone, joint, spine and muscle care. The practice environment fosters a team approach to providing care and provides opportunities for personal and professional growth for employees. Physicians and other healthcare professionals are encouraged to participate in the development of new procedures, techniques and other advances in healthcare. OrthoIndy provides employees with employer-sponsored health insurance, dental insurance and vision discount programs. Employees can also expect a 401(k) pension and profit sharing with matching program, paid time off, life insurance and disability insurance. To promote growth among employees, OrthoIndy offers a clinical ladder program, paid license renewal and other paid continuing education opportunities for full-time employees. OrthoIndy physicians have privileges at the company's Indiana Orthopaedic Hospital, which received the 5-star rating in total joint replacement from HealthGrades. OrthoIndy physicians provide coverage for high school, college and professional Indiana athletes.

Plastic Surgical Associates of Johnstown (Johnstown, Pa.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: Plastic Surgical Associates of Johnson focuses on soft tissue and cancer reconstruction, vein treatment, hand surgery, trauma, skin care and laser hair removal. The center staffs only 18 employees, and each staff member has direct responsibilities and can receive rewards for providing high-quality care. The center's non-profit corporation — Humans Empathetic to Less Fortunate People — raises money to help individuals with healthcare expenses not met by their personal or insurance funds. High-performing employees receive quarterly bonuses that equal a 20 percent increase in salary, and base pay scale is above average for all positions to ensure staff continuity. Lunch is provided on all employees' birthdays, and staff members are sent on yearly retreats to improve business practices and strengthen teamwork. Regular company parties involve employees, staff and children and foster a family atmosphere at the center. "The day-to-day life of an organization staff member is busy yet organized, and pleasurable, as we all feel like we are taking care of family (our patients) each day," says Daniel R. Nevarre, MD, center owner.

Palo Alto Medical Foundation (Palo Alto, Calif.)

Type of facility: Medical foundation

What makes it a Best Place to Work: Since its humble beginnings as a small clinic in downtown Palo

Alto in the 1930s, the Palo Alto Medical Foundation has merged three distinct medical groups and currently employs more than 900 physicians. In 2010, PAMF was ranked one of the top 10 places to work in the Bay Area, in the first employee-based survey of Bay Area companies conducted by Workplace Dynamics and published in the June edition of the Bay Area News Group. PAMF placed first as the top non-profit workplace and sixth in the top 10 large companies to work for. PAMF tries to keep its finger on the pulse of community needs by providing a variety of programs that benefit the local area. In 2009, PAMF physicians and other healthcare experts collaborated to host a special pediatric health fair for patients of special needs children, and PAMF physician James Beckett, MD, spoke to youths about sun safety. The physicians and employees of PAMF organize, support and participate in a wide range of events that promote community health, including community blood pressure screenings, childhood obesity initiatives and parent education programs in local schools.

Poudre Valley Health System (Fort Collins, Colo.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Poudre Valley Health System is a regional healthcare system in northern Colorado consisting of two large hospitals — Poudre Valley Hospital and Medical Center of the Rockies. PVH has been designated a Magnet Hospital for Nursing Excellence since 2000; MCR earned the same designation in 2010. Poudre Valley Health System prides itself on a low voluntary turnover rate and rewards employee work with a variety of benefits, including birthday gift certificates, on-site massage therapy, a free on-site gym and special employee events. Throughout the year, employees can gather and celebrate PVHS' success at summer picnics, holiday parties, movies, a week recognizing nurses and hospital employees, grill days and themed dress days. The health system offers discount admission tickets to movies and theme parks, as well as discounts from local businesses that are "Friends of the Foundation." If PVHS reaches certain objectives, employees receive a performance bonus tied to the financial and operational success of the system. A reward and recognition program was established to acknowledge employees' individual efforts to improve patient care. Poudre Valley Health System is aware that alleviating employee fears is a crucial step in improving engagement. To keep employees relaxed and able to focus, PVHS offers local daycare center discounts, temporary subsidized child care in an employee's home and elder care and child care referrals through the system's Employee Assistance Program.

