

FHA Eye on the Health Care Workforce

Finding and Keeping Nurses: What is Working?

FHA Study on
Recruitment and Retention

August 2001



An Association of Hospitals & Health Systems

FINDING AND KEEPING NURSES: WHAT IS WORKING? FHA STUDY ON RECRUITMENT AND RETENTION 2001

Florida hospitals are facing a shortage of nurses unlike any previous shortage. Nurses are leaving the profession, the existing supply of nurses is aging and fewer people are choosing nursing as a career. At the same time, the demand for nurses is growing due to greater use of hospital services by a growing and aging population.

Hospitals are aggressively searching for nurses. Signing bonuses, finder fees, job fairs, and overseas recruiting are common strategies. For example:

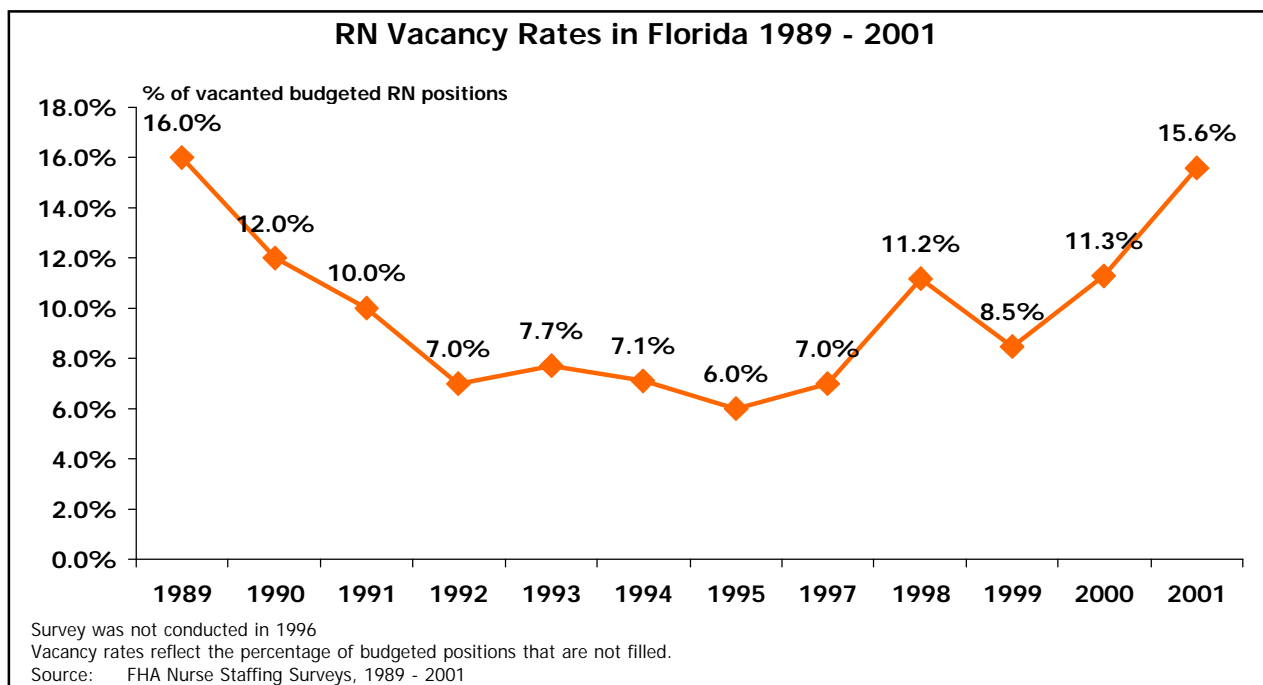
- ä Hospitals in central Florida are offering bonuses of \$15,000 to new nurses and the employees who bring a nurse to the hospital. The bonuses are paid over a 24 month period.
- ä One Washington, DC, hospital is guaranteeing a private recruiter more than \$1 million in fees to deliver 235 foreign nurses.
- ä A Pennsylvania hospital is offering 100% financial aid to all of its students. The \$6,000 annual tuition for the two-year, hospital-based program will be financed through scholarships and interest free loans through a work commitment.
- ä Temporary staff agencies, which hospitals use when they are short staffed, are costing hospitals upwards of \$70 per hour.

Which strategies are the most successful?

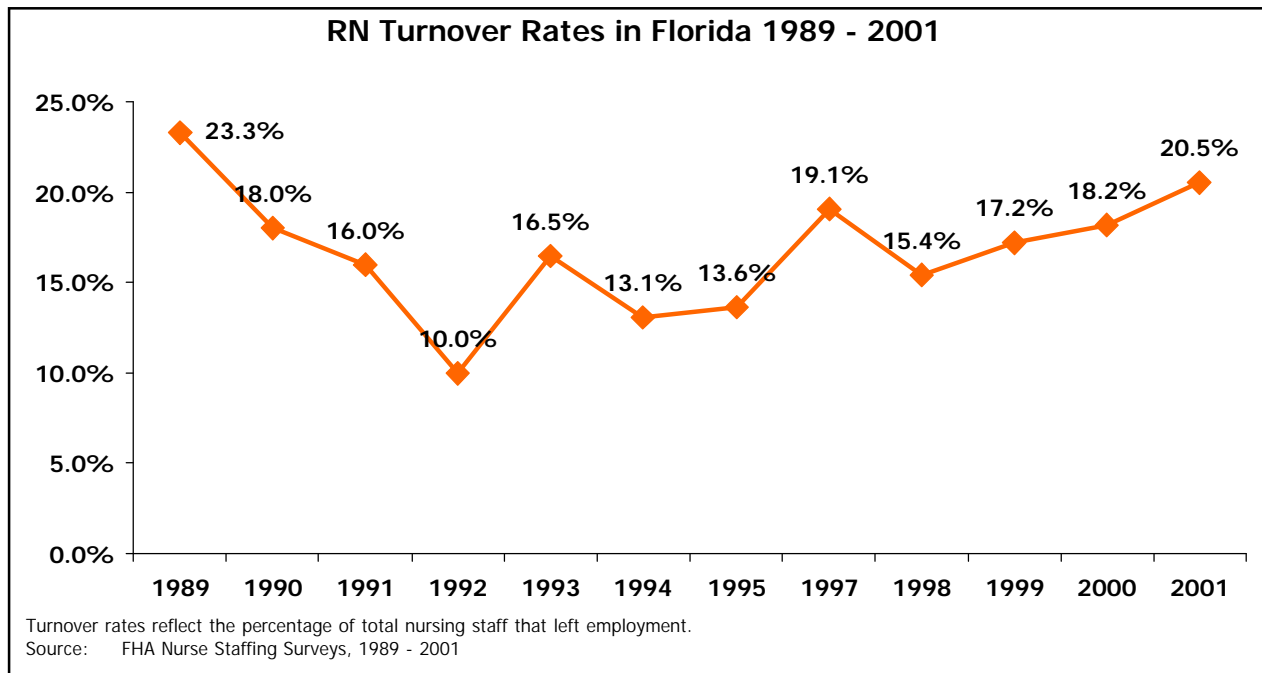
Tracking the Problem

Since 1987, the Florida Hospital Association (FHA) has monitored two key staffing indicators: vacancy rates and turnover rates. Rising **vacancy rates** reflect difficulties in recruiting workers for open positions. Rising **turnover rates** reflect difficulties in retaining staff.

Data as of February 28, 2001, show 15.6% of the nursing positions in Florida are vacant. This vacancy rate is reminiscent of rates seen during the 1988-1991 nursing shortage.



Data collected during the same period each year indicate that turnover rates have been steadily increasing the past few years. As of February 2001, one out of every five nurses is leaving the hospital.



The costs associated with turnover are high and are found in lost productivity, strain on other staff, overtime, use of temporary workers and the cost of recruitment. Hospitals, desperate to attract and retain staff, are using various techniques and methods to attract new nurses and retain existing nursing staff. Many hospitals “follow the leader” and use the same strategies other hospitals are using without knowing whether these techniques are effective.

To find out what works and what doesn’t, the *FHA Advisory Committee on the Nursing Shortage* recommended that FHA survey hospitals to determine what approaches are being used to recruit and retain nurses and, of those, which are the most effective. This report presents the findings of that survey.

RESULTS

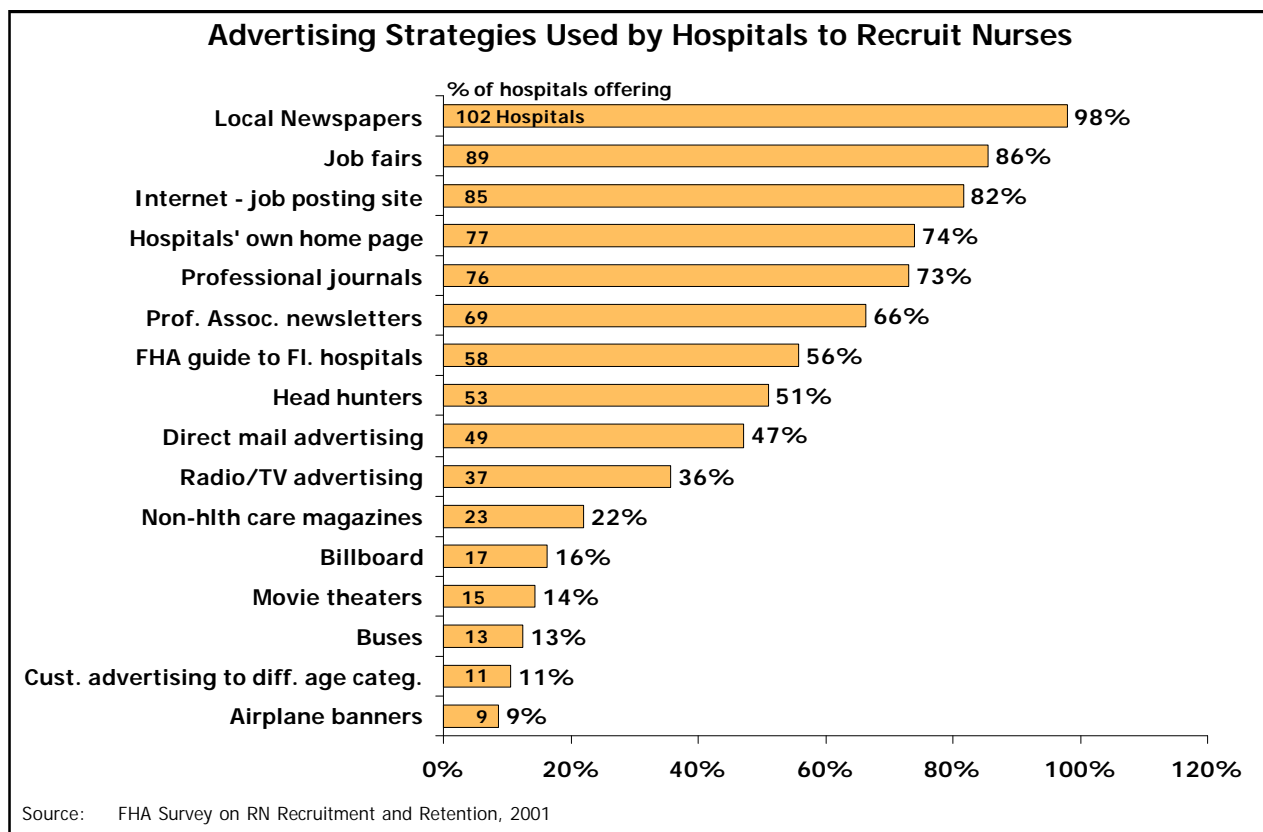
The FHA Survey on RN Recruitment and Retention was mailed in November 2000 to more than 400 nurse executives, health care recruiters and hospital CEOs. Surveys were completed by 104 participants representing 118 hospitals and health systems in Florida.

