

# Newsweek

INTERNATIONAL

## ARM AND HAMMER

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Benjamin Netanyahu's  
world now



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by Tom O'Connor

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"This will hopefully be a demonstration and a test of the king's diplomacy."



HANNAH MCKAY/POOL/AFP/GETTY

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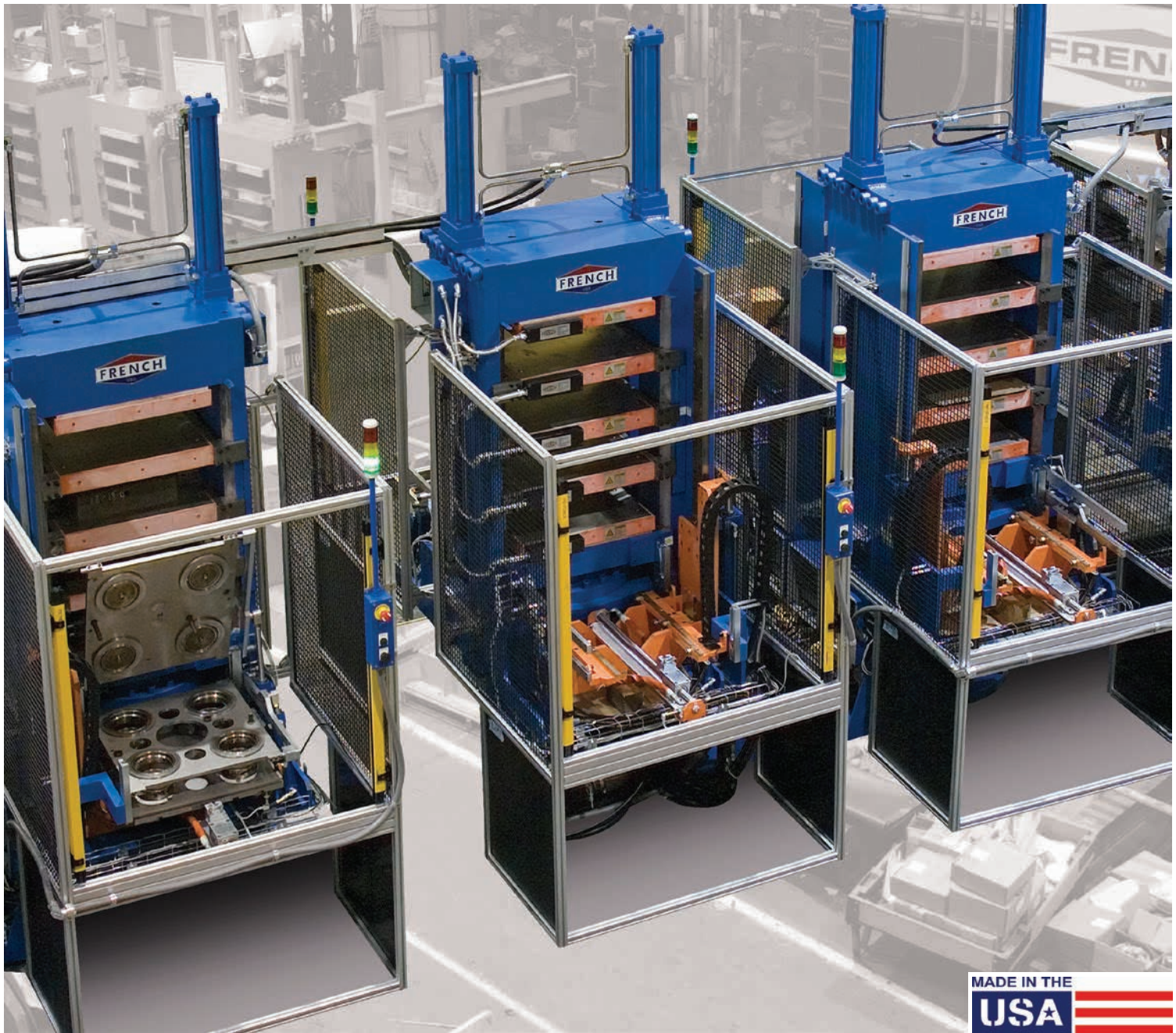
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# IN FOCUS

A CLOSER LOOK



**LEBANON**

## CUTTING THROUGH THE CHAOS

■ It's business as usual for Mohammad Mehdi as he cuts Ayman Al Zein's hair on April 18—despite being surrounded by rubble after his barber shop, in Beirut's Dahiyeh suburb, was damaged in an Israeli strike. Scenes like this have become common across the city's southern suburbs, where Israeli attacks linked to the conflict with Hezbollah have hit residential areas. Since March, fighting tied to the wider Israel-Iran war has spilled further into Lebanon, displacing over 1 million people per the United Nations and deepening an already severe economic and humanitarian crisis. For many, the latest escalation has compounded war-weariness. It's the second time in less than two years that vegetable vendor Hussein Ali has been forced to leave his home in Haret Hreik, Beirut. It was destroyed in the 2024 Israel-Hezbollah war, and he fears history repeating itself. "No one wanted this war," Ali told *Newsweek* recently. "People haven't recovered from the previous war." **N**

HASSAN AMMAR/AP



DIPLOMACY

# The Worst Job in the World?

■ Sulfur miner, portable toilet cleaner, Kanye West’s publicist—all pretty rough jobs. But still, people are sending in applications. The head of the world’s preeminent peace-keeping organization? Not so much.

There are currently only four people in the running for the next secretary general of the United Nations—Chile’s former president Michelle Bachelet, U.N. nuclear chief Rafael Mariano Grossi of Argentina, U.N. trade chief Rebeca Grynspan of Costa Rica and Senegal’s former president Macky Sall.

This is down nearly 70 percent from when the current secretary general, António Guterres, was chosen in 2016.

Established on the heels of World War II, the U.N. aims to maintain international peace and security by facilitating cooperation between allies and adversaries around the world. But amid ongoing conflicts in Ukraine, Gaza and Iran, the U.N.’s 193 member states seem misaligned with contemporary geopolitics.

During a 2025 address at its headquarters in New York,

President Donald Trump asked the question on everyone’s mind: “What is the purpose of the United Nations?” He called its powerless peace resolutions and unregulated veto power ineffective, overly bureaucratic and full of “empty words.”

Public opinion of the U.N. has also dropped, with 60 percent of U.S. adults believing it still plays a necessary role in the world in 2025, down from 85 percent in 1997, according to a recent Gallup poll.