Renown Health (Reno, Nev.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Renown Health is northern Nevada's largest integrated health network, serving a 17-county region and operating four hospitals. The health network's recent expansion features a new child care center for employees and new employee housing to provide convenient living for qualified clinical professionals. Renown has been named one of the best places to work in the state by the Nevada Business Journal. Employees are connected to organizational decisions and events through physician, nurse and staff-specific newsletters, nursing assemblies and intranet employee forums. Employees are also encouraged to pursue professional development through online learning modules, computer skills training, postgraduate internships and continuing education workshops; eligible staff can also apply for tuition reimbursement. Shops at Renown include Starbucks and FreshBerry, and a workplace wellness program and fitness centers help employees stay active and healthy. Staff can also receive public transportation discounts and benefit from a 401(k) savings plan with employer match and a 529 College Savings Plan.

Rex Hospital (Raleigh, N.C.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Part of UNC Healthcare, Rex Hospital has 4,600 employees and more than 1,100 physicians on staff. The hospital has no shortage of awards for employee satisfaction: In the last 10 years, Rex has been recognized by Working Mother, Carolina Parent Magazine, Triangle

Business Journal, Thomson Reuters and Business Leader Magazine. Rex offers a comprehensive wellness program that tests employee muscular endurance, functional movement, blood pressure and heart rate and personal wellness before designing a personalized plan. Amenities in the wellness facilities would not be out of place in a four-star hotel: whirlpools, indoor tracks, aerobic studios and steam rooms are included. Rex also offers services to manage employee stress, including massage, yoga and stress management. Enrollment at on-site child care is provided by the Rex Child Development Center. The hospital produces an annual nursing report that celebrates past excellence and looks to the next year for more success. Included in the annual report is a list of employees recognized for various accomplishments, including outstanding leadership, nursing excellence and GI nurse of the year.

Rothman Institute (Philadelphia)

Type of facility: Orthopedic practice

What makes it a Best Place to Work: In 2010, Rothman Institute was ranked as one of the top places to work in Pennsylvania by Central PA Business Journal. The company offers competitive compensation for employees to join its rapidly growing environment. Rothman Institute employees receive a benefits package that includes medical, dental, life and disability insurance. The company also offers 401(k) retirement savings, personal and sick days as well as holidays off from work. Finally, to make sure each employee knows the importance of their role at Rothman Institute, the company holds superior employee appreciation events throughout the year. This year, 184 team members at Rothman Institute participated in the Arthritis Foundation's Jingle Ball Run/Walk 5K and raised more than \$25,000, making the organization the top fundraiser nationwide for the event.

Rush University Medical Center (Chicago, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Named a top hospital by U.S. News & World Report, Rush University Medical Center remains one of Chicago's highest-ranked hospitals. An academic medical center that encompasses a 613-bed hospital, Rush University Medical Center prides itself on a "culture of inclusion," meaning the hospital makes significant effort to promote diversity. Seventy-two percent of employees are women, and 50 percent are minorities, reflecting the diversity of the Chicago neighborhood where Rush is located. Founded in 1991, the Rush ADA Task Force aims to implement policies for individuals with disabilities and has initiated at least 24 programs for improved access and services, as well as 19 disability training, outreach and education programs. The hospital offers an array of benefits, including tuition reimbursement — up to \$5,000 per calendar year for up to six credit hours per semester for full-time employees. Staff may also take advantage of employability enhancement, which offers courses and training programs that do not lead to degrees but support current and future skills. The partner and child of any full-time Rush employee is eligible to receive pre-paid tuition for up to nine credit hours in any degree program at the Rush College of Nursing or Rush University.

