

Case Study

Nicklaus Children's Hospital



Nicklaus
Children's
Hospital

Location: Miami, Florida

Year Founded: 1950

Number of Employees: 4,000

Policies Highlighted: Flexible Work and Scheduling, Accommodations and Support, and Community Impact

Within the colorful and whimsical walls of Nicklaus Children's Hospital is an entire organization focused exclusively on supporting the welfare of every child. Even outside those walls, Nicklaus Children's goal is to help children and their parents thrive. The welfare of each child inside the hospital and in the community is embedded in the organizational culture and evident across a range of family-friendly practices.

The last two years urged Nicklaus Children's to redefine what a traditional workplace would look like post-pandemic. **"The workplace as we know it changed,"** said Matthew Love, president and CEO of Nicklaus' Children's Health System, parent organization of the hospital. **"Our employees are the heart of the organization. We had to make changes that would support them and their respective families — we could not afford not to."**

A newly implemented benefit that emerged amid the pandemic was flexible scheduling and working from home for nonclinical workers.



Beckett (left), patient, alongside President and CEO Matthew Love (right).



Senior Manager for Outpatient Centers Jenny Cruz (center) with her family.

For Jennifer Cruz, senior manager of outpatient centers, being able to pivot from an employee to mother-of-four and caregiver of her mother-in-law has been challenging. Cruz and her husband, who works in retail, both have demanding work schedules and life requires plenty of coordination. "Knowing that I can care for my son when he is sick is a blessing," said Cruz. "The trust they have in me and knowing I will get the job done, encourages me to be the best employee that I can be at Nicklaus Children's."

Working parents of the health system can count on several benefits that aid and support a work-life balance and relieve some concerns regarding their children and their transition back to work. For new parents, Nicklaus Children's provides access to three employee lactation pumping rooms across the hospital grounds for complete privacy. In addition to the lactation or mothers' rooms, new parents can take advantage of discounted child care assistance through their employee perks and benefits program. Nicklaus Children's has negotiated reduced rates with several child care providers so its employees have one less worry as new parents.

Another great benefit is the Employee Assistance Program. This program extends access to help beyond the Human Resources Department. With just one phone call, an employee experiencing a challenging situation is able to quickly access services ranging from a mental health professional to even a dog sitter – just as if they were asking a friend or family member for help.

Going beyond the employee benefits program, Nicklaus Children’s keeps a pulse on the community and their needs. For some time now, the health system has had a strong commitment to early literacy. Reading is one of those critical activities for early child development and a great way for parents to bond with their child, according to Love.

One way the organization empowers parents, caregivers, and educators in the community is through the ENRICH Literacy Program that promotes early literacy rates from birth and beyond. The program stands for Engage, Nurture and Read to Infants and Children, and was created initially for hospital patients in collaboration with clinicians. Today, employees’ children who are part of the health system family also receive a box filled with bilingual books, helping to foster in them the importance of early literacy.

In addition to their literacy program, the health system also created a mobile dental unit that has administered approximately 30,000 treatments for children in the last four years; and partnered with other organizations like the **Safe Kids Coalition** working to provide practical ways, from car seat checkups to water safety tips, that help decrease the number of preventable childhood injuries.

“Community efforts like these are successful because of our employees, they are a vital part of our outreach efforts.” added Love.



A box with bilingual books from the ENRICH Literacy Program.