There are plenty of specialized and prestigious occupations with low application rates. But at least you can trust that your neurosurgeon will be effective.

You might not be able to say the same for the head of the U.N. At this rate, the job may join the path of other antiquated gigs, like clock repairers and phone operators.

The next secretary general will enter the role at an inflection point: The next 10 years can either bring about reform and resilience or accelerate a descent into obsolescence, grasping at legitimacy. **N**



The head of the U.N. doesn’t seem so powerful.

EUROPE

# Close Neighbors With Distant Allies

■ For Brussels, it’s a tale of two ballots. Bulgaria and Hungary went to the polls days apart—and while one set of voters removed a thorn for the European Union, the other planted a fresh one for the bloc.

Hungarians, weary after 16 years of Viktor Orbán’s euroskeptic rule and cozy ties to Russian President Vladimir Putin, delivered what EU officials welcomed as a course correction. The April 12 election swept opposition leader Péter Magyar and his Tisza party into power with a commanding majority, ending Orbán’s tenure as Europe’s most persistent internal spoiler on Russia sanctions and Ukraine aid. Within days, the political shift helped clear the path for a long-blocked €90 billion (about \$105 billion) EU loan to Ukraine, which Orbán had vetoed. European Commission President Ursula von der Leyen summed it up neatly: “Hungary has chosen Europe.” Moscow offered only muted congratulations.

But while Magyar has vowed to repair ties with Brussels, revive rule-of-law reforms and unblock billions in EU funds—after years of Hungarian veto threats and Kremlin-friendly rhetoric—Sofia moved in the opposite direction. On April 19, Bulgarians handed a win to former President Rumen Radev and his Progressive Bulgaria coalition. A critic of EU sanctions on Russia who has opposed military aid to Ukraine, Radev rode anger over corruption and political paralysis to power and has called for closer ties with Moscow. At a time when Brussels is desperate for unity on Ukraine, energy and defense, Eastern Europe gave a reminder that national elections matter far beyond their borders. **N**



Ursula Von der Leyen summed it up neatly: “Hungary has chosen Europe.”



SHARED PLAYBOOK

Bulgaria’s Radev wants closer ties with Russia, as Hungary’s ousted Orbán, above, did.

NEWSWEEK/GETTY; SMITH COLLECTION/GAD/GETTY; ATTILA KISBENEDEK/AFP/GETTY; DIMITAR KYOSEMARLIEV/AFP/GETTY



# TAKE FIVE

STORIES FROM AROUND THE WORLD



## U.S.

### PLOT TWIST

Book bans in America are at record highs, with challenges to 4,235 works recorded in 2025 alone—part of what the American Library Association calls a “well-funded, politically driven campaign.” But scan the list of most-challenged titles and something unexpected emerges: two of them are by Sarah J. Maas, the romance-fantasy author whose books dominate bestseller lists worldwide. The book banners may be their favorite authors’ most effective marketing team.



## KISUMU COUNTY, KENYA

### FORCE OF NATURE

Climate change is putting pressure on Lake Victoria’s fish stocks, pushing Kenya’s fishing communities to the edge. But in Kagwel village in Kisumu County, the crisis has done something centuries of activism could not: it has helped break one of the lake’s oldest taboos. Women, long banned from fishing boats on the belief they would scare away the catch, are now on the water. Sometimes it takes a disaster to dismantle a tradition.



## CHINA

### THE EXTRA MILE

Chinese carmaker Seres has patented a voice-activated in-car toilet that slides out from beneath a passenger seat—complete with an exhaust fan and a heating element to evaporate waste. Absurd? Maybe. But in China’s hyper-competitive EV market, where dozens of brands are locked in a brutal price war and several face collapse, it seems the toilet is a perfectly rational response.



## MOSCOW

### NO FILTER

Russian President Vladimir Putin has survived oligarchs, dissidents and Western sanctions—but beauty influencers may be proving a tougher opponent. When Victoria Bonya posted a viral video blaming Kremlin officials for hiding the truth about the Ukraine war from Putin, the Kremlin did something remarkable: it blinked. Spokesperson Dmitry Peskov said the message had been seen and was being acted on. Meanwhile, Putin’s approval rating has slipped for six consecutive weeks. The most destabilizing force in Russia right now might have a ring light and a following.



## PYONGYANG, NORTH KOREA

### THE LAST LAUGH

North Korea launched four rounds of ballistic missiles from its east coast in April alone, and Kim Jong Un is not being subtle about it. As the U.S. and Israel wage war on Iran’s nuclear program, Pyongyang—which experts say has made rapid advances in its own nuclear weapons development—is watching and flexing. Denuclearization was never on the menu. And whatever happens to Iran’s nuclear program, Kim will be watching closely to see whether he made the right call keeping his.

## CYBERSECURITY

# One Personal Download, One Corporate Nightmare

■ When Vercel—a cloud platform used by businesses worldwide—confirmed in April that customer credentials and internal data had been compromised, the attack that caused it required no sophisticated malware, zero-days or insider access. Just a Roblox cheat script and a permissions pop-up.

In February, an employee at another company ran a gaming cheat script on a work device, unknowingly installing malware that stole their login credentials. One of those credentials belonged to a Vercel employee who had used a work account to sign up for the service—giving attackers a back door into Vercel. The stolen data was listed for sale for \$2 million. “People use their work laptops for personal things. They always have. The difference now is that a bad personal download can cascade through an OAuth grant [a system that lets apps access your accounts without sharing your password] into an enterprise system in a way that wasn’t really possible five years ago,” Kerry Kier, an IT and security professional, told *Newsweek*. Vercel’s CEO described the attacker’s movement as potentially AI-accelerated. “The attack moved from a single info-stealer infection to a major platform breach in two months,” said Kier. “That timeline is the part that should concern leaders most.” The fix, he says, isn’t complicated. “Audit every third-party app authorized against your Google Workspace or Microsoft 365 tenant. You’ll find tools nobody remembers approving.”



KCNA VIA KNS/AFP/GETTY; RICK BOMMER/AP; SEFA KARACAN/ANADOLU/GETTY; PATRICIA DE MELO MOREIRA/AFP/GETTY; TONY KARUMBA/AFP/GETTY; THOMAS FULLER/SOPA IMAGES/LIGHTROCKET/GETTY

ENTERTAINMENT

# Live Nation Lost, But Who Won?

■ **At the height of** Pearl Jam's success in 1994—and nearly eight months after the rock band filed an antitrust complaint against Ticketmaster—*Rolling Stone* asked, “If Pearl Jam couldn’t do it, who can?”