Sacred Heart Hospital (Eau Claire, Wis.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Sacred Heart Hospital, an affiliate of Hospital Sisters Health System, is a 344-licensed bed acute care hospital that provides trauma center and regional cancer center services. Many of the hospital's creative initiatives center around employee recognition. Each year, the hospital distributes a free frozen turkey to each colleague on staff in the week before Thanksgiving, and each staff member also receives a gift at the hospital's annual Christmas dinner. August means the annual colleague appreciation picnic, where hospital staff and families gather on the hospital's back lawn for ribs, chicken and live music. Each month, the hospital holds a 20-minute recognition ceremony where leaders recognize teams and individuals who have exceeded expectations; one star member is awarded the "employee of the month" special parking space, and others are given certificates and gift cards. Hospital leaders also send out weekly thank you notes to outstanding employees' homes, and top performers are

invited to attend leadership conferences and hospital award ceremonies. Aside from employee recognition, Sacred Heart staff are encouraged to keep themselves healthy by participating in a nurse-led wellness initiative. The initiative includes diet and nutrition coaches, exercise consultants, BMI and cholesterol testing and smoking cessation programs, and those who participate are eligible for additional vacation time hours. A 25 percent discount on tuition at the local Catholic daycare gives staff with young children a convenient option for child care.

Saint Thomas Health Services (Nashville, Tenn.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Saint Thomas Health Services is a leading faith-based healthcare system in Tennessee and is part of Ascension Health, one of the largest non-profit healthcare systems in the country. The system's four hospitals include Saint Thomas and Baptist Hospitals in Nashville, Middle Tennessee Medical Center in Murfreesboro and Hickman Community Hospital in Centerville. Employees at Saint Thomas Health Services benefit from money management assistance in addition to other benefits. The system's partnership with First Tennessee Bank offers an innovative "work perks" program that includes workplace banking, personal services, financial planning advice and free workshops. The system also grants employees free credit consultation and debt counseling. Saving for retirement can start on the first day of employment at Saint Thomas; after one year, STHS begins contributing too. To recognize the efforts of its employees, Saint Thomas has implemented a "star program," which recognizes special efforts by employees, and a service recognition program, which recognizes employee commitment for every five years of service.

Scripps Health (San Diego, Calif.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: This five-hospital, non-profit system has more than 12,000 employees and offers unique benefits and employment perks, including phased retirement and flexible scheduling. Along with a wellness program and medical coverage, Scripps offers extensive benefits to its employees, including identity theft protection, pet insurance and career advancement services offered at its Center for Learning and Innovation. Employees can also take advantage of savings on shopping, dining, theme parks, movie tickets, computers and clothing, among other services. The system has been named one of "100 Best Companies to Work For" by FORTUNE magazine for three years in a row and has ranked on the "Working Mother 100 Best Employers List" from 2005-2010 by Working Mother Magazine. More than 25 percent of Scripps employees have been with the health system for more than 20 years, and approximately 10 percent have worked with Scripps for more than 20 years. The health system is also a great fit for older employees, as 28 percent of the Scripps workforce is age 50 or older.

South Nassau Communities Hospital (Oceanside, N.Y.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: South Nassau Communities Hospital is one of the region's largest hospitals, with 435 beds, 2,800 employees and more than 875 physicians. Feedback is encouraged throughout employees' tenure at South Nassau: Every year, the hospital holds an administrative town hall meeting where staff members are invited for a Q&A forum. The hospital sends out various publications to staff, including the Intercom employee newsletter, which describes recent staff events and celebrates employee anniversaries with the hospital. For example, the summer 2010 issue of Intercom listed the winners for Hospital Week Games 2010, which featured an eating contest, a toilet paper pull and a basketball toss. In 2010, over 1,600 employees participated in South Nassau's employee satisfaction survey. The results indicated that 83 percent were generally or extremely satisfied with working at the hospital. South Nassau has developed multiple ways to appreciate and recognize its staff, including a week-long celebration for staff called Hospital Week, which consists of various themed days, games and a service awards dinner. On employee birthdays, employees receive birthday cards signed by the president and CEO. The hospital

will reimburse full-time employees with up to \$2,500 of tuition each calendar year; in 2010, South Nassau provided reimbursement for education to employees in the amount of approximately \$251,000. "Whether your work involves direct patient care, or whether you contribute to the delivery of quality care through environmental services, food and nutrition, engineering, security, central sterile supply or one of numerous other important support roles, you are vital to our overall patient and visitor experience," says Joseph Quagliata, South Nassau's president and CEO.