RECRUITMENT

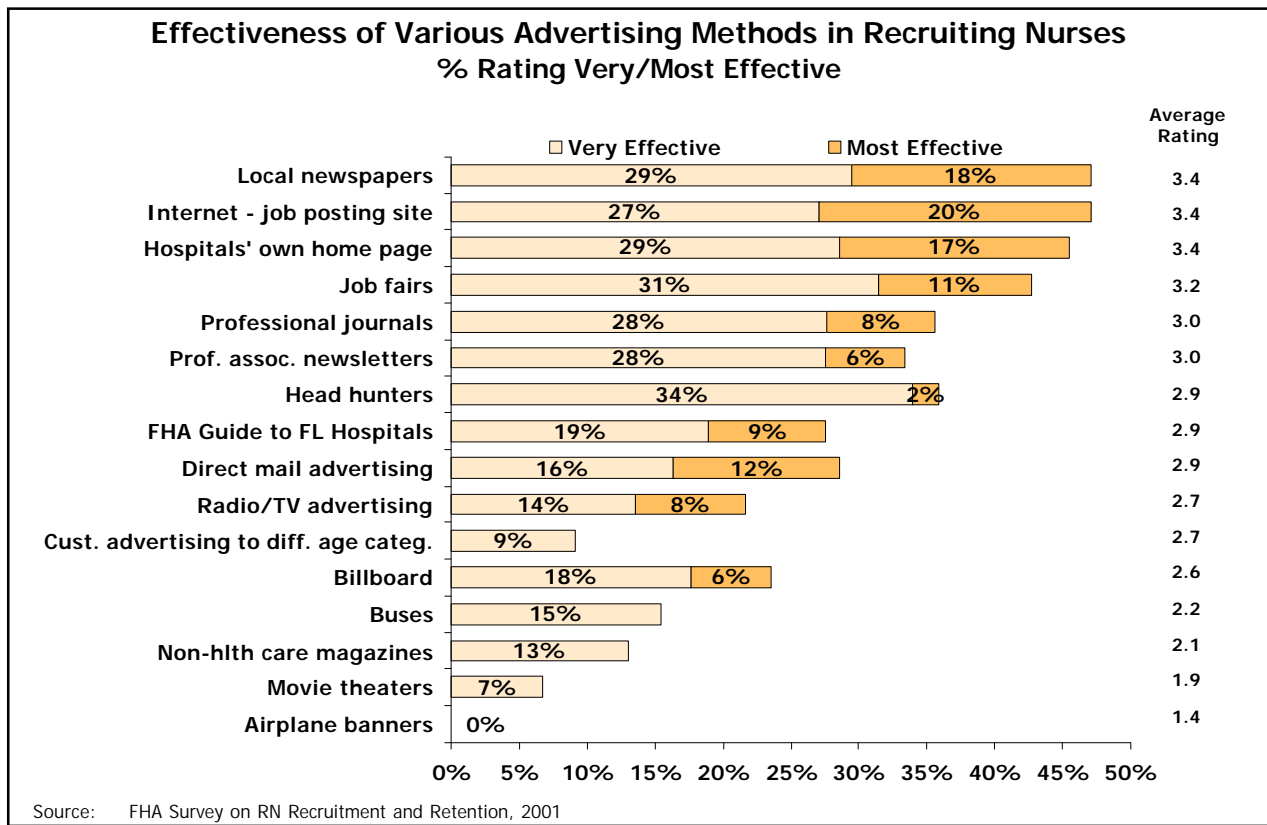
Advertising Strategies

Hospitals use several methods to advertise and recruit for open positions. Help-wanted ads in local newspapers are the most common, with 98% usage. Job fairs are the second most common, with 86% using them.

Posting jobs on the Internet, either through a job posting Web site like www.FLHealthJobs.com ranks third. The hospital's own Web site ranks fourth as a frequently used recruitment method. Advertising in health care related journals or publications, such as FHA's *Guide to Florida Hospitals*, *Florida Nurse*, and *American Journal of Nursing*, *Nursing 2001* and *RN Magazine* are used by more than half of the hospitals. A small percentage of hospitals are using less traditional methods such as billboards, radio/TV advertising, movie theaters and airplane banners.



Hospitals were asked to rate the *effectiveness* of various advertising methods. “Effectiveness” was rated on a scale of 1 to 5, with 5 being the most effective. Internet job posting sites is rated as the most effective method, followed by advertising in local newspapers and then postings on the hospital's own Web site. Job fairs rank fourth in effectiveness, followed by advertising in professional journals. Advertising on airplane banners, movie theaters, buses and non-health care magazines are rated as the least effective methods.



Recruiting Nurses From Foreign Countries

Twenty-five or one-fourth of the hospitals report recruiting nurses from other countries. The Philippines and Canada are the most commonly targeted countries. Some hospitals are recruiting in England and Puerto Rico. Hospitals recruiting in the Philippines report a higher degree of success than in any other country.

Hospitals Involved in International Recruitment of Nurses

25 or 1/4 of hospitals are recruiting nurses from foreign countries

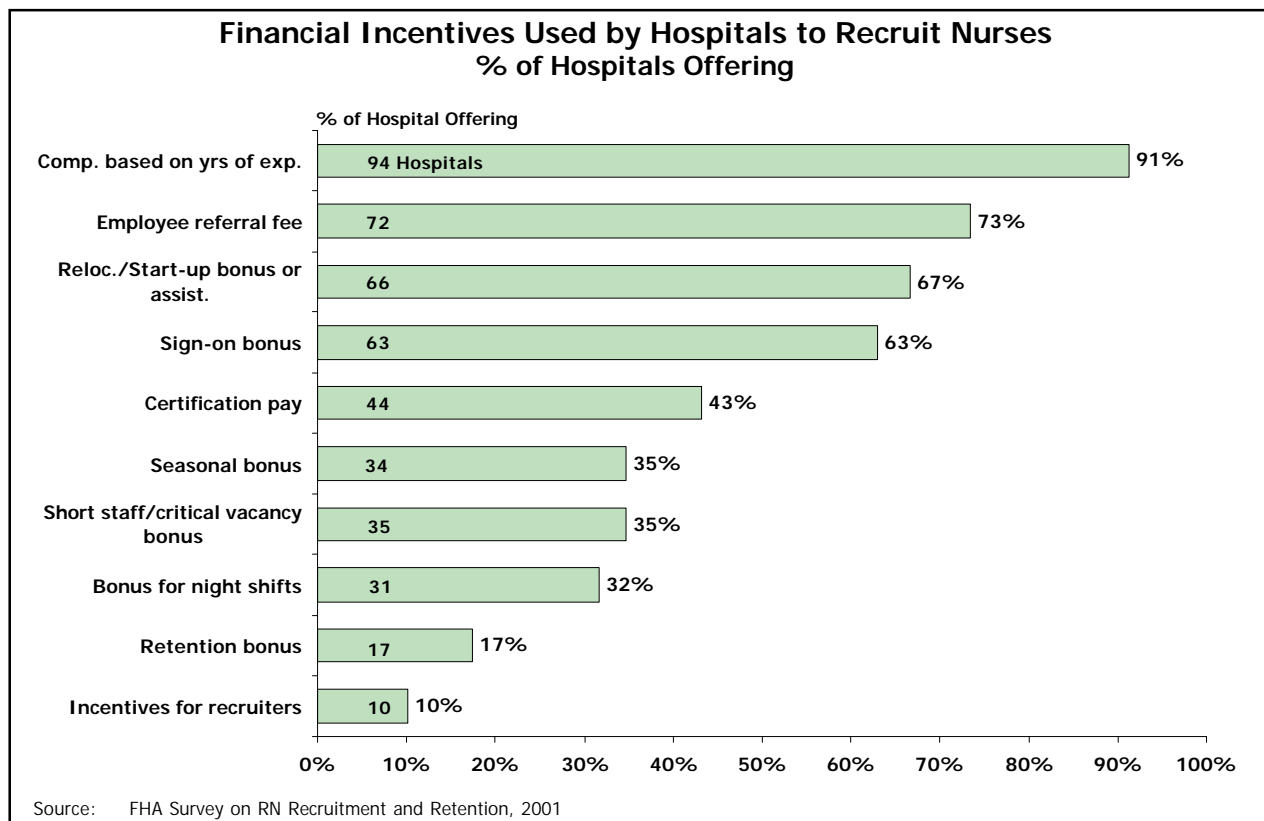
Country	# of Hospitals	Hospitals rating "Very" to "Most" Effective
Philippines	17	27.5%
Canada	11	7.5%
Puerto Rico	4	5.0%
England	4	2.5%
Ireland	1	2.5%
Mexico	1	2.5%
South America	1	2.5%
Africa	1	--

Source: FHA Survey on RN Recruitment and Retention, 2001

Recruitment Incentives

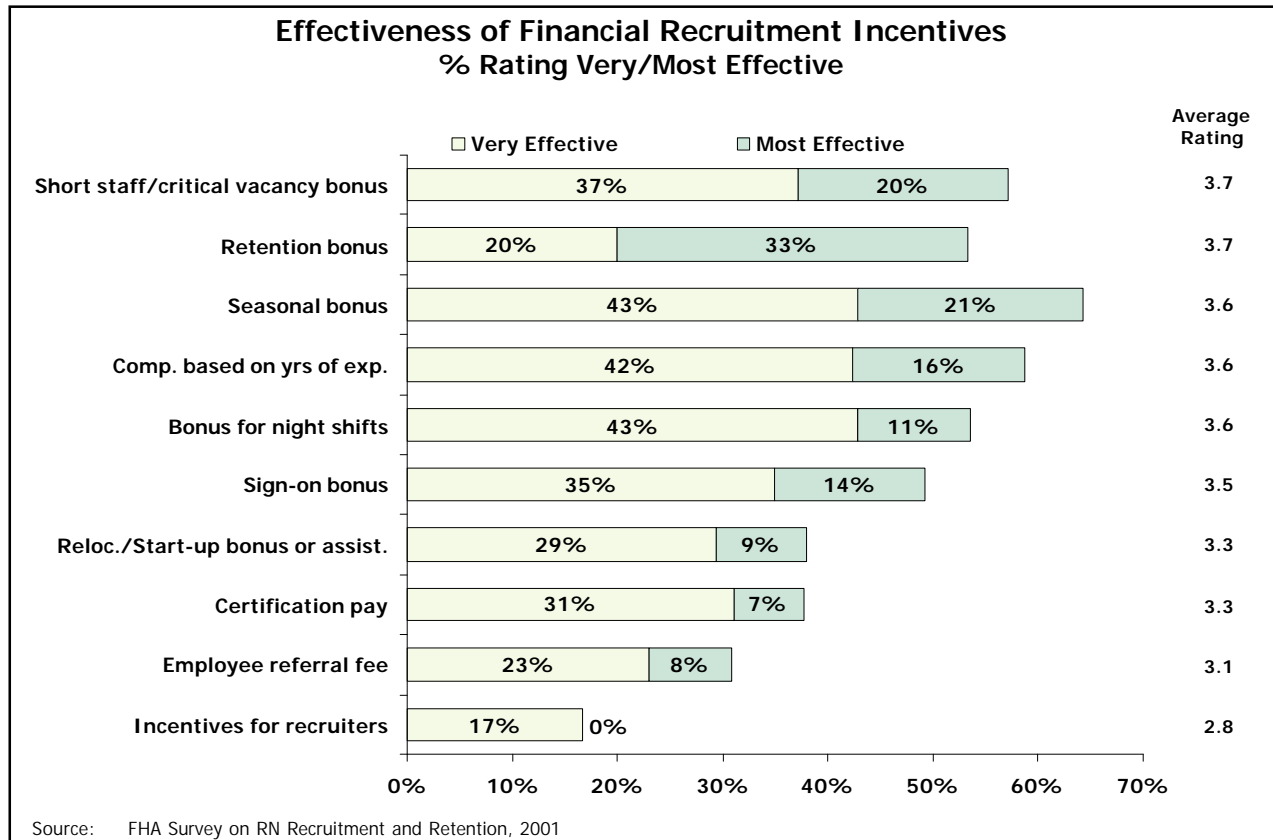
Recruitment incentives typically fall into three categories – financial, enhanced benefits or job design.

Financial incentives include compensation based on years of experience, certification pay, sign-on bonuses, employee referral fees, incentives for recruiters, retention bonuses, relocation bonus, seasonal bonus, and bonus for night shifts. Compensation based on years of experience is the most common incentive, used by 91% of the hospitals. Of the bonus offerings, employee referral fee, relocation/start-up bonus and sign-on bonuses are the most common, with two-thirds of the hospitals using them. Financial incentives for recruiters and retention bonuses are the least common.



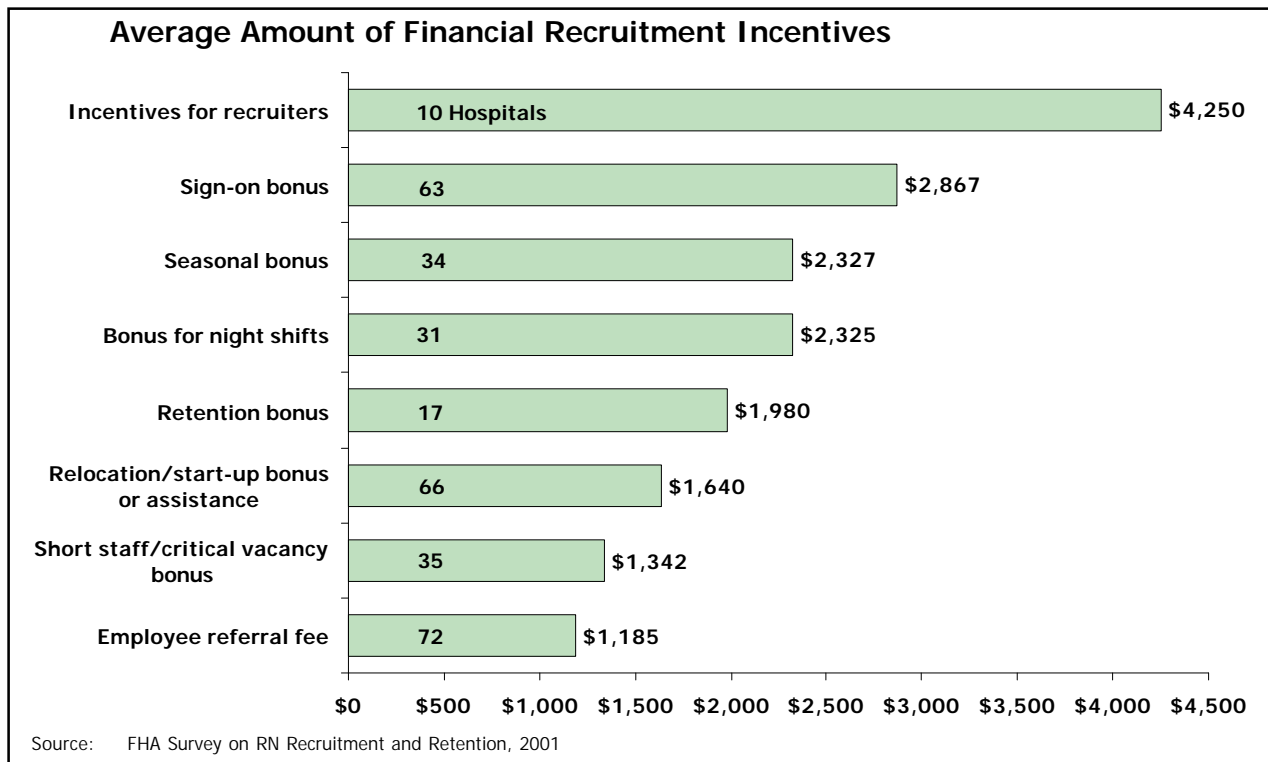
While many hospitals use a variety of different financial incentives, not all the hospitals experience the same results.