Well, 31 years later, it turns out the Swifties can. Kind of.

A federal jury found on April 15 that Live Nation, which merged with Ticketmaster in 2010, operated as a monopoly in violation of federal and state antitrust laws. The case—filed by the Justice Department and later pursued to verdict by a group of state attorneys general—came amid heightened scrutiny of Live Nation's ticketing practices, including backlash over Taylor Swift's Eras Tour tickets. It will likely result in monetary damages for the company, which last year reported a record \$25.2 billion in revenue.

While the concert giant

insisted that the ruling would not be “the last word on this matter,” the news was music to the ears of fans and industry advocates seeking relief from the exhausting and expensive experience of buying tickets.

But the legal defeat of the concert giant is just that: a courtroom victory. Ticket prices won't meaningfully drop, and they won't at all unless platforms are forced to end exclusive contracts with venues and promoters by court orders.

A week after the verdict, Ticketmaster announced it would release thousands of Harry Styles tickets it “caught” scalpers buying. “You caught you?” musician Jack Antonoff quipped. But it wouldn't apply to fans who already bought tickets to Styles' upcoming Madison Square Garden residency through Ticketmaster—not even those who spent \$1,000 a pop. **N**

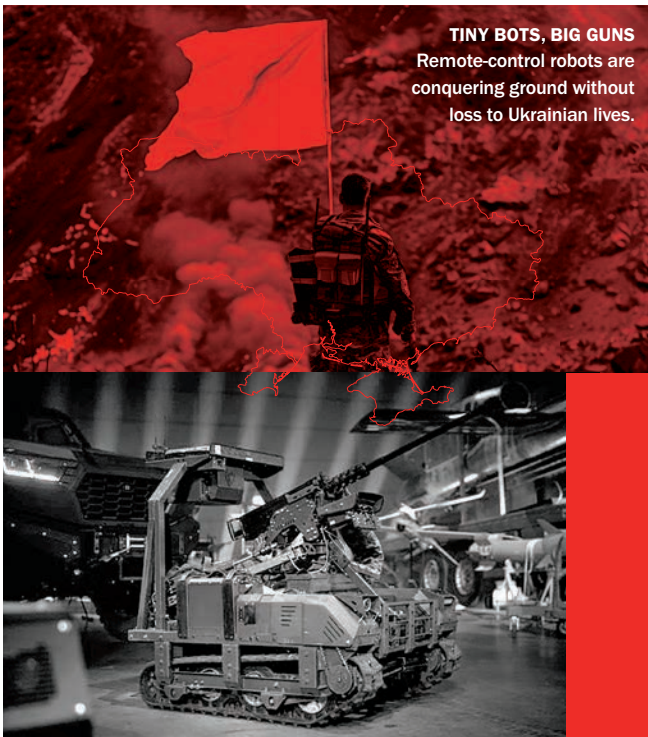


**KARMA**

Styles and Swift fans hope that the verdict might make concerts more affordable.

**TINY BOTS, BIG GUNS**

Remote-control robots are conquering ground without loss to Ukrainian lives.



WORKFORCE

# These Are the Droids You're Looking For

■ **Turns out no job is safe** from the threat of automation—not even front-line soldiers. Ukraine is hoping that the deployment of thousands of robots on the battlefield will help give them the edge over Russia as the war enters its fifth year.

Smaller than most military vehicles, these remote-controlled machines are difficult for adversaries to spot and intercept. They're like Serve Robotics robots delivering Uber Eats, but instead of shuttling pad Thai, they are equipped with guns, rockets and explosives.

Ukrainian President Volodymyr Zelensky said in an X post on April 13 that unmanned ground systems and drones reclaimed territory from Russia, adding that the “occupiers surrendered” and the mission was carried out without boots on the ground or losses on their side.

He said these Ukrainian-made bots have carried out over 22,000 front-line missions over the past three months, making the combat seem more like a *Star Wars* battle with Jedis fighting alongside droids.

And with 25,000 ground robots contracted by the defense ministry in the first half of 2026 alone, these new military assets may keep soldiers out of danger and help solve Ukraine's conscription crisis.

Thankfully, these tiny bots seem better able to navigate combat zones than the Coco delivery robots on the sprawling sidewalks of Los Angeles. And they do it without cute googly eyes. **N**

KARWAI TANG/WIREIMAGE/GETTY; KEVIN WINTER/TAS24/GETTY; NEWSWEEK/GETTY



**DEFENSE**

## The Human Cost of America's Longest Carrier Deployment

■ The USS Gerald R. Ford has now spent more than 300 days at sea—the longest deployment of any U.S. aircraft carrier since the Vietnam War—and for the nearly 4,500 sailors on board, many of them under the age of 20, the record comes at a cost.

A standard carrier deployment runs around six months from the moment a ship leaves the continental United States to the moment it returns to dock. The Ford has been out for nearly twice that. It left Norfolk, Virginia, on June 24, 2025, and has since been extended twice—rerouted from the Mediterranean to the Caribbean for the operation to capture then-Venezuelan President Nicolás Maduro, then ordered to the Middle East as the Iran war escalated. It has crossed the Atlantic three times.

“They’ve been gone for a long time and the ship hasn’t helped,” Mark Cancian, a retired U.S. Marine colonel and senior adviser at the Center

for Strategic and International Studies, told *Newsweek*. A fire in one of the vessel’s laundry spaces forced the carrier to return to the Mediterranean for repairs, temporarily leaving 600 sailors without sleeping berths.

It was “unusual but not unique,” Cancian said, to have a carrier out this long—but the Navy “doesn’t like to do this because it’s hard on crew and families.”

Life on board has been relentless. Sailors work seven days a week, eight to 12-hour shifts, in close quarters, Joe Sestak, a retired U.S. Navy rear admiral and former director for defense policy on the National Security Council, told *Newsweek*. “It ain’t easy.” With a crew this young and a deployment this long, he said, “it can be a real burden. It does wear.”

The Navy expects the Ford home by late May—around the 11-month mark. For the sailors on board, the homecoming cannot come soon enough. **L**

NUMBER OF THE WEEK

# 34,000



►► That’s how many dollars one California thief allegedly netted by buying Lego sets at Target, replacing the bricks with pasta to match the weight and then returning them for a full refund. He was linked to at least 70 thefts. The pasta was al dente but the plan wasn’t.