Stanford Hospitals & Clinics (Palo Alto, Calif.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Stanford Hospitals & Clinics supports and empowers its employees to maintain a healthy balance between work and non-work activities. Employees are given a free VTA Eco Pass to use the VTA buses and light rail, access to the system's Health Improvement Program and onsite elder care and child care consultation and programs. The company also offers employees access to the Stanford recreational facilities, which include recreation centers, climbing walls, an aquatic center and golf course. The hospital provides a wide range of career opportunities and encourages employees on a path toward personal growth and development. The Stanford Center for Education and Professional Development also offers continuing educational courses throughout the year in for physicians, nurses and other healthcare professionals with the goal of creating an environment that promotes excellence in patient care.

St. Cloud Hospital (St. Cloud, Minn.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Founded in 1886 by the Sisters of the Order of St. Benedict, St. Cloud Hospital serves a population of more than 650,000 and employs more than 4,300 staff members. The average length of service of nurses at the hospital is 11 years. St. Cloud prides itself on providing a family-friendly workplace and offers a lactation program, employee discounts at local business, child care support at local day care centers, birthing education class rate reduction and adoption benefits. The clinical nursing ladder program at St. Cloud is designed to empower nurses who want to pursue leadership roles; the program is self-governed by a registered nurse from each hospital area and has been successful in appointing nurse leaders for 15 years. The hospital also promotes nursing research by holding journal clubs, hosting brown bag research presentations featuring hospital RNs and faculty and providing assistance from librarians with literature reviews. The hospital's wellness program includes rewards for employees who take part in wellness challenges and health coaching; employees who accumulate 500 points through participation can earn \$100 credit in their medical plan or \$50 cash.

St. Joseph's Healthcare System (Paterson, N.J.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: St. Joseph's Healthcare System is an integrated, multi-disciplinary healthcare system that employs more people than any other organization in Passiac County. The hospital's retention rate sits at 9.8 percent, two percent better the national average of 11.7 percent, and its nursing vacancy rate is less than one percent. The hospital credits its excellence in nursing to its belief in shared governance, manifested through the appointment of nursing representatives to many hospital committees. In 2011, St. Joseph's employees and their dependents are forecast to pay only 15 percent of their healthcare expenses, while the system will pay for the remaining 84 percent. The system's Wellness at Work Committee sponsors monthly wellness programs, educational fairs, free screenings and vaccinations. The system's generous tuition assistance program benefitted over 200 employees in 2009-2010, with each receiving an average tuition benefit of \$2,000. One staff member said about the system's professional development program, "St. Joseph's has supported me through several career changes and has always allowed the flexibility I needed to balance my personal and professional lives. I consider the staff at St. Joseph's to be my second family. It is obvious that St. Joseph's is a different kind of organization, and I could never imagine myself working anywhere else."

St. Jude Children's Research Hospital (Memphis, Tenn.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Ranked the number one children's cancer hospital by U.S. News & World Report for the last two years, St. Jude is the first and only National Cancer Institute-designated Comprehensive Cancer Center devoted solely to children. The hospital was ranked one of the 100 best companies to work for by Fortune in 2011. St. Jude offers generous insurance benefits, including two medical insurance plan options, 100 percent-covered preventive and diagnostic orthodontic care for adults and children, life insurance and disability insurance. The hospital also provides a tuition reimbursement program for full-time employees who have completed one year of service prior to the beginning of the school term. An on-site credit union gives staff members access to banking services. Nursing at St. Jude is particularly well-regarded; nursing benefits include low nurse-to-patient ratios in all units, three weeks paid vacation, a 10-12 week orientation and a four-step clinical ladder advancement program. According to nurse employees, St. Jude's policy of shared decision making gives a voice to every employee by the patient's bedside, rather than giving managers unilateral decision on clinical care. Nurses can contribute opinions by attending staff meetings and serving on support, steering or their particular unit councils.