Seasonal bonuses, compensation based on experience, short staff/critical vacancy bonus, bonus for night shifts and retention bonuses are ranked “very effective” or “most effective” by more than one-half of the hospitals. One-third of the 15 hospitals using retention bonuses, rate it “most effective,” the highest rating of all the strategies.



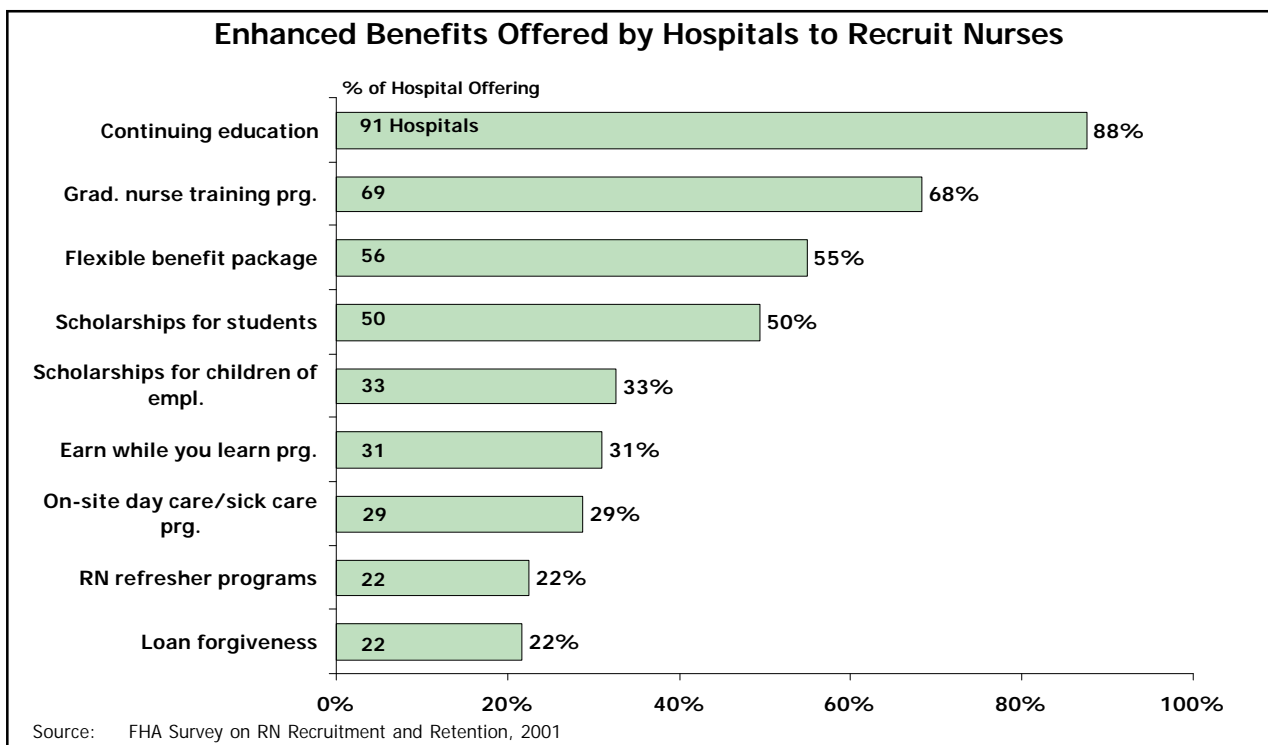
Bonus size varies significantly among hospitals. The highest bonuses are paid in recruiter incentive programs. Ten hospitals offer incentives for recruiters, with those bonuses averaging \$4,250. Sign-on bonuses are the second highest, averaging \$2,867, followed by seasonal bonuses and bonuses for night shifts. Employee referral fees are the lowest of the bonuses paid, averaging \$1,185.

After the survey was conducted, hospitals around the state started offering highly publicized recruitment bonuses. In central Florida, the two large hospital systems offered \$14,000-\$15,000 bonuses over a two-year period. The bonus is split between the new hires and the employees referring the nurses.



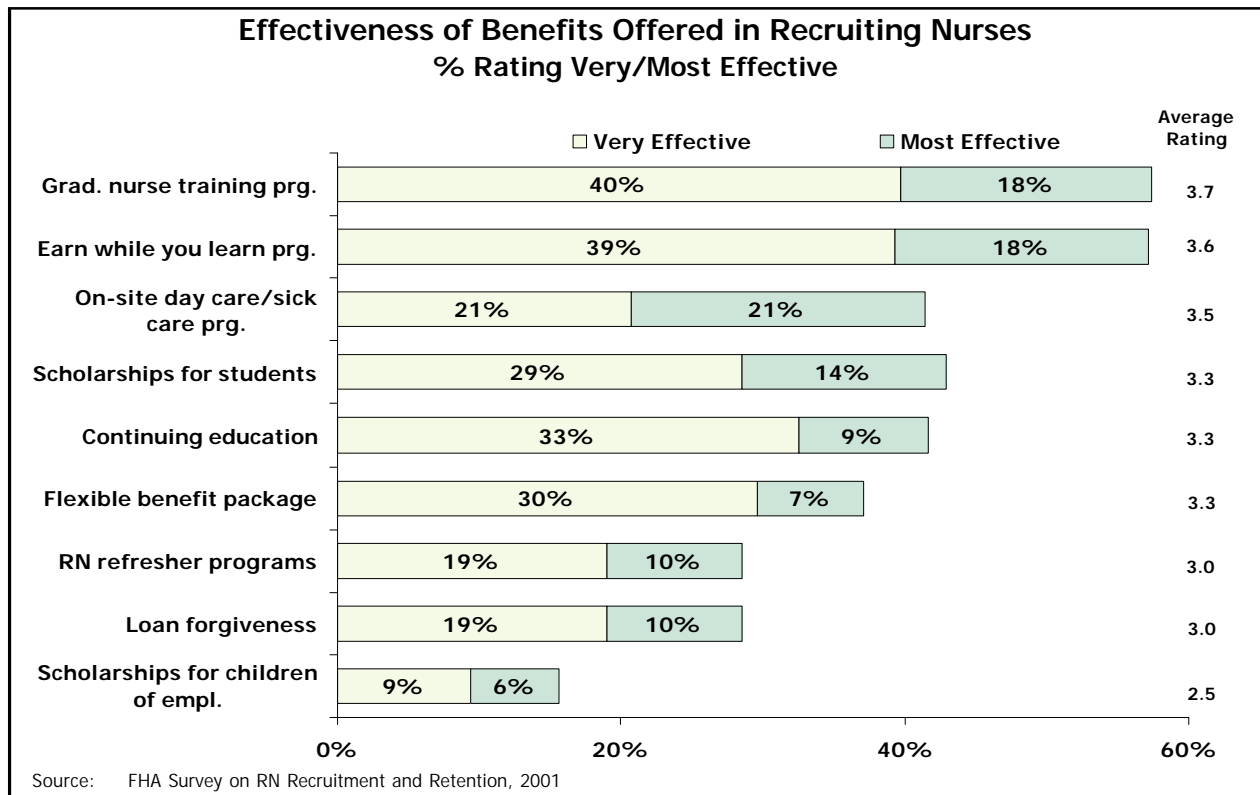
Enhanced benefits include continuing education, graduate nurse training programs, flexible benefit packages, scholarships for students, scholarships for children of employees, daycare programs, earn while you learn, and refresher courses.

Continuing education is the most common benefit enhancement and is offered by 88% of the hospitals. Since registered nurses are required to have twelve (12) continuing education credits per year to maintain their Florida license, continuing education is highly attractive to nurses.



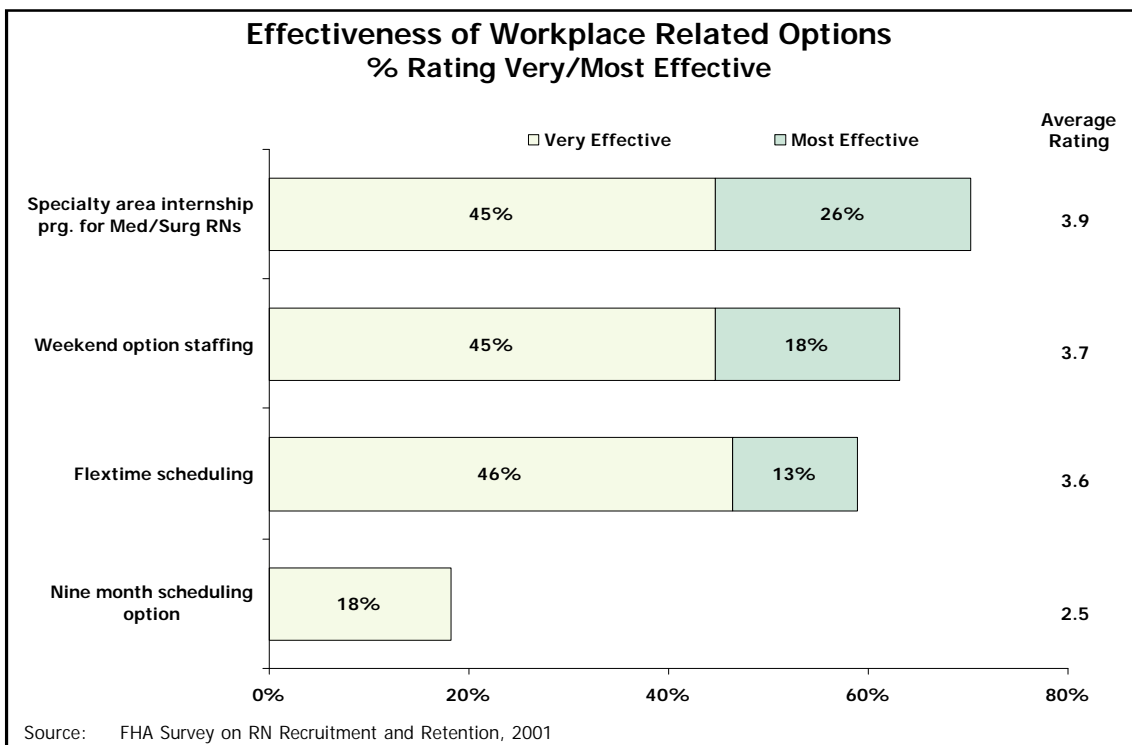
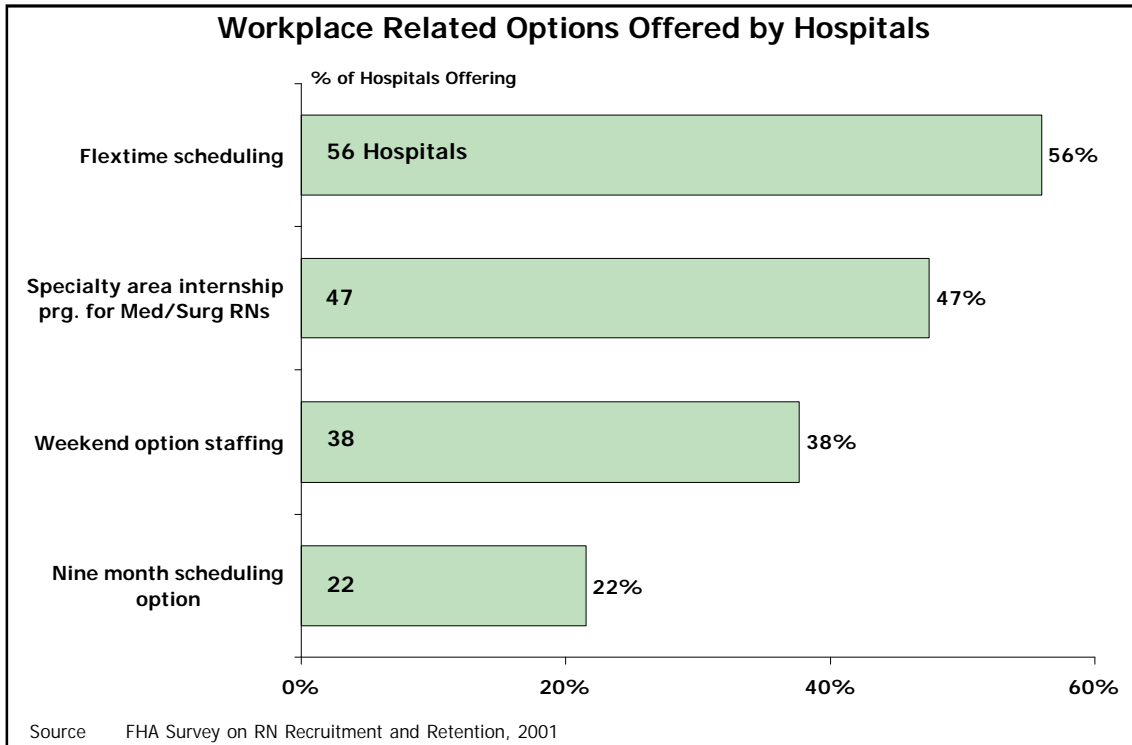
Graduate nurse training programs are the second most common benefit offered, followed by a flexible benefit package and scholarships for nursing students. Least common are loan forgiveness programs, nursing refresher courses and “earn while you learn” programs.