## CONVENTIONAL WISDOM Backfire Edition

■ The surest way to lose right now is to be exactly who you’re supposed to be. Authority may be deployed, machinery spun up, but the results are not what’s expected. Even so, a merry-go-round still has winners and losers.



### Kash Patel

The FBI director’s 19-page \$250 million defamation suit against *The Atlantic* for its report on his “excessive drinking” was littered with typos like “feasible” for feeble and “politices” for policies. Suing for inaccuracy, inaccurately.



### Cheyenne Hunt

The influencer’s video drew out 30-plus accusers against Representative Eric Swalwell, forcing him to axe a California gubernatorial campaign he’d tried to save with a Zoom call for content creators—right about the reach, wrong about who would use it.



### Kevin Warsh

President Donald Trump’s Fed Chair nominee aced a bruising hearing only to stay blocked by retiring Senator Thom Tillis, who won’t move until Trump drops a probe of current chair Jerome Powell.



### Prince Harry

The Duke of Sussex thought he was offering a sober reminder to the U.S. to “honor its international treaty obligations” to Ukraine. Dismissing the idea that Harry spoke for Britain, Trump quipped, “I appreciate his advice very much.”



### Anna Wintour

The woman who inspired Miranda Priestly visited the *Devil Wears Prada 2* set, missed her cue, was cut from the film—but not before informing the crew that Dior would only ever have white flowers.



### Asim Munir

After hosting fruitless peace talks in Islamabad, Pakistan’s military chief persuaded Trump, who called him “my favorite field marshal,” to extend the ceasefire with Iran—remarkable for the man Michael Rubin once called “Osama bin Laden in a suit.” **L**

TECHNOLOGY

## Apple's New CEO May Return to Company's Core

■ As Apple says goodbye to CEO Tim Cook (below, right, affectionately known as Tim Apple by President Donald Trump), its senior vice president of hardware engineering, John Ternus, is stepping up at a crucial time.

During Cook's 15 years at the helm of the tech giant, Apple expanded its digital footprint—launching Apple Music and Apple TV—and cozying up to Trump. But with Ternus' new promotion, Apple seems primed to return to its hardware roots.

Ternus, below left, joined the company's product design team in 2001, where he helped lead the teams behind the products you're most addicted to: the iPhone, MacBook, Apple Watch, iPad and AirPods.

AvidXchange SVP of Technology Manu Sood told *Newsweek* this move means Apple is staying anchored to its core—trusted user experience, custom silicon and integration.

"It suggests discipline over noise and platform advantage over feature chasing," Sood said, adding that the next chapter will focus on making existing strengths work in an AI-driven market. The challenge, he said, is whether Apple can move faster with AI without weakening the standards that made the company distinctive and won customer trust.

The announcement came as Apple presented a slate of new and innovative products for 2026, including foldable iPhones, and OpenAI teased a venture into the gear space with a \$6.4 billion purchase of an AI device startup from former Apple designer Jony Ive.

This new era for Apple could be a major opportunity to remind its customers and competitors that it is still the leader across all aspects, proving it can still "think different." Or at least maybe they'll bring back chargers and wired headphones in iPhone boxes. [L](#)



**"It suggests discipline over noise and platform advantage over feature chasing."**

NATIONAL SECURITY

## Are Foreign Operatives Killing Scientists in the US?

■ President Donald Trump is hoping it's a "coincidence." But what if it's not? Questions are circling around Washington about a series of scientist deaths and disappearances that the FBI is reviewing for potential connections.

The bureau, which is working with the energy and defense departments on the matter, has not yet confirmed any nefarious activity, but the roughly 11 dead and missing scientists have at least one lawmaker wondering: Are foreign operatives targeting nuclear, defense and aerospace experts on U.S. soil?

On April 19, Republican Representative Eric Burlison of Missouri said that the string of

incidents had "all the hallmarks of a foreign operation." Burlison wrote on X: "We are in competition with China, Russia, and Iran on nuclear technology, advanced weapons, and space. Meanwhile, our top scientists keep vanishing." He stopped short of identifying which adversary he thinks is responsible, but the claims are gaining traction in a political climate of tense international relations and shrouded in paranoia.

Russia and Iran are both at war with U.S. allies. China has aligned itself with them diplomatically. In a world where the threat looms larger each day, the absence of answers creates its own kind of answer. [L](#)

THE ARCHIVES

1945



► "The Russian assault on Berlin and the junction of the American and Red Armies were the two climactic events that shook the Reich to its foundations last week. At the same time, however, other Allied armies were waging the last phase of the battle of Germany on three widely separated fronts. Nearly everywhere the once mighty Wehrmacht crumbled under the blows," *Newsweek* reported during the last gasps of World War II in the European theater. Eight decades later, Germany again fields one of Europe's most consequential militaries—but as a pillar of collective defense, embedded in NATO and aligned with the United States, Britain and France; former wartime enemies—while Russia, then its conqueror, has once more become its principal strategic foe, amid a grinding war in Ukraine that has reshaped Europe's alliances. [L](#)



**BUSINESS**

## Nike Can't Do It Anymore

■ **"Runners Welcome. Walkers Tolerated."**

Those four words—printed on the window outside Nike's Newbury Street location ahead of the 2026 Boston Marathon—put the footwear giant at the center of a firestorm. What was meant to salute this year's elite class of runners (Boston is not only the world's oldest marathon but also the most prestigious) was interpreted as an exclusionary snub by the running community.

Nike tried to course-correct, replacing the ad on April 17 with one that read, "Boston will always remind you, movement is what matters," and issuing a statement admitting that its original message "missed the mark."

But when was the last time Nike hit its target?

Well, not since the pandemic. Back in 2020, the Swoosh brand seemed to be doing all the right things: embracing expanded sizing, growing its e-commerce business and developing new products. Even its risky decision to run an ad campaign with former NFL quarterback Colin Kaepernick paid off. Nike made itself an identity among young consumers.

But the landscape has changed. The body positivity movement has moved on. Nike's aggressive direct-to-consumer pivot backfired. The shelves they once dominated suddenly had room for competitors like HOKA, On and Asics (the latter responded to Nike's Boston ad with its own poster: "Runners. Walkers. All welcome."). And while the sports-wear juggernaut was

busy expanding into lifestyle, their rivals innovated the very product that put Nike on every starting line, successfully eating into the estimated \$10 billion U.S. running shoe market.