St. Luke's Hospital (St. Louis)

Type of facility: Hospital/health system

What makes it a Best Place to Work: The employees of St. Luke's are immersed in what they call a FACES Culture: Friendly, Available, Caring and Safe. The 493-bed hospital offers competitive and flexible benefit packages, including loan forgiveness for select positions and an employee crisis fund. With a mission to improve the health of the community, St. Luke's has adopted a smoke-free hospital campus and offers smoking cessation classes. It has received recognition for its outstanding employee engagement and job satisfaction scores by HR Solutions, an international management consulting firm, and was also named as a best place to work by the St. Louis Business Journal in 2010. Employees say the hospital is an open and communicative environment with friendly people, offering an environment of compassion that is truly remarkable.

Sutter Alhambra Surgery Center (Sacramento, Calif.)

Type of facility: Ambulatory surgery center

What makes it great: Sutter Alhambra Surgery Center, which is partnered with Surgical Care Affiliates and Sutter Health, has recently achieved re-accreditation by the AAAHC, houses three ORs and has more than 20 orthopedic surgeons using the facility. Staff members attribute their pleasure in working at SASC to the clinical expertise of their colleagues and the surgeons' concern and care for their staff members. "The surgeons are very supportive of the teammates," says Denis Garrison, RN, OR charge nurse at SASC. "They are genuinely concerned about [staff members'] benefits, enough hours worked and overall job satisfaction, which is a rare commodity." SASC ensures employees receive a full package of benefits, including medical, dental and vision benefits and 401(k). Other staff members says the management company's professionalism and willingness to be a "hands-on" company has been another factor in making SASC a great place to work for its staff members. "It is a rare characteristic to have a large successful company be so organized and on top of things, yet remain actively involved with, concerned and knowledgeable of the teammates," says Wendy Theisner, RN, director of nursing.

Texas Back Institute (Plano, Texas)

Type of facility: Specialty clinic

What makes it a Best Place to Work: Texas Back Institute is one of the largest free-standing spine specialty clinics in the United States, offering a range of services to treat back and neck pain. The Institute's team is made up of more than 150 physicians and staff. TBI prides itself on its ability to offer flexible hours,

allowing employees to take time off work for school activities or sporting events. The facility also attempts to promote from within whenever possible and provide its employees with a strong support system. In Aug. 2008, the facility welcomed its first female spine surgeon, one of the only women to practice spine in the Dallas/Fort Worth area. TBI actively seeks out opportunities to bring team members together: in Aug. 2010, TBI leaders encouraged staff to come together and collect items for victims of domestic violence at a local shelter. Other events, such as National Spine Health Day and the 10-year anniversary of artificial disc replacement, are recognized and celebrated by the facility. TBI's benefits include a choice of medical and dental plans, a company-matched 401(k), paid time off and short- and long-term disability.

Tulsa Spine & Specialty Hospital (Tulsa, Okla.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Tulsa Spine & Specialty Hospital, a physician-owned specialty hospital, is coming up on its 10th anniversary year. Since opening its doors, the hospital has grown from a spine-only facility to a multi-specialty facility and has led northeast Oklahoma for several years in HCAHPS scores. In early Feb. 2011, the facility came together during a record snowstorm and freezing temperatures. Individuals stayed at the hospital for several days without going home, performing duties they had never done before in the absence of food, linen and supply delivery. "It was a time of 'What do you need me to do?' and, 'How can I help?'," says Trent Gastineau, project manager at TSSH. The hospital offers medical and dental benefits, as well as 401(k) with employer matching contributions and short- and long-term disability benefits. Employees are also invited to participate in profit-sharing, spring and fall cookouts for employee families, assistance with scrub purchases, payroll deductions for cafeteria purchases and an annual Christmas Party. "One benefit that shows the facility's and employees' commitment to one another is the Rainy Day Fund," Mr. Gastineau says. "This is a fund overseen by employees for employees." Fundraisers, such as chili cook-offs and raffles, are held throughout the year to raise money for the fund; the earnings are then given to employees who experience financial difficulties such as the death of a family member, extensive car repairs or long-term illness.