In terms of effectiveness, graduate nurse training programs and “earn while you learn” programs are rated as “very effective” or “most effective” by more than half of the hospitals offering those programs. Continuing education and scholarships for students are rated by almost 43% of the hospitals as “very” or “most effective.” Scholarships for children of employees, RN refresher programs and loan forgiveness have lower effectiveness scores.



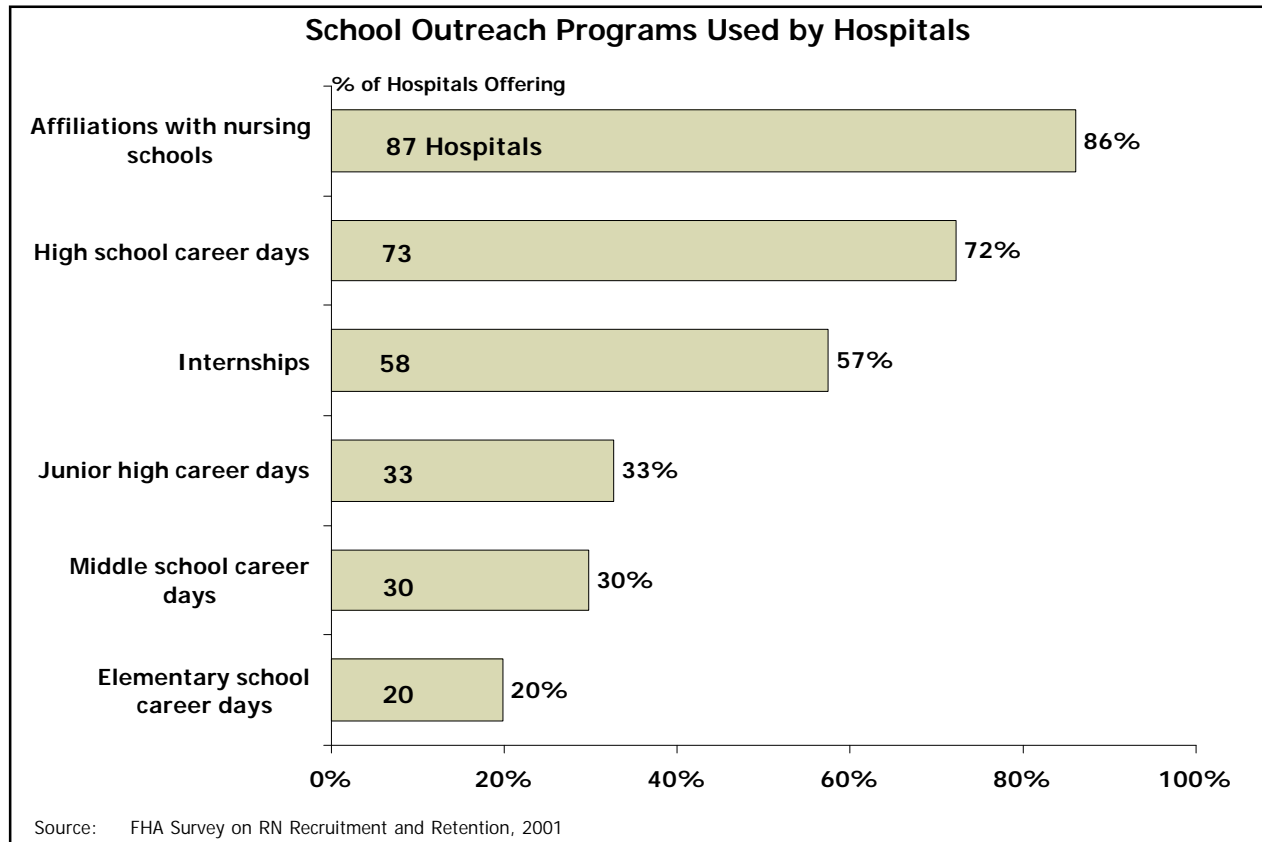
Workplace related options include flextime scheduling, specialty area internship programs for med/surg nurses, weekend staffing options and nine-month scheduling options. Flextime scheduling is the most common workplace option offered, followed by specialty area internships. Specialty area internships provide an opportunity for staff or medical/surgical nurses to gain experience in specialty areas. Typically pay in specialty areas is higher than in the medical/surgical area.

Specialty area internships are rated as the most effective method of recruiting new nurses, with 71% of the hospitals rating it “very effective” or “most effective.” Weekend option staffing is ranked by two-thirds of the hospitals as “very effective” or “most effective.” Flextime scheduling receives high ratings by 59% of the hospitals offering that option. Nine-month scheduling options, used by only 21% of the hospitals, ranks poorly as an effective recruitment tool.

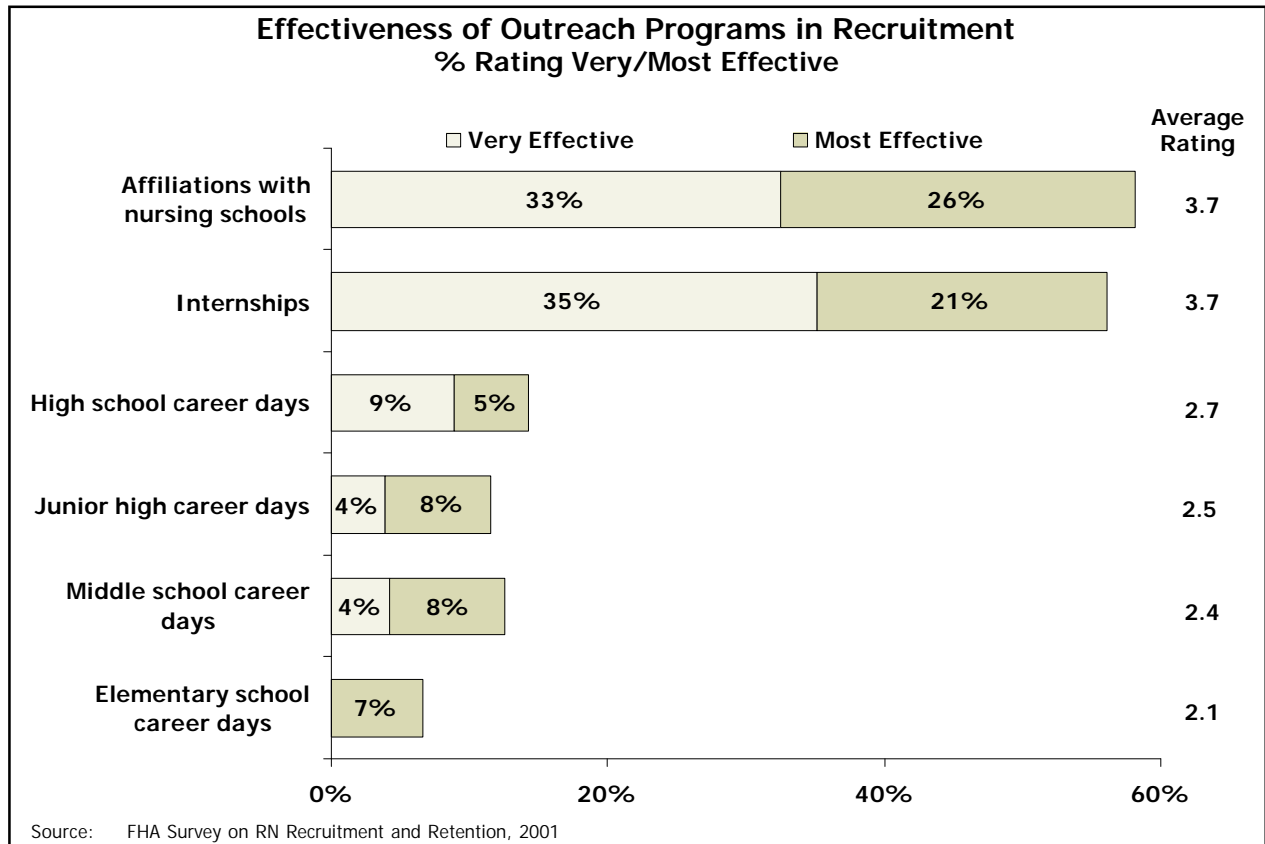


Outreach Programs with Schools

Hospitals have implemented various outreach programs with educational institutions to increase their exposure to nursing students or potential nursing students. Affiliations with schools of nursing are the most common type of outreach program with 86% of the hospitals using them. High school career days are the second most common approach, followed by internship programs. Recent studies have shown that students make career decisions in middle school or earlier. One-third of the hospitals held career days in middle schools and twenty hospitals are targeting elementary schools.



Affiliations with nursing schools and internships are considered the most effective type of outreach strategy. School career days are not rated as effective, probably due to the time gap between the effort and an actual increase in the number of available nurses.