Since peaking in November 2021,

Nike shares have plunged 70 percent. This year alone, they're down 30 percent, a tumble led by a 20 percent decline in the China market that served as the brand's final life raft. The company has desperately sought to turn its fate around, bringing back Nike veteran Elliott Hill as CEO, making nice with the former wholesale partners that it cut out and collaborating with run clubs that have become popular among young people. But it's clear Nike's already lost its touch with the group that built them—just ask the runners in Boston. **N**



Asics responded with an ad welcoming all.



### UNCOMMON KNOWLEDGE

## The Missing Bombers of Trump 2.0

■ **President Donald Trump's** second term is easy to read if you focus only on the visible damage: tariffs, agency purges, courtroom fights, public threats. But that is not always where the real damage is. During World War II, analysts mapped bullet holes on bombers returning from Europe and assumed those were the spots that needed more armor. The statistician Abraham Wald saw the flaw. The planes that made it home were the survivors and the fatal hits had landed elsewhere. Trump 2.0 may work the same way.

### The Familiar Story

The familiar story is simple. Trump says he is cutting waste, disciplining the bureaucracy, breaking orthodoxies on trade and forcing institutions to serve American interests. His critics say he is doing something entirely destructive: hollowing out state capacity, weakening alliances and hurting family finances. Both cases capture part of the truth but both are fixed on what can be seen immediately.

### What's Really Going On

Remember what Wald said. Survivorship bias points somewhere else. In January 2025, Canadian residents made 2.1 million trips to the United States, down 22 percent from a year earlier, while automobile trips fell 26.3 percent. On the trade side, carriers cut at least six weekly China-U.S. routes, removing capacity for 25,682 40-foot containers. In higher education, F-1 visas issued from May through August 2025 were down 36 percent year over year, and fall 2025 new international student enrollment fell 17 percent, costing more than \$1 billion and nearly 23,000 jobs. More than 7,800 research grants were terminated or frozen, around 25,000 scientists and staff disappeared from research agencies and proposed science cuts reached \$32 billion. By March 2026, federal employment was down 355,000. The missing bombers of Trump 2.0 are the people who do not come, the programs that do not run, the routes that do not resume, the grants that do not renew, the exchanges that do not happen and the watchdogs who are no longer watching. **N**

## DIPLOMACY

# INTO THE LION'S DEN

Charles III's visit to the United States came as the nation is at loggerheads with the U.K. over the war in Iran. Can the king rescue the special relationship?

BY  
JACK ROYSTON

**F**OR ALL ITS CAREFULLY STAGED CHOREOGRAPHY, King Charles III's state visit to the United States came against a backdrop of conflict and a "special relationship" under visible strain.

The tour—featuring garden parties, a "block party" and, in a more solemn moment, 9/11 commemorations—unfolded against a backdrop of growing tension between London and Washington, with the United Kingdom doubling down on its refusal to join President Donald Trump's war in Iran. In turn, the U.K., in particular Prime Minister Keir Starmer, has become one of the president's primary punching bags. That all set up Charles for perhaps the biggest diplomatic challenge of his reign, and indeed that of any British monarch in the post-World War II era.

"Short of the visit made by His Majesty the King [George VI] in 1939, I would say this is the biggest and most important visit pretty much any monarch has made to America," Robert Jobson, author of *Our King: Charles III*, told *Newsweek*.

## Tense Exchanges

Starmer and Trump have been swapping barbs since the beginning of the conflict with Iran. Trump criticized the prime minister's initial refusal to let the U.S. use British military bases, including Diego Garcia, to launch strikes against Tehran. "I'm not happy with the U.K.," Trump said. "The U.K. has been very, very uncooperative with that stupid island that they have." Comparing Starmer with his World War II predecessor, he said: "This is not Winston Churchill that we're dealing with."

Trump also told *The Sun* newspaper, "It's very sad to see that the relationship is obviously not what it was." Though in the middle of one swipe at Starmer—at a White House Easter lunch, where he claimed the prime minister said he needed his team's permission to send aircraft carriers to the Middle East—Trump spoke of the April 27-30 visit positively, saying, "The king is coming over here in two weeks, he's a nice guy, King Charles."

Trump has known the king for years. They spent time together during the president's first state visit





to Britain in 2019, and Trump gave an insight into Charles' conversational style after his September 2025 visit, when he stayed at the royal residence of Windsor Castle, telling Fox News: "I think he was more interested in trade, you know, he loves the environment too, he talks about that a lot, but he was more interested in trade than anything else."

Trump's love of the royals dates back further, though, thanks to his Scottish mother, Mary Anne MacLeod. He told a press conference last year that she "loved the Queen [Elizabeth II, Charles' late mother]. Whenever the queen was on television, she wanted to watch."

Indeed, one area of concern over the diplomatic outcome of Charles' visit came from Trump letting slip recently that he did not realize it was at the request of the U.K. government, seemingly believing the king was simply a good friend who wanted to join the 250th celebrations. Charles is Britain's head of state and goes where its government asks him. A big part of the monarchy's ongoing appeal in the 21st century comes from the respect international leaders still hold for the crown and the diplomatic doors that can be opened as a result. The U.K.'s Conservative Party made ample use of the royals during the Brexit era, sending them around Europe to curry favor during negotiations over Britain's exit from the European Union. Starmer has been just as keen to deploy royal charm in relation to Britain's most important alliance—with America.

Mark Stone, Sky News U.S. correspondent, described a phone conversation he had with the president on Sky's *Trump100* podcast. "I sort of asked him whether he thought the strained

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relationship with Keir Starmer was going to have an impact on the visit and he said, 'Not at all. I've known the king a long time. He's not involved in that process, the politics,'" Stone said.

"But then I said, 'But he's been asked to come here to America by Downing Street, by the prime minister.' And the president said, 'I don't know who asked. I mean, I didn't realize that, but.... It's my honor to have him at the White House.'

"So it appeared to me he wasn't entirely clear of the process that the king hasn't just come here for a jolly. The king has come here on, you know, government business effectively."

Meanwhile Starmer has hit back at Trump's barbs and criticized the president's actions in the Middle East—and will be hoping that the king's visit has helped repair the frayed relationship between the nations.

When Trump threatened to "wipe out a whole civilization" in Iran, the prime minister told ITV, "They are not words I would use, ever use, because I come at this with our British values and principles." Later, turning to the domestic economic consequences of the conflict, Starmer said: "I'm fed up with the fact that families across the country see their bills go up and down on energy, businesses' bills go up and down on energy, because of the actions of [Russian President] Vladimir Putin or Trump across the world."

