

# Best Doctors®

Founded in 1989 by Harvard Medical School physicians, Best Doctors connects individuals facing difficult medical treatment decisions with the best doctors, selected by impartial peer review in over 450 medical specialty/subspecialty combinations, to review their diagnosis and treatment plans.

Best Doctors' team of researchers conducts a biennial poll using the methodology that mimics the informal peer-to-peer process doctors themselves use to identify the right specialists for their patients. Using a polling method and proprietary balloting software, they gather the insight and experience of tens of thousands of leading specialists all over the country, while confirming their credentials and specific areas of expertise

The result is the Best Doctors in America® List, which includes the nation's most respected specialists and outstanding primary care physicians in the nation. These are the doctors that other doctors recognize as the best in their fields. They cannot pay a fee and are not paid to be listed and cannot nominate or vote for themselves. It is a list which is truly unbiased and respected by the medical profession and patients alike as the source of top quality medical information.

Best Doctors is part of Teladoc Health, the global leader in virtual care delivering a powerful connected care platform – a single solution for addressing a complete spectrum of medical conditions. Through Teladoc Health's global footprint of 50,000 medical experts, employers, health plans, and health systems have a comprehensive solution for patients to seek resolution across a wide spectrum of needs with convenient access in the U.S. and around the globe.

As part of Teladoc Health, Best Doctors focuses on improving health outcomes for the most complex, critical and costly medical issues. More than a traditional second opinion, Best Doctors delivers a comprehensive evaluation of a patient's medical condition – providing value to both patients and treating physicians. By utilizing Best Doctors, members have access to the brightest minds in medicine to ensure the right diagnosis and treatment plan.

Through its global network of Best Doctors and other critical services, Teladoc Health is expanding access to high quality healthcare, lowering costs and improving outcomes around the world. The company's award winning, integrated clinical solutions are inclusive of telehealth, expert medical opinions, AI and analytics, and licensed platform services.

These lists are excerpted from The Best Doctors in America® 2019-2020 database, which includes close to 40,000 U.S. doctors in more than 450 medical specialty/subspecialty combinations.

The Best Doctors in America® database is compiled and maintained by Best Doctors, Inc. For more information, visit [www.bestdoctors.com](http://www.bestdoctors.com) or contact Best Doctors by telephone at 800-675-1199 or by e-mail at [research@bestdoctors.com](mailto:research@bestdoctors.com). Please note that lists of doctors are not available on the Best Doctors Web site.

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## CONGRATULATIONS to our colleagues honored on the Best Doctors® list.

### CARDIOVASCULAR MEDICINE

Mark Burket, M.D.  
Blair Grubb, M.D.

### FAMILY MEDICINE

Kevin Phelps, D.O.

### INFECTIOUS DISEASES

Joan Duggan, M.D.  
Jennifer Hanrahan, D.O.

### INTERNAL MEDICINE

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Douglas Federman, M.D.  
Rashmi Goyal, M.D.  
Sri Hejeebu, D.O.  
Bryan Hinch, M.D.  
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# Best Doctors®

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# Employee Benefits Advisor

## The Buzz Around Culture



By Sherri Rutter, REBC®,  
The Ashley Group  
Employee Benefits Advisor

Willis Towers Watson states in its 23rd Annual Best Practices in Health Care Employer Survey that enhancing employee perceptions about the workplace culture is one of the top three priorities for employers. But what does workplace culture really mean? A few define it as the personality of the organization. Others may refer to the mission of the company. Many may use it to describe the work environment. Each of us instantly have concepts that come to mind as we describe our workplace and how we perceive ourselves and our role in the organization.

Ask fellow co-workers their perception of the culture in your workplace and the answers may vary, even within departments. "This is a great place to work; this is my second family!" "I do not feel that I am trusted or respected." "They care about employees learning and developing, and my contributions matter." "We work in silos and I do not understand how my responsibilities play a part in the objectives of the company."

Culture directly influences employee performance. Collective purpose and mutual respect in any company is paramount to achieving a positive culture. When companies have a clearly defined business strategy and team members feel valued as they work toward a com-

mon goal, pride in the organization will flourish. Employees that believe they are respected take ownership of their position and initiate opportunities that promote the business. These employees support others around them and work to collaborate on teams, typically achieving higher rates of productivity and experiencing less stress.

Employees trust an employer when they understand their purpose and how it affects the entire organization. Understanding the "why" leads to higher employee morale and a clear vision. When employees realize the job they are doing makes a difference, employee engagement thrives. Leaders must hold themselves accountable to higher standards than they set for their teams. The strongest leaders are highly effective communicators sharing goals, successes and changes, and actively solicit feedback from their team. Strong communication leads to a mutual understanding and respect that will stimulate the company culture to thrive. It is not about anyone's personal agenda for success. Rather, they are each holding themselves to a higher collective goal.

Workplaces that do not encourage employees to care about each other and what is happening in their lives will not create a culture of trust and teamwork. Employees must care, not only about the company, but about each other for successful teams. Intentionally celebrate successes of the team, and employees will become dedicated to the team rather than personal achievements. Opportunities to mentor will create strong relationships and build trust. Develop leaders by growing their

skill sets, empowering them and inspiring them to value their team members. A company with high morale benefits from job satisfaction, increased productivity and efficiency and lower stress rates among employees.

Creating a positive work culture demands intentional planning. A mistake many employers make is letting the company culture form organically and not spend time defining the culture they wish to develop. When employees understand and can tell a story about their job and how they are integral in helping their clients thrive, employees take ownership and work toward the common goals to achieve company objectives. When leaders realize that the employees are the center of the company and revenue is secondary, the culture will thrive.

Company culture is a fundamental component of every business and without a positive culture it is difficult to have satisfied employees who find value in their work. Employees describe the best places they have worked by identifying with effective and positive company cultures that engage their employees allowing them to perform their best.

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## Learn more about the Best Doctors selection process.

 [experts@bestdoctors.com](mailto:experts@bestdoctors.com)

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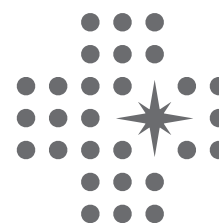
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