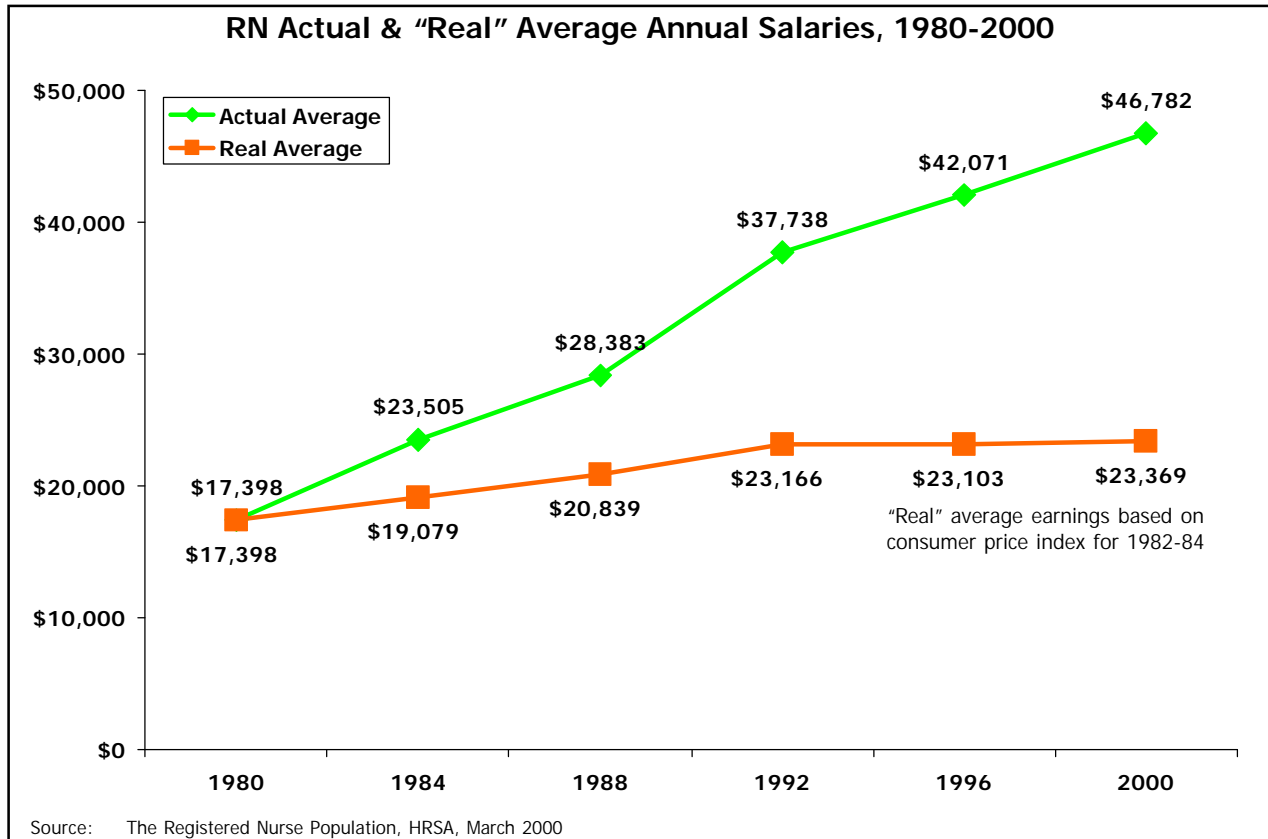
Other Types of Recruitment Methods

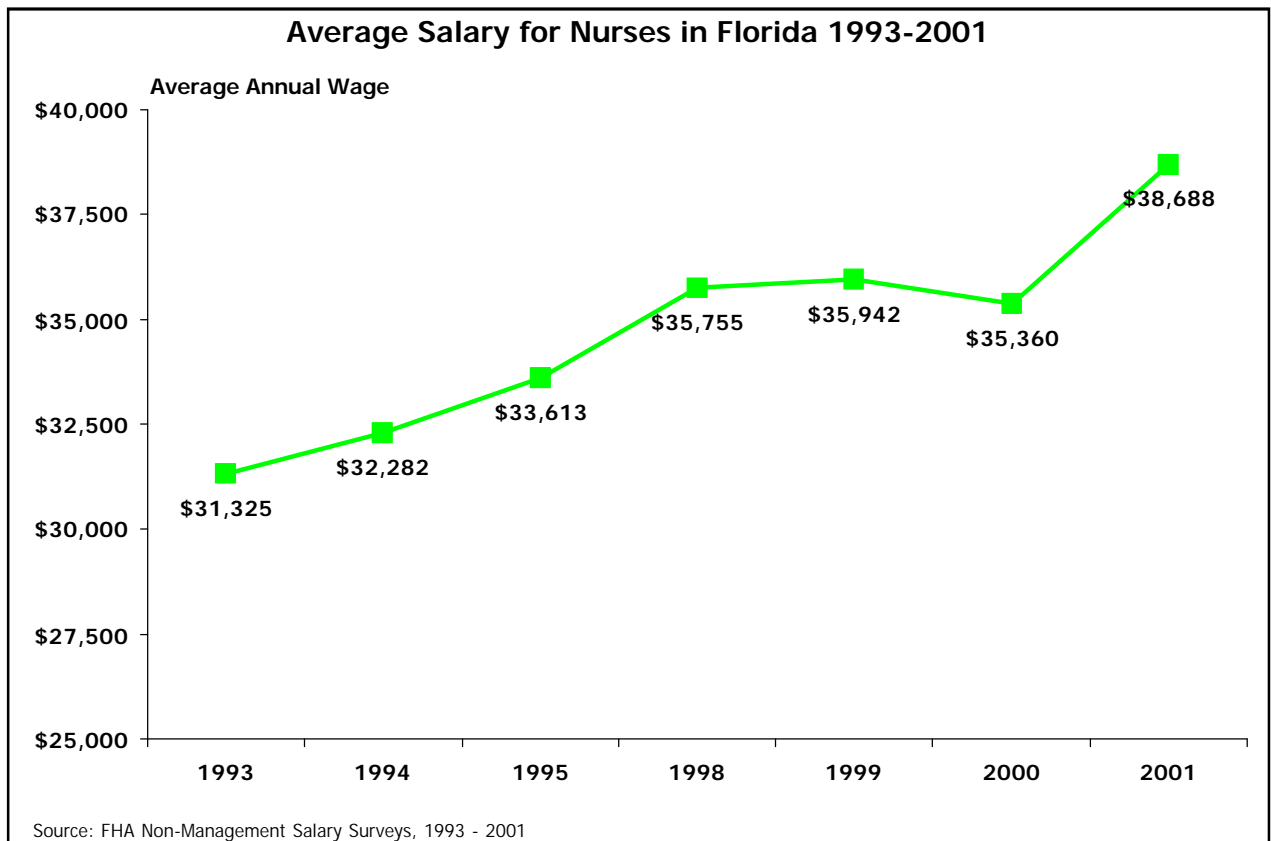
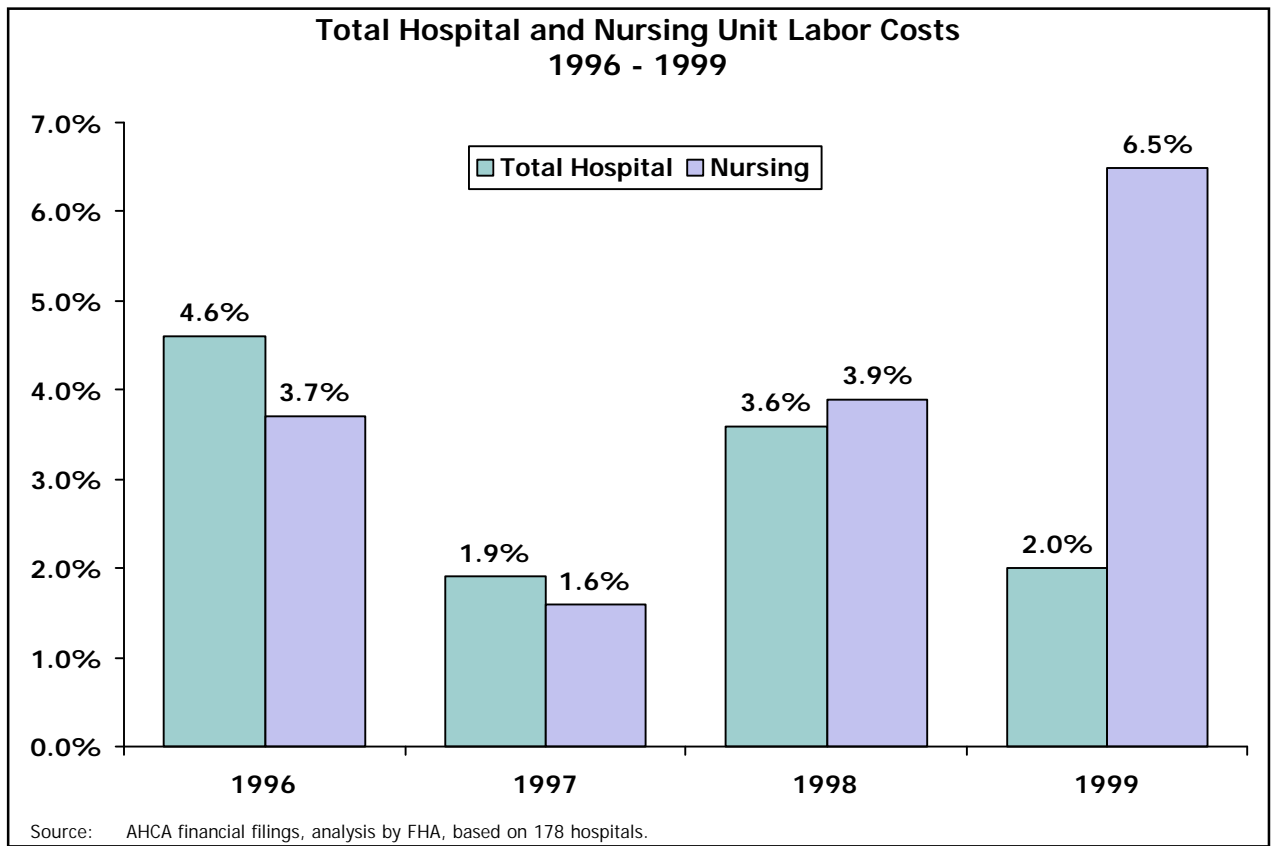
Ten hospitals listed other types of recruitment methods they use to attract nurses. Reputation or word-of-mouth is listed by three of the hospitals. Open houses, college recruiting, employee referrals and out-of-town recruiting trips are each listed by at least one hospital. Hospitals rated these methods as very effective in recruiting nurses.

RETENTION STRATEGIES

Compensation Methods for Nurses

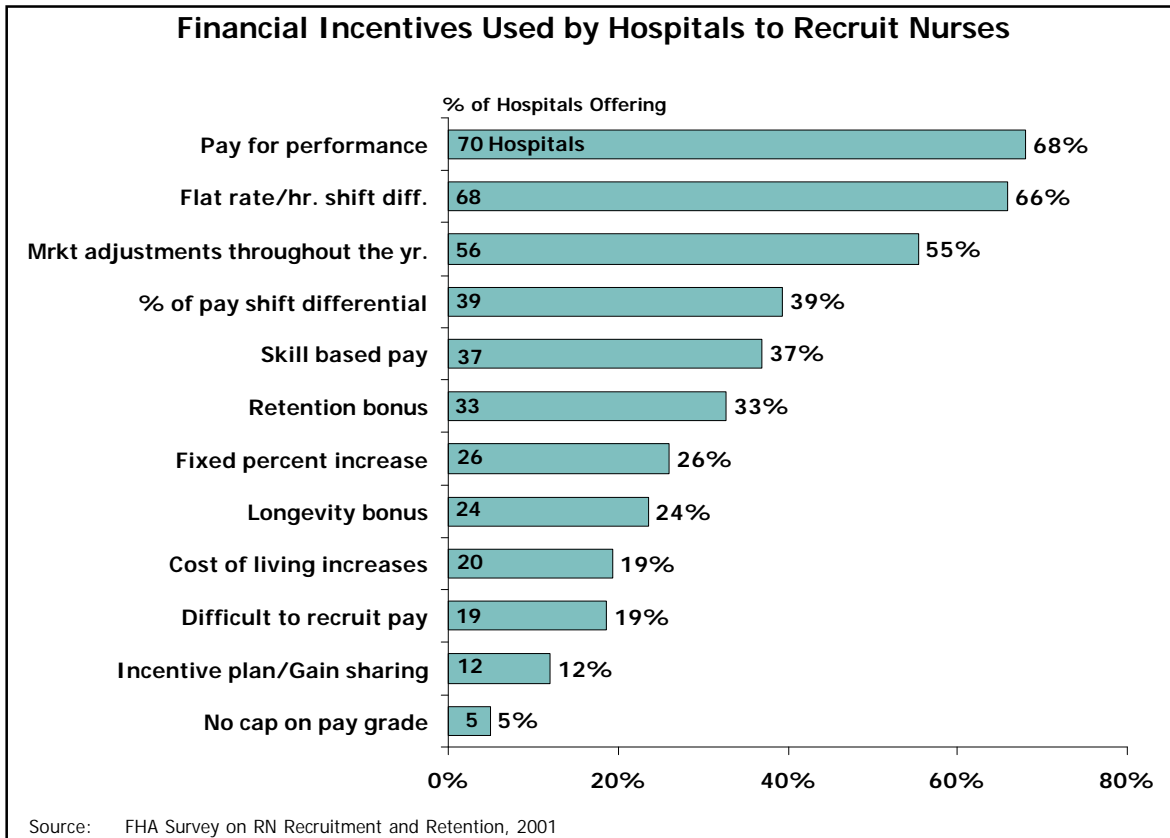
According to national data, nursing salaries have failed to keep up with inflation. After adjusting for inflation, nursing salaries have remained relatively flat since 1992. Florida hospitals experienced little growth in nursing labor costs in the mid-1990s. In 1999, nursing labor costs grew 6.9% compared to 2.0% for overall hospital labor costs. Average pay for nurses in Florida grew around 2% per year between 1993 and 2000. However, recent data for 2001 reflect a 9.4% increase in average nursing salaries over the past year. In 2001, nurses in hospitals are averaging \$38,700 per year.



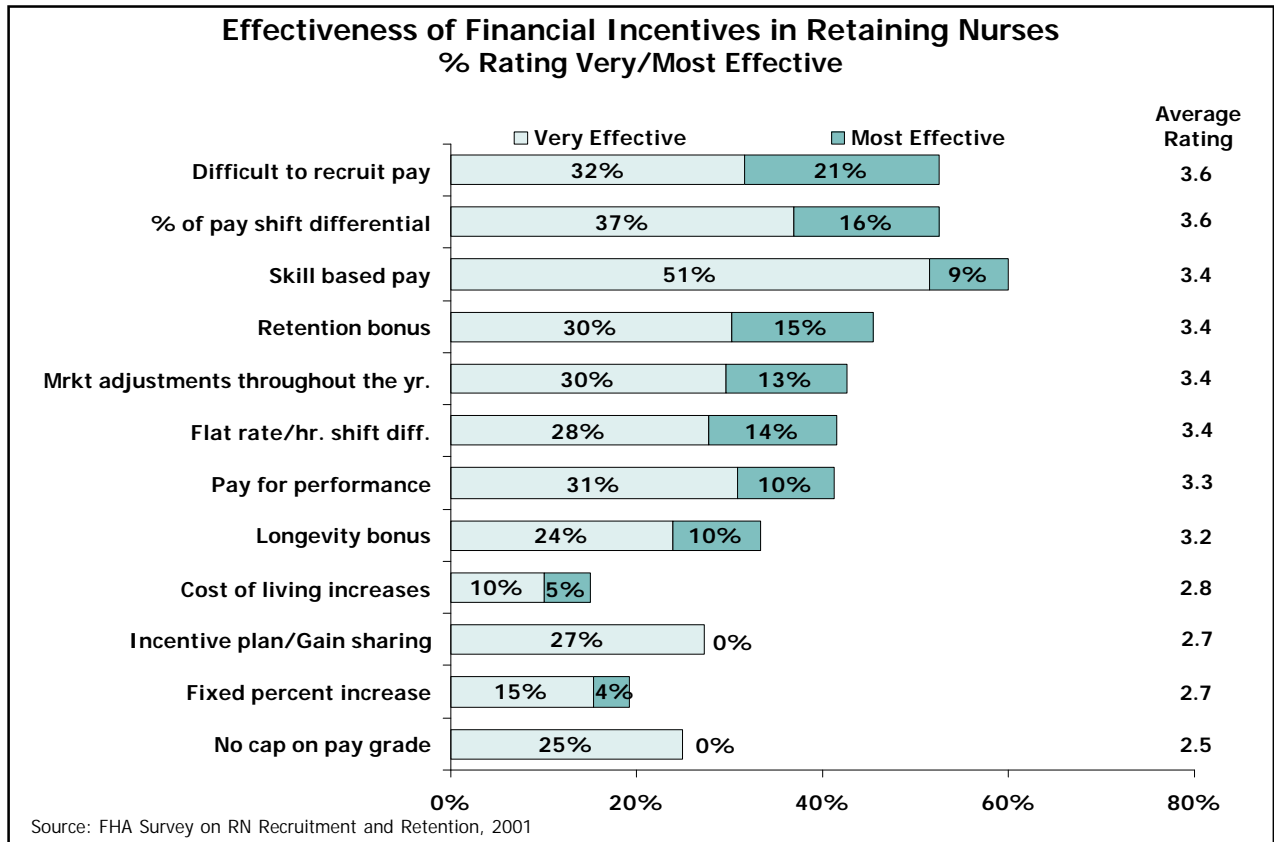


Hospitals use several types of compensation methods to retain nurses. Annual increases, incentive plans, pay for performance, shift differentials, skill-based pay, difficult to recruit pay, retention bonuses and longevity bonuses are all widespread.