In the wake of Starmer's refusal to support the U.S. military action, Trump made threats to trade—and the special relationship—with London. "It's the relationship where when we asked them for help, they were not there.... And they still aren't there,"

**ROYAL WELCOME**

From far left: The king and Trump pictured in September 2025 at Windsor Castle during the president's second state visit to the U.K.; Camilla and Charles with Donald and Melania Trump at a state banquet at the royal residence during the visit.

he told Sky News in an April 15 interview. “We gave the U.K. a good trade deal. Better than I had to. And it can always be changed.” Addressing Britain’s parliament later that day, Starmer hit back: “It is not our war, and a lot of pressure has been applied to me to take a different course, and that pressure included what happened last night.

“I’m not going to change my mind. I’m not going to yield.”

While Starmer might be pinning Charles’ diplomatic success on Trump’s love of the royal family, expectations of what the monarch can achieve in moments of war have long been tightly constrained by convention. When the U.K. joined the U.S.-led invasion of Iraq in 2003, Queen Elizabeth resisted calls to weigh in publicly, maintaining the monarch’s apolitical role even as the conflict provoked deep divisions at home and abroad. She instead offered private support to service members and their families.

**National Interest at Stake**

The king has already become Starmer’s single biggest asset in pursuing national interest in relation to its most significant ally. After Trump’s state visit in September, the nations deepened economic ties, with the U.K. securing U.S. investment worth £150 billion [around \$200 billion] and the president and Starmer signing a “Tech Prosperity Deal.” Though in December, the U.S. paused the deal due to trade barriers in the U.K., the *Wall Street Journal* reported.

Robert Hardman, who interviewed Trump about the royals for his latest book, *Elizabeth II: In Private. In Public. The Inside Story*, said he felt the prospects of Charles achieving movement on policy were slim. “What’s he going to get out of it?” Hardman asked on *Newsweek’s The Royal Report* podcast. “Quite possibly not very

much or nothing at all.” Opposition politicians in the U.K. had urged the king and Starmer to cancel the visit—which marked 250 years since the Declaration of Independence—to avoid giving Trump a PR win at a time of open diplomatic hostility.

But the consequences of canceling the state visit could have been greater, Hardman said. “What we won’t know is the downside or the damage that would be caused by not going. Because Donald Trump is a huge fan of the monarchy,” he said.

“He has very high regard for the king as well and he is the only U.S. president to have two state visits to the U.K.”

“Everyone is welcome to a view,” a royal insider told *Newsweek* ahead of the visit. “The nation is divided on whether we should be going or not, but we are going on government advice and this will hopefully be a demonstration and a test of the king’s diplomacy.

“There have been moments in the White House over the past few months, but I expect President Trump will want the visit to go as well as we do.”

Jobson went further. “The king is somebody who is able to do an awful lot in terms of shifting goalposts,” he said. “He’s somebody people listen to because he’s very experienced. I think Trump listens to no one, but I do think that he used to hear the late queen.

“I think that he certainly respects and hears what Charles has to say. Whether it makes any difference to what Trump does, I should imagine that’s not going to be the case. But he certainly would listen to him.”

**A Double Victory?**

Charles and Queen Camilla’s itinerary began in Washington, D.C., with a welcome from the president and first lady Melania Trump and an informal private tea. The schedule included a formal military ceremony—mirroring the choreography the British royals themselves lay on during state visits—and Charles giving a speech to a joint meeting of Congress; only the second time a British monarch has done so, the last time being Elizabeth’s speech in 1991.

Following a state dinner at the White House, the itinerary had the royals heading to New York, featuring a commemoration of 9/11 terror attack victims, before the state visit’s conclusion in Virginia, with a block party to celebrate America’s 250th birthday.

Beyond the formal choreography, there is a very clear prize for Charles—the hope he has secured a better relationship between Britain and America’s head of state. Long term, if the history books record that the monarchy’s charm on the global stage won concessions for the nation, then Britain’s political elite, present and future, will take note for years to come.

For Trump, the victory will have been secured simply by the king’s presence. Asked how he was feeling ahead of the visit, Trump told Sky: “Great. He’s a great gentleman, a friend of mine. He’s a fantastic person.” **N**

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POLITICS

# ‘CALIFORNIA IS DESPERATE FOR CHANGE’

Steve Hilton is looking to become the first Republican elected governor in the Golden State since Arnold Schwarzenegger. Can his focus on housing, homelessness and the cost of living guide him to victory in November?

BY  
JASON LEMON

**SEEING RED**

Hilton argues that one-party rule in California has contributed to the housing crisis, among other issues.



**F**OR A REPUBLICAN RUNNING STATEWIDE IN CALIFORNIA, the math is typically unforgiving. Democrats dominate voter registration, control every major office and have consistently carried the state in presidential elections by wide margins. That broader context has not changed in 2026.

What has changed, however, is the current dynamic of the gubernatorial field.

Republican candidate Steve Hilton has led in early primary polling, as multiple Democrats split the vote in a large and unsettled field. The withdrawal of former Democratic Representative Eric Swalwell after allegations of sexual assault and rape has added further volatility. Swalwell has denied the accusations but suspended his campaign and resigned from Congress.

Hilton, a former Fox News host and businessman who President Donald Trump endorsed in April, is framing the race in stark terms.

“California is desperate for change. Everything’s heading in the wrong direction,” he told *Newsweek* in an April 15 interview via Zoom. “It’s really a disaster, and we’re desperate for a change.”

The central question is whether Hilton’s strategy can translate into a viable path to victory in November.

California’s recent voting history underscores the scale of the challenge. Trump has consistently lost the state by wide margins, but his share of the vote has increased each cycle—receiving roughly 32 percent in 2016, about 34 percent in 2020 and just over 38 percent in 2024. Despite those gains, Democrats have continued to carry the Golden State comfortably.

The state has not elected a Republican to governor in 15 years, since Arnold Schwarzenegger left office in 2011, and Democrats maintain a significant registration advantage. They also control both chambers of the legislature with supermajorities and every other statewide constitutional office.

That reality is compounded by national political conditions. Democrats are broadly expected to perform strongly in 2026, aided by Trump’s low approval ratings and recent special election results that have trended in their favor. Hilton acknowledges those headwinds but argues the outcome will hinge on how voters interpret the race.

“If the campaign for California governor is about California... then I will win,” he said. “If the Democrats succeed...to make the California governor’s race about national politics, then the headwinds...will come into play.”