Thomas Jefferson University Hospitals (Philadelphia)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Thomas Jefferson University Hospitals, a 957-bed academic medical center within the Jefferson Health System, services patients in Philadelphia and the surrounding area. The hospital holds the prestigious MAGNET recognition for nursing excellence from the American Nurses Credentialing Center and provides numerous opportunities for nurses seeking credentialing or higher education. Many nurses at Thomas Jefferson complete their BSNs or finish their master's degrees at Thomas Jefferson University's College of Health Professions, and external and internal tuition assistance is available to full-time employees. While the real attractions at Jefferson are "the spirit of caring and camaraderie," according to one employee, the hospital also offers discounted mass transit passes, a cafeteria meal plan, prescription drug benefits and — perhaps best of all — a farmer's market. The hospital also offers a 12-month administrative fellowship program to individuals pursuing leadership roles. Fellows in the program work side-by-side with senior leaders at the hospital to develop management skills and implement innovative approaches for delivering high-quality care.

UnaSource Surgery Center (Troy, Mich.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: UnaSource Surgery Center is a multi-specialty outpatient facility that offers physicians specializing in cardiology, GI, general surgery, gynecology, otolaryngology, orthopedics, plastics/reconstructive surgery, podiatry and urology. USC was named the 2010 #1 Small Business Top Workplace by the Detroit Free Press, marking the third consecutive year USC has made the list. In 2008, the center landed the number two spot on the list; in 2009, it reached number one for the first time. "The bottom line is that our team members give 110 percent to UnaSource and know that the center

will give 110 percent in return," says Amie Starkey, executive director of the center. "The team is also like family — most have worked together since we opened seven years ago and everyone knows about each other's families, struggles and successes." For the past two holiday seasons, the USC staff has taken up a collection and made a donation to a charitable organization and the family of a deceased team member. In 2010, the team raised \$1,190 for the Muscular Dystrophy Association by sponsoring a USC team member who participated in the charity's "Locked Up" campaign. Creative benefits include monthly birthday celebrations, daily Starbucks coffee and breakfast fare, an annual Detroit Tigers baseball outing for family and staff and a yearly employee appreciation week.

University of Chicago Medical Center (Chicago, Ill.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Affiliated with the University of Chicago Pritzker School of Medicine, the University of Chicago Medical Center has 532 beds, more than 9,500 employees and more than 700 attending physicians. Nurses at UCMC earn among the highest salaries in the greater Chicago area, and employees are encouraged to pursue educational opportunities — everything from safety seminars to the award-winning UCMC Academy to onsite degree completion programs. New full-time employees receive up to three weeks paid vacation per year, plus five paid personal holidays, adding up to essentially four weeks of vacation time. Employees also receive 10 sick days per year. UCMC employees can choose to have pre-tax dollars deducted from their paychecks to cover out-of-pocket transportation costs; the transportation program covers up to \$230 in parking expenses and \$230 a month in public transportation costs. Registered nurses who have completed between six months and one year at UCMC are eligible for one paid continuing education day and \$100 reimbursement for continuing education expenses, and compensation only increases as nurses gain more tenure. Staff members are also invited to participate in local community fairs, free health screenings and regular health seminars to boost wellness.