Pay for performance and flat rate shift differentials are the most prevalent pay-related retention incentives offered to nurses. Over half of the hospitals report using market adjustments throughout the year to deter nurses from leaving for higher pay at a competing hospital. No cap on pay grade, incentive plans, difficult to recruit pay, cost of living increases and longevity bonuses are less common methods used by hospitals.

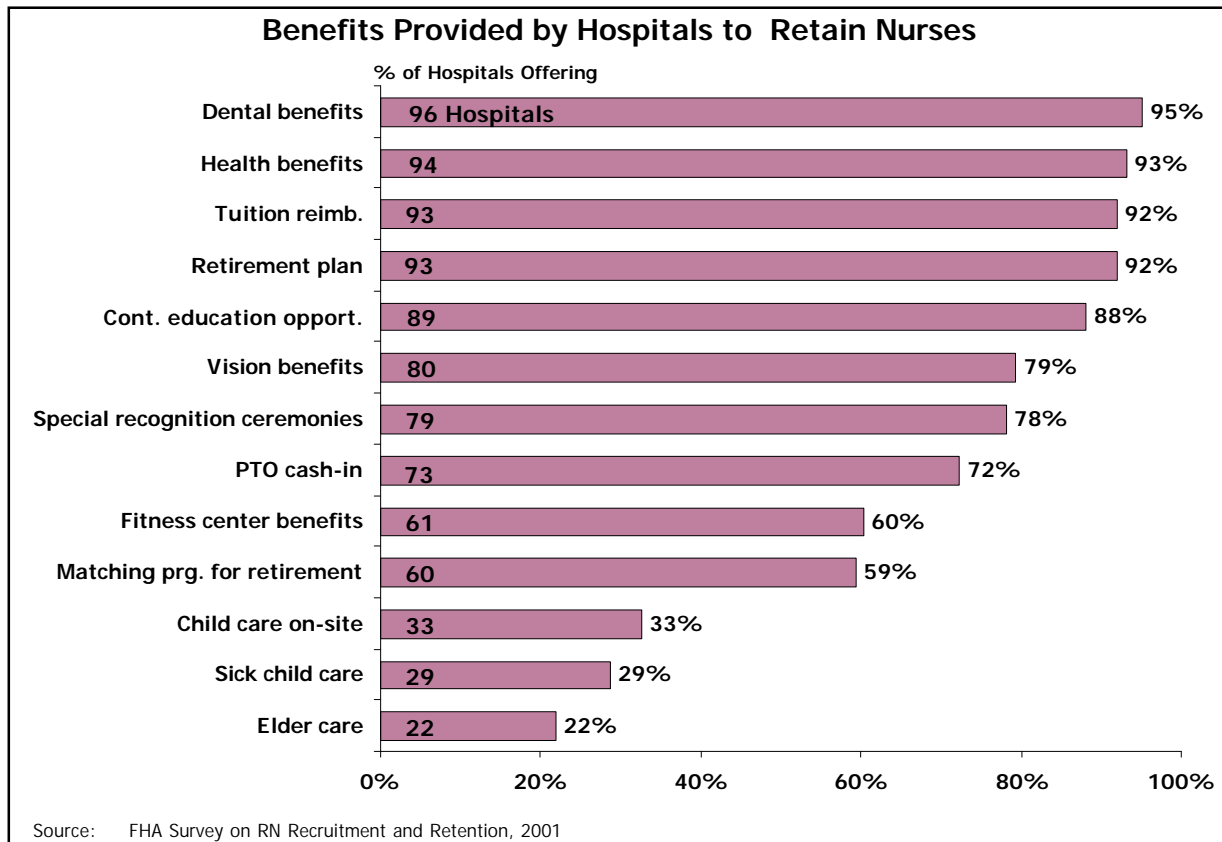


In terms of effectiveness, skill-based pay, shift differentials based on percent of pay, difficult-to-recruit pay and retention bonuses are rated as the most effective methods in retaining nurses. Least effective strategies are cost-of-living increases, fixed percentage increases where everyone receives same percentage increase, no cap on pay grade and incentive plans.

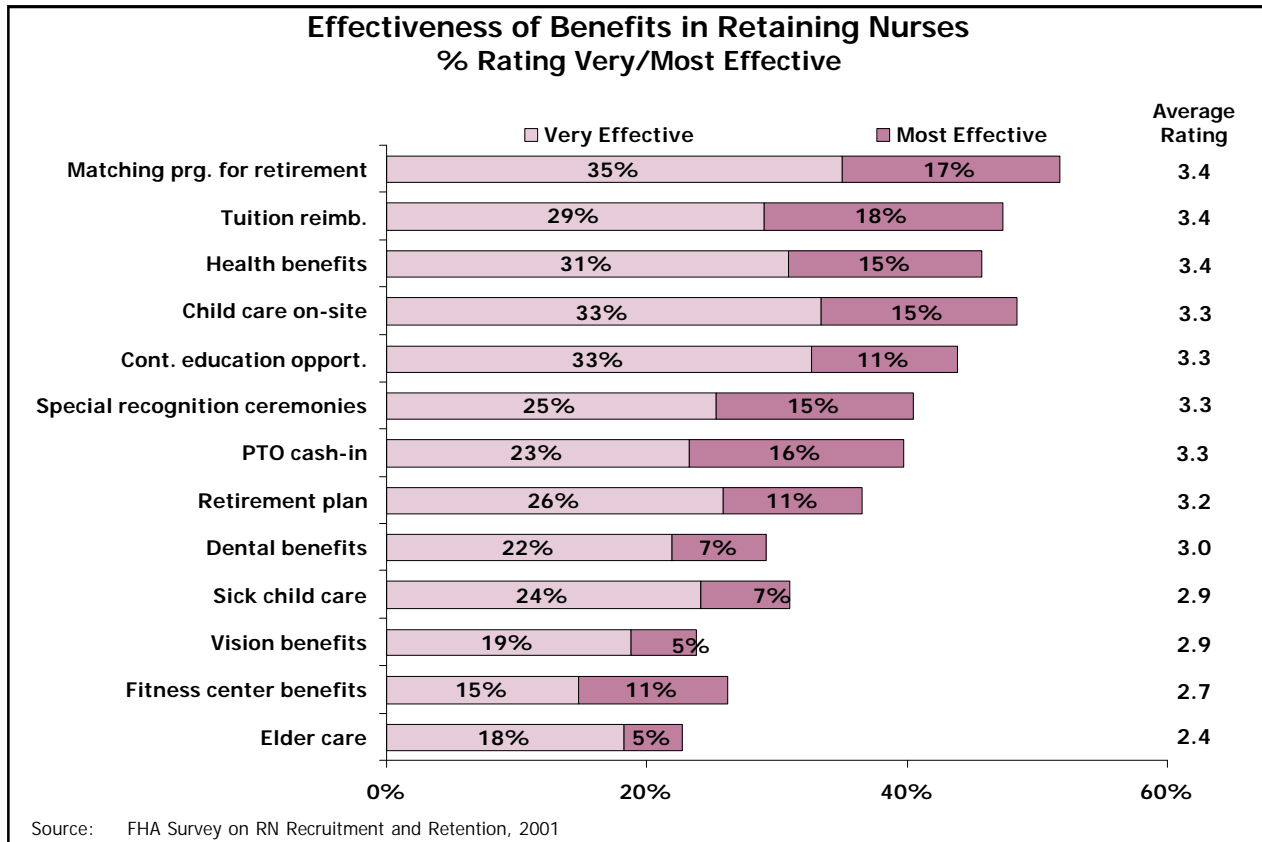


Benefits Provided to Retain Nurses

For some nurses, benefits are just as important, and in some cases more important, than salary. Almost all of the hospitals provide the standard benefits – health insurance, dental insurance, retirement plans, tuition reimbursement, and continuing education opportunities. Least common benefits offered by hospitals are elder care, sick child care, and on-site day care.



Of all the benefits, tuition reimbursement, on-site child care, health benefits, matching program for retirement, and health benefits are rated the most effective in retaining nurses. Vision coverage, fitness center benefits and elder care are rated lower on effectiveness than the other benefits.

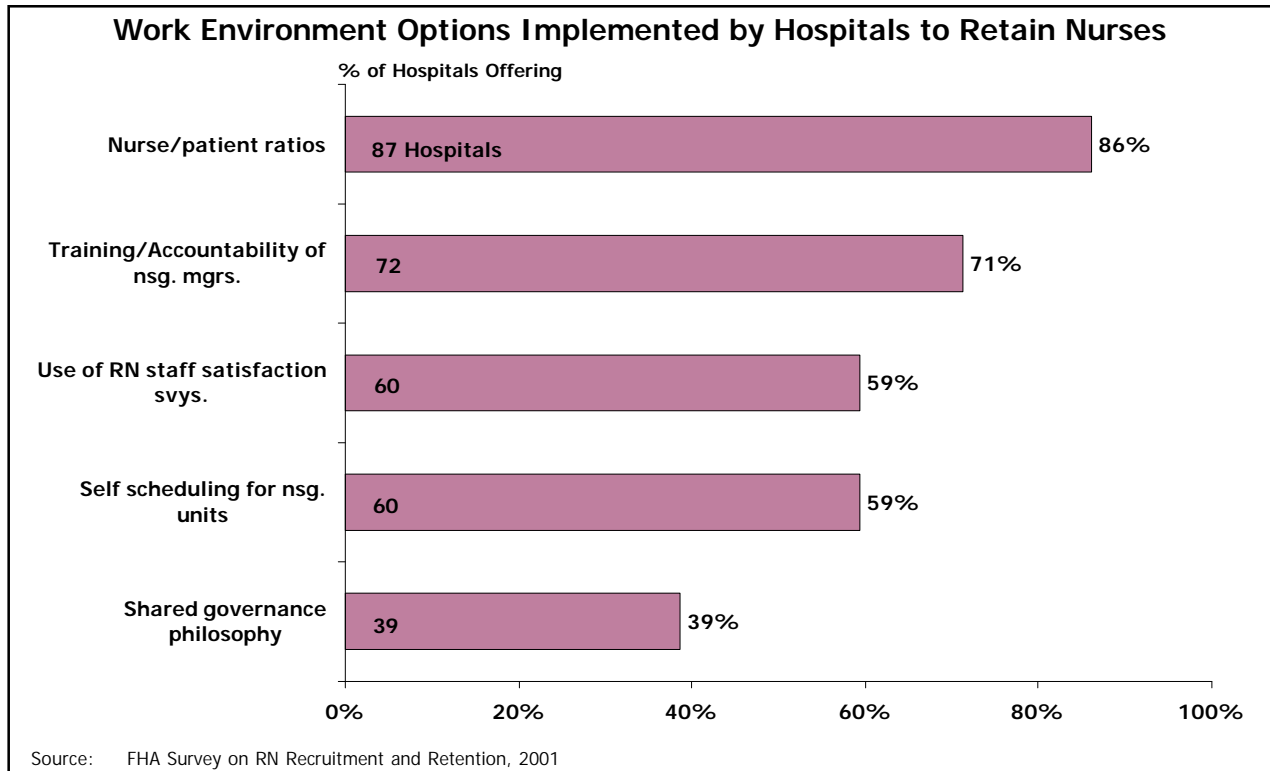


Changes in the Nursing Work Environment

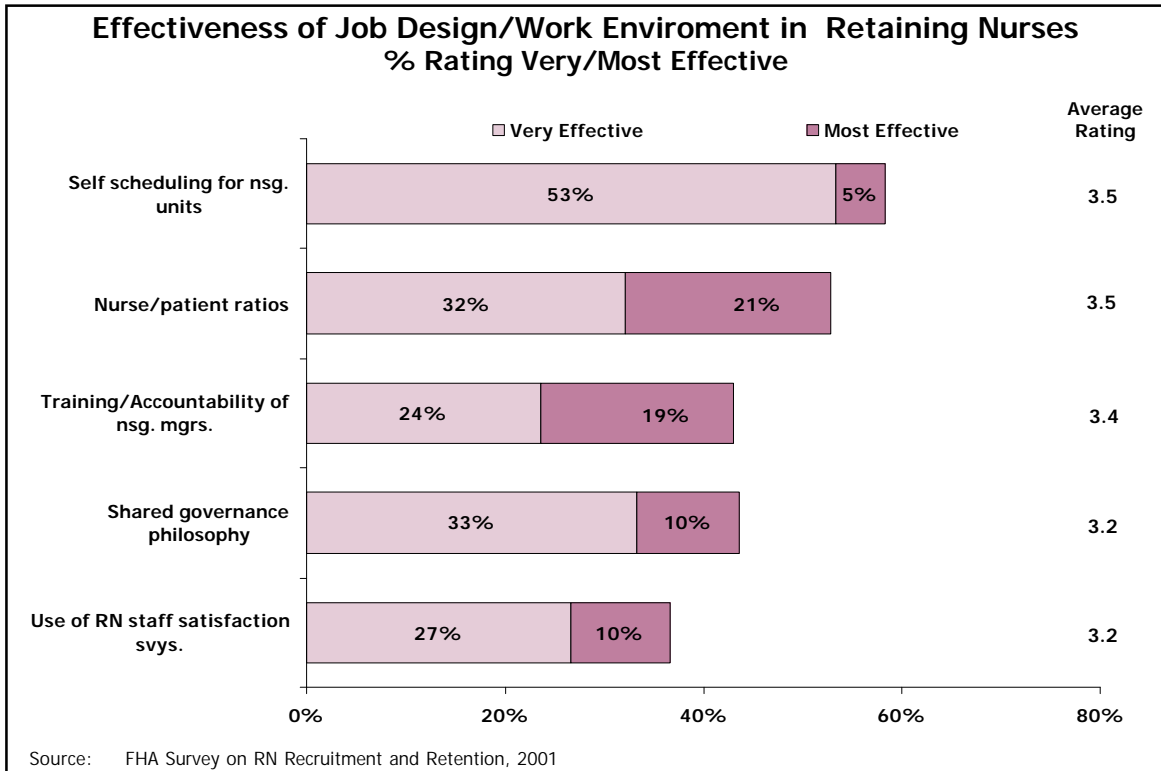
Because job stress and burnout are key factors in nurse turnover, many hospitals are focusing on improving the nursing work environment.