Recent polling reflects Hilton’s early positioning and the fragmented nature of the race.

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An Emerson College Polling survey conducted April 14 to 15 found Hilton leading with roughly 17 percent support. Fellow GOP hopeful Chad Bianco and Democratic billionaire Tom Steyer tied for second at 14 percent. Several other candidates trailed in the low double digits, while a significant share of voters remained undecided.

Other public polling has shown a similar pattern, with no candidate approaching majority support but Hilton repeatedly appearing in the lead of the crowded field. That dynamic is not unusual in California’s top-two primary system, where a large field can allow a candidate with a consolidated base to emerge ahead early, even without broad majority support.

Democrats have pointed to that structure in assessing the race. Party officials have urged consolidation behind a smaller number of candidates to avoid splitting the vote. Contenders have also sought to define contrasts. Steyer, the founder of Farallon Capital, has emphasized economic reform and systemic change, while former Democratic Representative Katie Porter has focused on accountability, consumer protection and corporate oversight. Former U.S. Health Secretary and California Attorney General Xavier Becerra has played up his governing experience, while San Jose Mayor Matt Mahan has run as a centrist alternative focused on housing, public safety and government efficiency.

Hilton, however, has argued broader dissatisfaction outweighs candidate-specific dynamics.

“In a sense it doesn’t matter who the Democrat candidate is...they’re gonna lose this year because we’re sick of it all and want change,” he said.

Hilton’s strategy is to keep the campaign focused on state-level concerns rather than national political dynamics.

“The real question is...if people are voting on California issues,” he said. “Whoever the Democrat is will be going on about Trump...”

He has argued the state’s long period of Democratic control has contributed to current challenges.

“The Democrats in California control every statewide elected office...the legislature...the big cities,” Hilton said. “It’s like total one-party rule, and it’s just not healthy.”

At the same time, he has acknowledged that national politics will play a role, particularly given Trump’s presence in the race through his endorsement. Hilton has pointed to that endorsement as a factor that could help drive Republican turnout, while emphasizing that a broader coalition will be necessary.

### **‘Systemic Problems of Governance’**

Hilton’s campaign is centered on cost-of-living, housing and homelessness—issues among top concerns for California voters.

California is widely considered the most expensive state in the country. Housing costs are a primary driver, with median home prices exceeding \$700,000 statewide and significantly higher in major metropolitan regions such as Los Angeles and the Bay Area. Rent prices similarly rank among the highest in the nation.

Energy costs, including gasoline and electricity, also exceed national averages, contributing to broader affordability challenges.

These pressures have contributed to population outflows in recent years, as some residents relocate to lower-cost states.

At the same time, California continues to face a severe homelessness crisis. More than 180,000 people are unhoused, according to recent estimates—the largest in the nation. Despite significant public spending, the issue remains a central political concern.

Hilton frequently frames these issues as evidence of systemic problems in state governance.

“We’ve got the highest cost of living, highest price of gas, electric, housing, rent, everything,” he said. “It’s really a disaster.”

Housing policy is central to Hilton’s platform.

“We’ve got the highest housing costs in America and the lowest home ownership,” he said. “It’s the number one reason people are leaving our state.”

The gubernatorial hopeful has cited regulatory requirements as a key factor in why construction costs in California are significantly higher than in other states: “It costs about two or three times as much to build anything in California compared to Texas or Arizona.”

A major focus of his critique is the California Environmental Quality Act.

“Seventy percent of lawsuits under CEQA are used to block housing,” he said. He also pointed to local impact fees, which can

add substantial costs to new construction and has proposed limiting those fees.

Another element of his approach is expanding housing supply beyond existing urban areas.

“We’ve got to challenge this ideology of density,” Hilton said. “We’ve got plenty of land...but they won’t let us build.”

Hilton has tied his economic message to broader themes of opportunity and affordability.

On immigration, he has emphasized his personal background. “I’m a proud American and a legal immigrant,” he said. “I am the candidate of the legal immigrant community for the legal immigrants community.”

At the same time, he has taken a firm stance on illegal immigration.

“When it comes to illegal immigrants...it’s illegal,” he said. “There’s probably about four to five million adult Californians who could be working.... That whole equation is broken.”

Hilton has sought to minimize the role of social issues on the campaign.

“It shouldn’t be a concern at all, because it’s not a part of my campaign at all,” he said. “There’ll be no change.”

Hilton faces a difficult path in a state where Democratic advantages remain significant.

To win, he would need strong Republican turnout, significant support from independent voters and some crossover backing from Democrats. He has acknowledged the challenge.

“I’ve never said that it is going to be easy to win,” he said. “I understand it will be difficult...but it really is time for change.”

Whether that argument resonates broadly enough to overcome California’s political alignment remains uncertain. **N**

**MAKE CALIFORNIA GREAT AGAIN**

Hilton announced his candidacy for California governor on April 22, 2025, in Huntington Beach, below, and received Trump’s endorsement a year later.



ALLEN J. SCHABEN/LOS ANGELES TIMES/GETTY [2]; JAE C. HONG/AP; NEWSWEEK/GETTY



# Q&A

## STEVE HILTON

BY  
JASON LEMON



### Newsweek – What’s your view of the fallout around Eric Swalwell?

**Steve Hilton** – It’s politics. I hear that Katie Porter believes that it’s Tom Steyer who’s behind all this. But the point about everyone’s known about his behavior for a long time...the hypocrisy is breathtaking. It’s symbolic of the rot and decay of the California Democrats after 16 years of one-party rule.

### Are Democrats more broadly affected?

This party’s not delivering for the people of California. We’ve got the highest gas prices, highest housing costs... homelessness is totally out of control. We pay the highest taxes in the country for the worst results. California is in deep trouble.

### Why are you qualified to fix these issues?

We need change...it has to be a Republican. I’ve spent most of my career in business. I’ve got a pragmatic, problem-solving business mindset. I also worked at the highest levels of the U.K. government. I’ve been traveling the state, developing solutions. I would argue that I’m the best-prepared and best-qualified candidate.

### What would you do on housing?

We’ve got the highest housing costs in America. It costs about two or three

times as much to build [here and] regulations have been layered on...70 percent of lawsuits under CEQA are used to block housing, impact fees add huge costs. We’ve got to challenge this ideology of density. We’ve got plenty of land, but they won’t let us build.

### How do you win in California?

People outside California aren’t quite realizing how bad it is here. If the campaign for California governor is about California...then I will win. If Democrats make it about national politics, then the headwinds will come into play.