University of Washington Medical Center (Seattle, Wash.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: UW Medical Center is the flagship of UW Medicine, which owns or operates three hospitals and is affiliated with the University of Washington School of Medicine. UW Medical Center employees can take advantage of a variety of wellness services under the umbrella of the UWellness program. For a workout, employees can visit the on-campus health club, golf driving range, waterfront activities center and other facilities; to increase control over their own health, staff can take advantage of counseling and support, classes and educational materials, smoking cessation services and weight management. UWMC also gives its employees free, confidential counseling, financial and legal services, and the Hometown Home Loan Project gives staff assistance with home-buying. Course tuition at the University of Washington is waived for staff for up to six credits per quarter, and employees can polish their skills with training courses, workshops and e-learning. UW Children's Centers offer childcare services to parents on staff, and Virginia Mason Sick Childcare offers free care to children under 12 who are mildly ill.

West Bloomfield Surgery Center, d.b.a. Lake Surgery Center (West Bloomfield, Mich.)

Type of facility: Ambulatory surgery center

What makes it a Best Place to Work: West Bloomfield Surgery Center, which services the Detroit metropolitan area, is the highest-ranked ASC for employee satisfaction in the National Surgical Hospital family of surgery centers, and was ranked first overall for all of NSH's facilities, according to Anne Hargrave-Thomas, administrator/CEO of the ASC. This high level of satisfaction is reflected in year-over-year improvement in physician satisfaction and the facility's turnover rate, which is below the national average. The leadership team of West Bloomfield Surgery Center, which has four ORs and two procedure rooms, provides numerous opportunities for staff members to share their observations and suggestions through the use of general staff meetings, rounding, departmental meetings and a suggestion box. "Using [the Studer Group's] five pillars it can be shown that employee satisfaction is paramount to improving quality, growth,

service, finance and people," she says. "Great communication with the employees at our facility has led to improved employee satisfaction which ultimately improved our quality, service, financial and people pillars." Employees at The Joint Commission-accredited ASC are mentored and receive cross-training and continued education to help move their skill set to the next level, says Ms. Hargrave-Thomas.

The Virginia Spine Institute (Reston, Va.)

Type of facility: Spine center

What makes it a Great Place to Work: The Virginia Spine Institute is a 26,000-square-foot center for spinal healthcare in the Washington, D.C. metro area. To increase its reach in the local community, VSI has developed a formal volunteer program for employees, which encourages the entire staff to donate items and participate in events with the local YMCA, the public school system, little league teams and many other local charities. In 2010, the team at VSI contributed over 1,000 hours of community service. Recently, the Institute established a community education lecture series, to be conducted on a monthly basis throughout 2011 and feature physician-led topics that benefit the community. Employees say this dedication to community involvement strengthens ties between VSI staff and involves staff in the mission, vision and values of the facility. In 2010, VSI took steps to turn its core values into an integral part of the employee experience, rather than simply "words on a wall." To do so, VSI asked employees to share stories about how the facility's core values — caring, excellence, leadership, teamwork, innovation and comprehensive care — affect day-to-day life in the workplace. Employee benefits include an onsite fitness facility, Pilates classes, personal training and discounted on-site nutritionist and massage therapists.

Yale-New Haven Hospital (New Haven, Conn.)

Type of facility: Hospital/health system

What makes it a Best Place to Work: Yale-New Haven Hospital is the 944-bed flagship of three-hospital Yale-New Haven Health System, which commands a 20.5 percent market share for the whole state. The hospital has been named one of the 100 best companies for working mothers by Working Mother magazine, one of the top 30 companies for executive women by the National Association of Female Executives and one of the best employers for workers over 50 by AARP. Employees are recognized by various programs, including an annual merit pay program, year-end bonuses based on the overall performance of the organization, special achievement awards and a mutual respect committee — one of several programs designed to welcome employee feedback and encourage communication between staff and management. The Yale-New Haven Hospital Daycare Center is available to employees with children aged three months to five years, and employees who work 24 hours or more per week are eligible for adoption assistance of up to \$6,000 per child. Employees can also save money on taxes by electing a pre-tax paycheck deduction of up to \$115 a month to apply toward commuting expenses. Employees who refer a nursing or allied professional — who is subsequently hired — to YNHH are eligible for a referring bonus of up to \$3,000.

Please contact Rachel Fields at rachel@beckersasc.com with any questions.