Most of the hospitals use nurse/patient ratios to assure adequate staffing levels. Almost three-quarters of the hospitals hold training programs for nurse managers and make them accountable for staff retention. Almost three out of five hospitals allow for self-scheduling of nursing units and conduct nursing staff satisfaction surveys.

The least common model hospitals use is a “shared governance” philosophy. A “shared governance” philosophy allows staff and leaders to participate on an equal level and collaborate to create an effective, efficient model to govern nursing practice.



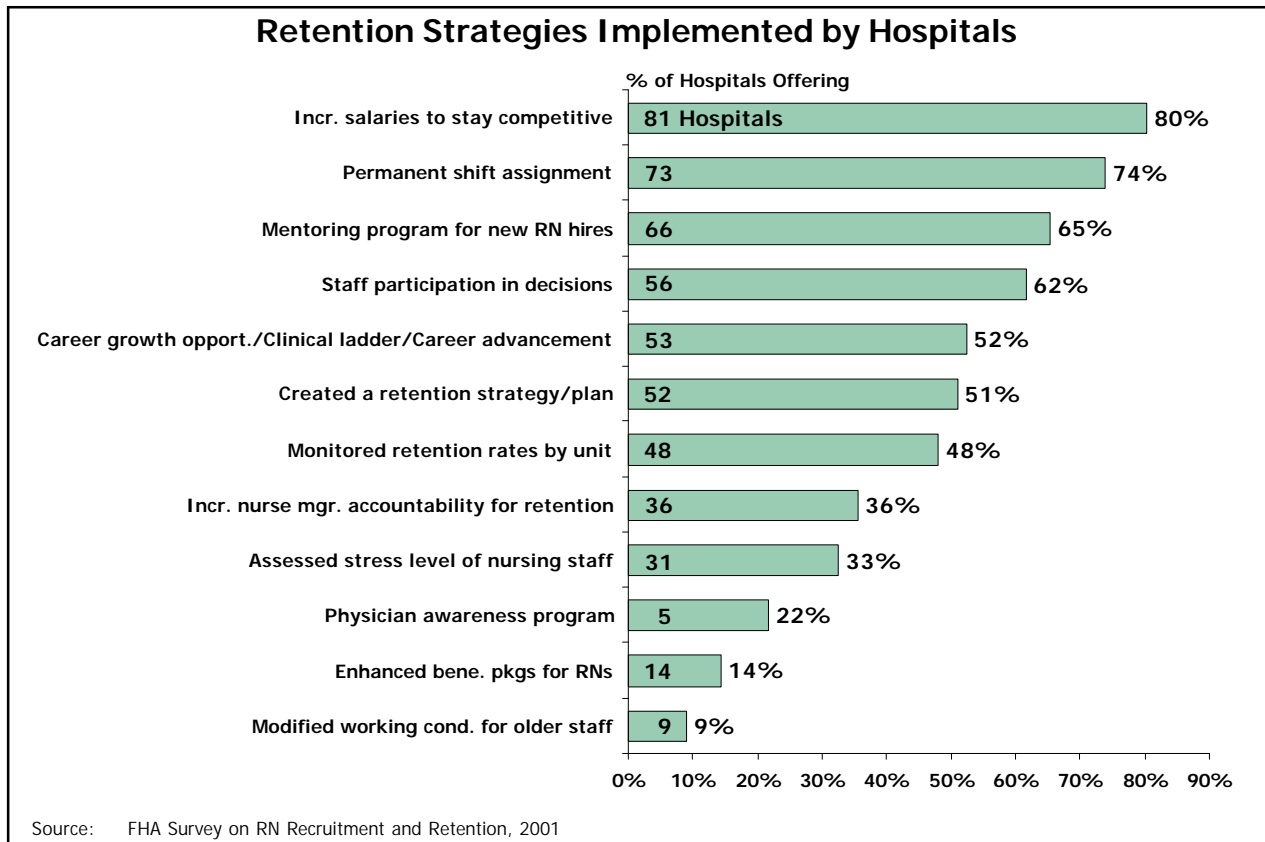
All of the work environment options receive relatively high ratings of effectiveness. Self-scheduling for nursing units is rated as the most effective work environment retention strategy. The second and third most effective strategies are nurse/patient ratios, and training and accountability of nurse managers. Shared governance model ranks fourth in effectiveness, and 43% of the hospitals using this strategy rate it as “very” or “most” effective in retaining nurses.



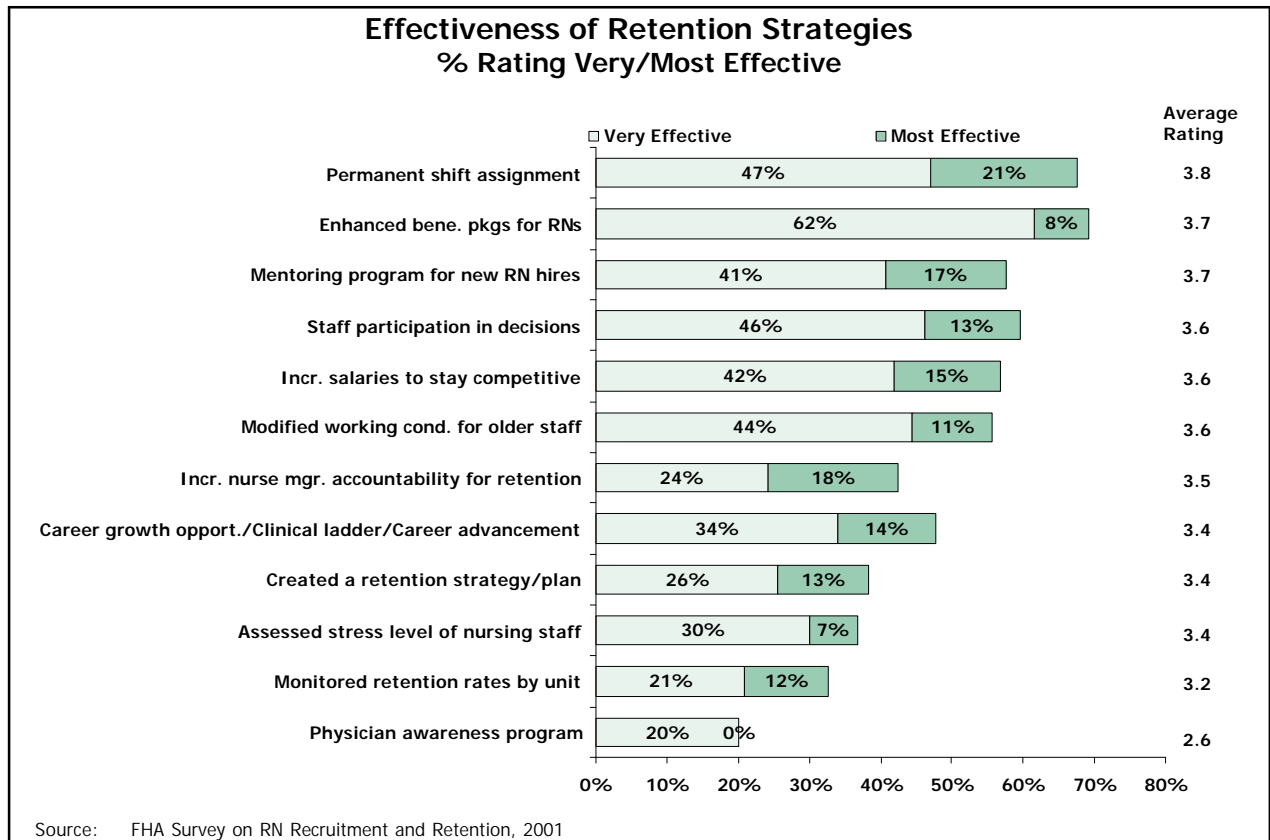
New Strategies/Incentives to Retain Existing Staff

Difficulties in filling open nursing positions have resulted in hospitals' implementing new strategies or incentives to keep current nurses. Increasing salaries to stay competitive is the most common strategy used by 80% of the hospitals. Three-quarters of the hospitals offer permanent shift assignments and two-thirds of the hospitals provide mentoring programs for new nursing staff.

Some of the less common strategies include modified working conditions for older staff, enhanced benefit packages for nurses, physician awareness programs to promote collaborative and cooperative relationships, assessing the stress level of nursing staff and increased accountability of the nurse manager for staff retention.

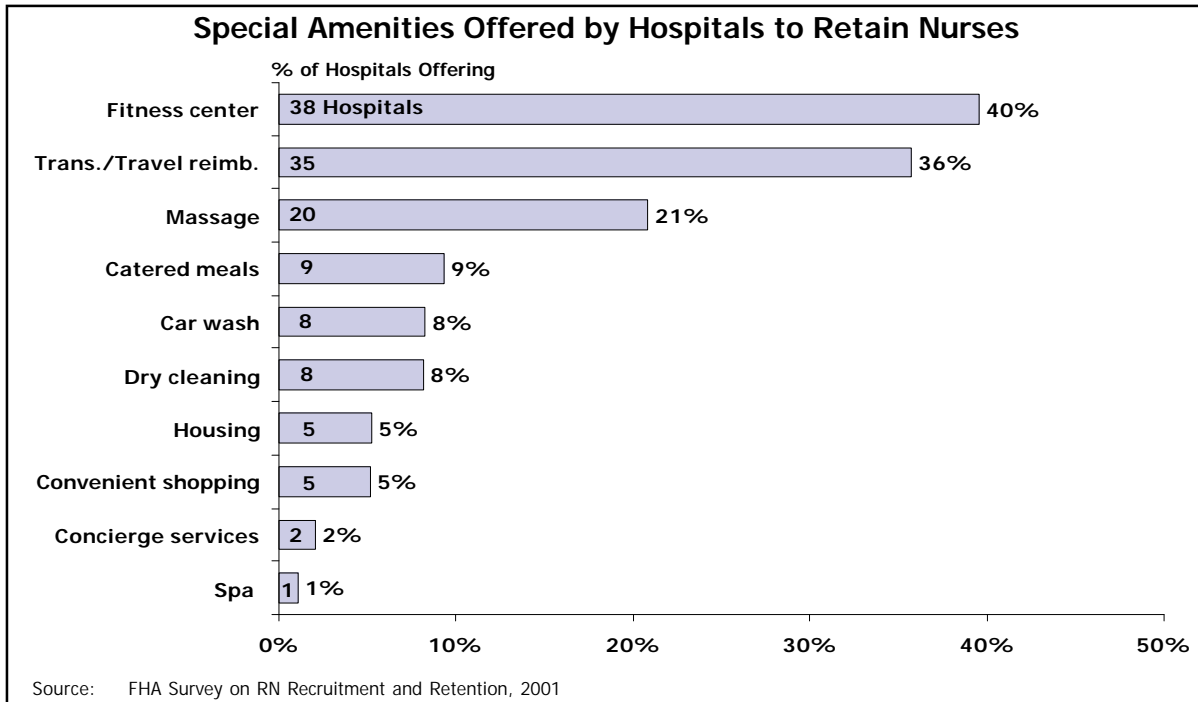


Given the wide variety of retention strategies in use, some are working better than others. Permanent shift assignment, increasing salaries to stay competitive, enhanced benefit packages for nurses, mentoring programs, staff participation in decisions and modified working conditions for older staff receive high ratings of effectiveness by hospitals who had implemented those strategies.

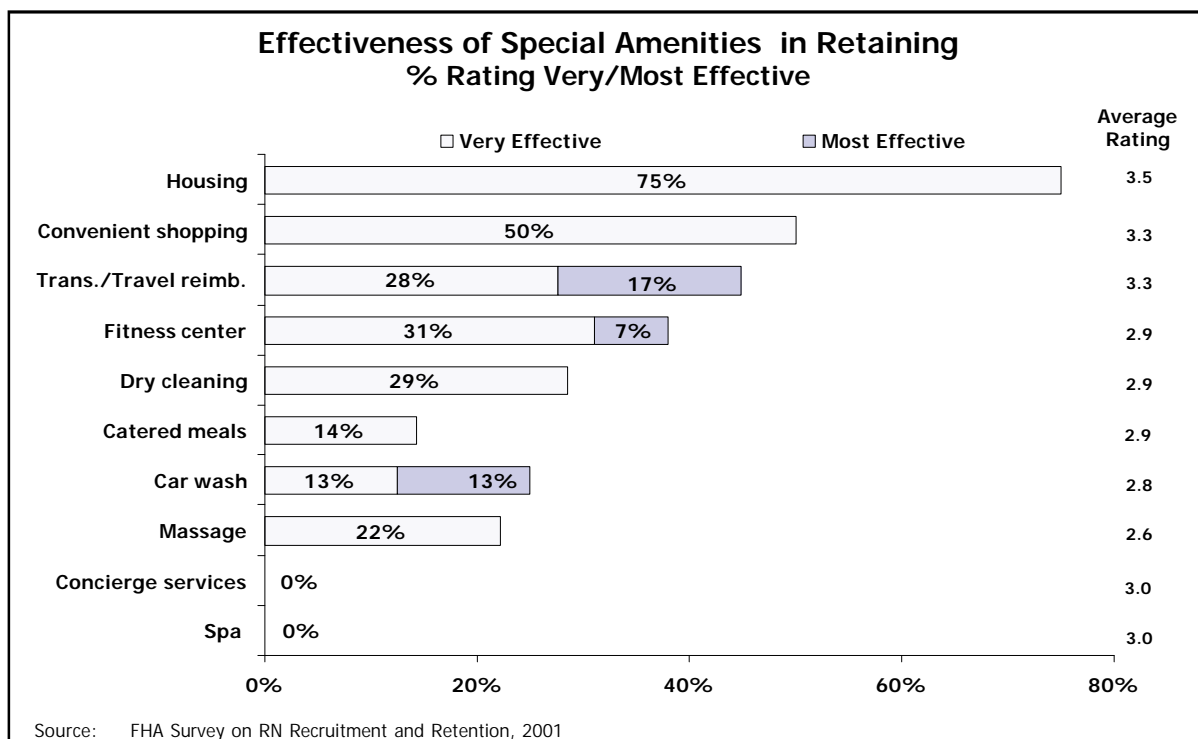


Special Amenities to Retain Nurses

Some hospitals are offering special services or benefits to retain nurses. Typically, these special amenities assist with daily living tasks or are designed to reduce stress. Less than half of the hospitals offer some type of special amenity, with fitness centers, transportation or travel reimbursement, and massage are the most common amenities offered. One hospital provides nurses with access to a spa, two provide concierge services, five offer housing and six offer convenient shopping.



While only five hospitals provide housing, it is rated as the most effective of the special amenities. Transportation/travel reimbursement is rated as the second most effective amenity.



WHAT FHA IS DOING TO HELP WITH THE NURSING SHORTAGE

FHA Advisory Committee on the Nursing Shortage

The FHA created the *Advisory Committee on the Nursing Shortage* to identify issues surrounding the nursing shortage, determine the areas of highest priority and to develop possible solutions and strategies to help alleviate the nursing shortage. Six work groups were created to address particular issues. The work groups are:

- Image of Nursing
- Recruitment to the Profession and the Workplace
- Retention
- Education/Service and the Student Nurse
- Legislative/Regulatory
- Data/Research

Recommendations of the six work groups were presented to the Advisory Committee. Efforts are underway to implement many of those recommendations. For more information on the Advisory Committee, please contact Cathy Allman, VP/Nursing and Health Professions at 407/841-6230 or cathya@fha.org.

Job Posting Web Site

In March of 2001, FHA began offering a job posting Web site, www.FLhealthjobs.com, to member hospitals. Nurses interested in jobs in Florida can search the Web site to identify which hospitals are hiring and for what positions. The job posting Web site provides links to the hospital's Web site, the Board of Nursing, and *The Florida Tourism* Web site. Interested nurses can find out more about the hospital, the community and licensure requirements for practicing in Florida.

Guide to Florida Hospitals

Since 1990, the FHA has published the *Guide to Florida Hospitals* each year to provide a comprehensive resource about hospitals that are recruiting nurses and other health professionals in Florida. Our guide includes advertisements from 125 hospitals in the state with detailed information about the hospital/health system and the benefits that they offer to their employees. FHA staffs an 800 number that people from around the country call to request the *Guide*. Advertisements promoting the *Guide* are placed in 30 national health care journals. In 2000, 2,500 people requested and were mailed copies of the *Guide* and information about the annual job fair. Thousands of others viewed it from our Web site.

FHA's Annual Job Fair

Every spring, when it is cold up north and beautiful in Florida, the FHA conducts a job fair for nurses and other health professionals to visit Florida and talk to hospital recruiters from around the state. FHA advertises the job fair in several national health care journals to attract potential candidates to Florida. In 2001, 46 hospitals had display booths at the job fair. Over 150 qualified nurses and health professionals from around the country came to this one-day event in Orlando.

Tracking Nursing Salaries, Vacancy and Turnover Rates

Since 1987, the FHA has conducted an annual survey to monitor salaries, vacancy rates and turnover rates. Recently, FHA began conducting a bi-monthly salary survey on key nursing and health professions to provide more timely wage comparative data to the hospitals. Bi-monthly surveys reflect the changing market conditions, and provide a readily available resource for this information.

Media Summit

Improving the image of nursing was identified by the work group as important for attracting more people to the nursing profession. FHA convened meetings with hospital nursing and public relations staffs to address ways to improve the image of nursing to nurses themselves, children and adolescents, parents, communities, physicians, and the media.

A media summit pilot project was held in central Florida. The media were invited to learn about the nursing shortage and how they can help. The pilot became a template that can be used in communities throughout the state to gain the support of the media in presenting a positive image of nursing. FHA staff will serve as a resource and assist with media summits in response to requests from our members.

Florida Nursing Web Site

FHA is creating a Web site on Nursing in Florida to provide information about the nursing profession, nursing education programs, employment opportunities in Florida hospitals, and requirements for a Florida nursing license. This nursing specific Web site is valuable for those who know very little about nursing to licensed professionals interested in work in Florida.

Legislative Initiatives - State

Several laws were passed in Florida's 2001 Legislative Session to assist with the nursing shortage. The *Nursing Loan Forgiveness Program (CS/SB 1558)* was expanded to assist student nurses and new graduates. Legislation was passed to expedite processing nursing license endorsements, requiring the Florida Board of Nursing to provide information on the status of a license application for endorsement on-line and to issue a license within 30 days. A Center for Nursing was created to collect data on nursing in Florida and to make long term strategic plans to help ensure an adequate nursing supply in the future.

During the next legislative session, FHA will be lobbying for further expansion of the Loan Forgiveness Program, other ways to increase the number of students in nursing programs, and ways to decrease the time for granting nursing licenses.

Legislative Initiatives - Federal

Nurse Reinvestment Act (HR 1436, S 706)

The bill establishes a "National Nursing Service Corps" that provides scholarships to individuals seeking nursing education in exchange for a two-year commitment to serve in a health facility in an area with a critical shortage of nurses. The bill establishes incentives for young people to enter nursing as a career, provides recruitment grants and seeks to strengthen the current nursing workforce. The legislation also establishes a fast-track nursing school faculty training program expands Medicare and Medicaid funding for clinical nursing education, and reimburses some home health agencies, hospices and nursing homes for nurse training.

Nurse Employment and Education Development Act (S 721)

The bill provides grants to develop recruitment and retention strategies, funding to recruit nurses in shortage areas, and scholarships and loans to encourage nurses to pursue graduate degrees for teaching. The bill authorizes appropriations for the *Nursing Workforce Development Student Loan Repayment Program* and permits the service required by the program to be performed in a skilled nursing facility, in a home health agency, in a public health department, or in a nurse-managed health center. The legislation also establishes a Nurse Corps Scholarship program to provide scholarships to individuals seeking nursing education in exchange for service in a critical nursing shortage area upon graduation, a public awareness and education campaign encouraging pursuit of the nursing profession, an area health education center program to develop models of excellence for nurses, community nurse outreach grants, educational assistance for nurses from diverse or disadvantaged backgrounds, career ladder program grants for nurses, nurse training grants, nurse internship and residency grants, a fast-track nursing faculty loan program, a stipend and scholarship program to encourage individuals to seek advanced nursing degrees, and a National Commission on the Nursing Crisis.

Rural and Urban Health Care Act of 2001 (S 1259)

The bill removes barriers to immigrant nurses from entering the country to help ease the nation's nursing shortage. The legislation expands the H-1C category for all hospitals to hire nurses on temporary visas, allowing them to stay for up to six years, and retains labor protections previously established in the H-1C program regarding wages, layoffs and strikes. Additionally, the bill authorizes HHS funds for the development of programs to increase the domestic supply of nurses.

CONCLUSION

The nursing shortage is broad and complex. Reversing the shortage must be approached from several different perspectives. There isn't any one answer or solution. The image of nursing must be greatly improved, particularly with the media, communities, and nurses themselves. Major efforts to recruit people to the profession of nursing and nurses to the work place are under way but must be enhanced even further. The commitment must be for the long-term.

Legislation must support those who want to be nurses and those who employ nurses. Providing financial assistance and benefits that promote the nurses ability to provide patient care rather than paperwork. Working environments must be flexible and creative to recruit and retain nurses. In addition, academia and service organizations must work closely together to provide an ongoing supply of quality, well-educated professional nurses.

Hospitals should assess their recruitment and retention activities and put their efforts into those that are working for both the short-term and the long-term. Creativity and courage to try new approaches and partnerships are essential.

FHA Staff Resources:

Kim Streit, VP/Health Care Research & Information Services, 407/841-6230, kims@fha.org
Cathy Allman, VP/Nursing and Health Care Professionals, 407/841-6230, cathya@fha.org

SURVEY PARTICIPANTS

45th Street Mental Health Ctr.
 A.G. Holley State Hospital
 All Children's Hospital
 Baptist Health Systems of South Florida (3)
 Baptist Hospital of Miami
 Mariners Hospital
 South Miami Hospital
 Baptist Hospital
 Baptist Medical Center
 Baptist Medical Center-Nassau
 Bascom Palmer Eye Institute
 Bay Medical Center
 Bayfront Medical Center
 St. Anthony's Health Care
 Bethesda Healthcare System
 Blake Medical Center
 Boca Raton Community Hospital
 Bon Secours - St. Joseph Hospital
 Broward General Medical Center
 Calhoun-Liberty Hospital, Inc.
 Cape Canaveral Hospital
 Cedars Medical Center
 Charlotte Regional Medical Center
 Doctors Hospital of Sarasota
 Doctors Memorial Hospital
 Douglas Gardens Hospital
 Englewood Community Hospital
 Fishermen's Hospital
 Flagler Hospital, Inc.
 Florida Department of Corrections
 Florida Hospital Lake Placid
 Glades General Hospital
 Gulf Pines Hospital
 H. Lee Moffitt Cancer Ctr/Rsrch Inst
 Halifax Medical Center (2)
 Atlantic Medical Center
 Health Central
 HealthSouth Doctors' Hospital
 HealthSouth Rehab Hospital of Sarasota
 HealthSouth Rehabilitation Hospital
 HealthSouth Sunrise Rehabilitation Hospital
 HealthSouth Treasure Coast Rehab. Hospital
 Hendry Regional Medical Center
 Highlands Regional Medical Center
 Homestead Hospital
 Indian River Memorial Hospital
 Jackson Hospital
 JFK Medical Center
 Jupiter Medical Center
 Kendall Medical Center
 Lake City Medical Center
 Lakeland Regional Medical Center
 Larkin Hospital
 Lawnwood Regional Medical Center
 Lee Memorial Health System (2)
 Health Park Medical Center
 Lee Memorial Hospital
 Leesburg Regional Medical Center (2)
 Lessburg Regional Medical Center
 Lessburg Regional Medical Center - North
 Life Path Hospice
 Lower Keys Medical Center
 Madison County Memorial Hospital
 Manatee Memorial Hospital
 Martin Memorial Health Systems (2)
 Martin Memorial Medical Center
 Martin Memorial Hospital - South
 Mease Hospital/Dunedin
 Memorial Health Systems (3)
 Memorial Hospital-Ormond Beach
 Memorial Hospital-Flagler
 Memorial Hospital - Peninsula
 Florida Hospital Deland
 Memorial Hospital Jacksonville
 Memorial Hospital Pembroke
 Miami Children's Hospital
 Mount Sinai Medical Center
 Munroe Regional Medical Center
 Nature Coast Regional Health Network
 Naval Hospital/Pensacola
 NCH Healthcare System (2)
 Naples Community Hospital, Inc.
 North Collier Hospital
 North Florida Regional Medical Center
 North Okaloosa Medical Center
 North Ridge Medical Center
 North Shore Medical Center
 Northwest Medical Center
 Orange Park Medical Center
 Palm Beach Gardens Medical Ctr.
 Palms of Pasadena Hospital
 Parrish Medical Center

PARTICIPANTS continued

Pinecrest Rehab. Hospital at Delray
Putnam Community Medical Center
Regional Health Care, Inc. (2)
 Brooksville Regional Hospital
 Spring Hill Regional Hospital
Regional Medical Center Bayonet Point
Sebastian River Medical Center
Seven Rivers Community Hospital
Shands at Starke
Shands at the University of Florida
Shands Jacksonville Medical Center
Shriners' Children's Hospital
South Lake Memorial Hospital, Inc.
Southern Winds Hospital
Southwest Florida Regional Medical Center
Specialty Hospital of Jacksonville
St. Luke's Hospital
 Mayo Clinic
St. Petersburg General Hospital

Tallahassee Memorial Hospital
Tampa General Hospital
Ten Broeck Hospital Jacksonville
The Willough Healthcare System
Twin Cities Hospital
Vencor Hospital
Veterans Administration Medical Ctr.
Wellington Regional Medical Center
West Florida Regional Medical Ctr.
Westside Regional Medical Center
Windmoor Healthcare of Clearwater
Winter Haven Hospital (2)
 Lake Wales Medical Centers, Inc.
 Regency Medical Center
Wuesthoff Health Systems, Inc.

Total Response: 104

Total Represented: 118