### Does Trump’s endorsement help?

It’s a very powerful driver of turnout. In a midterm election, it’s about turnout. You can’t win without strong Republican turnout.

### What about Californian’s concerns about Republicans and social issues?



**“IF THE CAMPAIGN FOR CALIFORNIA GOVERNOR IS ABOUT CALIFORNIA...THEN I WILL WIN.”**

It shouldn’t be a concern at all. It’s not a part of my campaign. There’ll be no change.

### Where do you agree and disagree with Trump?

I strongly support the reorientation of the Republican Party...becoming a pro-worker party. One area I really disagreed was on the lockdowns; they did much more harm than good.

### How do you approach immigration?

I’m a proud American and a legal immigrant. I am the candidate of the legal immigrant community for the legal immigrants community. When it comes to illegal immigrants...it’s illegal. There’s probably about four to five million adult Californians who could be working. That whole equation is broken.

### What does America mean to you?

California means to America what America means to the world. Above all, the rebel spirit: not accepting the way things are, always believing there’s a better way. That’s America. **✚**

This interview has been condensed and edited for clarity.

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CONGRESS

# WASHINGTON'S #METOO MOMENT

How three Republican lawmakers are leading the drive for sexual conduct accountability in the House

BY  
JESUS MESA

FOR MONTHS, A PUSH FOR SEXUAL MISCONDUCT accountability and transparency in Congress has been building inside the House, driven by a group of Republican women with a blunt message: No member is above scrutiny, regardless of party.

Representatives Nancy Mace of South Carolina, Anna Paulina Luna of Florida, and Lauren Boebert of Colorado have spent months pressuring colleagues from both parties, arguing Congress has long failed to police itself over workplace misconduct.

In several cases, that pressure has escalated into direct confrontation between members, reflecting growing fractures inside the House. The dynamic has made the fight over misconduct not only institutional, but increasingly personal.

On April 13, both Representative Eric Swalwell, a California Democrat, and Representative Tony Gonzales, a Texas Republican, announced they would step down amid sexual misconduct allegations and the growing prospect of expulsion votes.

Their departures marked one of the most visible accountability moments since the height of the #MeToo movement, when allegations of abuse and harassment reshaped careers across Hollywood.

Lawmakers describe the juncture as the culmination of a pressure campaign that

has been building across partisan lines. The congresswomen's push has expanded from individual resignation demands to broader efforts to force disclosure of internal ethics findings and subpoena congressional records. "Our subpoena motion will put it all on the table," Mace said in a statement to *Newsweek*. "Swalwell and Gonzales are only two out of 435. We want to know what every member of Congress is hiding and using taxpayer dollars to keep buried."

"This is not a party issue. It never was," Mace added. "Republican or Democrat, if you are abusing the public trust or covering up your misconduct on the taxpayer's dime, you should be brought into the light and held accountable. No exceptions. The establishment has kept these records buried for too long. Our subpoena motion puts an end to it." Luna echoed that stance. "No one is above the law, and I will be voting to expel them so we can get back to doing our job and serving the people we represent," Luna told *Newsweek*.

In March, Boebert criticized fellow Republicans after the House voted to block a proposal to make public records related to congressional sexual misconduct probes. "This is absolutely disgusting for anyone to vote against this," she told *Newsmax*. She has also spoken of plans to pursue

## CAMPAIGN

Clockwise from top: Luna, Mace and Boebert are calling for individual resignations plus greater transparency over ethics proceedings around misconduct investigations.

legislation to nullify Swalwell's congressional pension. "Taxpayers will be sending him tens of thousands of dollars every year for the rest of his life. This is completely unacceptable," she said in an April 16 video on X. Boebert did not respond to *Newsweek's* requests for comment.

On April 21, Representative Sheila Cherfilus-McCormick, a Florida Democrat, resigned from Congress shortly before a House Ethics Committee sanctions hearing related to alleged campaign finance and ethics violations, which she has denied. Mace had called for both her and Representative Cory Mills, a Florida Republican, to step down. The allegations against Mills span ethics violations, workplace misconduct claims and financial impropriety, and remain unresolved.

The campaign's challenge to the secrecy of congressional ethics processes has intersected with earlier transparency battles, including efforts to force release of federal



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BEHAVIOR OUT,  
THE BETTER.”**



records tied to convicted sex offender Jeffrey Epstein. At the core of the push is a claim that confidential investigative systems inside Congress have let misconduct persist without public consequence.

### **A System Under Pressure**

The system’s formal safeguards have grown more defined but not necessarily more decisive. Reforms introduced after the #MeToo movement include mandatory annual harassment training, restrictions on nondisclosure agreements in settlements and reporting requirements through the Office of Congressional Workplace Rights. Publicly reported settlements tied to workplace violations have since totaled just over \$400,000, underscoring both the existence of enforcement mechanisms and their limited reach. “Serious reform is long overdue in the current Ethics Committee process,” Luna said. “Investigations should not drag on for years only to produce little

or no meaningful outcome. The Committee exists to investigate misconduct, including serious allegations like sexual assault, and to uphold the integrity of Congress. Right now, that standard is not being met.”

Former Democratic Representative Jackie Speier, who helped lead earlier reform efforts, has argued that the core problem is structural: each lawmaker effectively controls their own office, leaving little independent oversight. “There’s really no one overseeing you,” she has said.


Democratic Representative Alexandria Ocasio-Cortez described the recent resignations as a “turning point” but said deeper institutional reform is still necessary.

Swalwell and Gonzales’ departures have intensified scrutiny on House leadership but not resolved broader questions of how allegations are handled, how investigations are disclosed and whether Congress can police itself. Leadership in both parties has historically resisted broad efforts to

expand disclosure of ethics probes, citing privacy and due process concerns. Bipartisan outrage over misconduct often surges in moments like this but tends to fade before producing lasting structural change. Still, this push feels distinct because of who is driving it: the pressure is coming from within Congress itself. Whether that translates into durable reform remains unclear. But for now, the resignations have become less an endpoint than a sign that the system is under sustained strain.

Some observers have criticized Republican women leading the push for their ongoing support of President Donald Trump, who has faced multiple sexual misconduct allegations and was found liable in a civil case in New York for sexual abuse.

“This is not about playing party politics,” Luna said. “I don’t care if they are a Democrat or Republican; if there is evidence of unethical or illegal behavior, the sooner we get that behavior out, the better.”

Mace, who was pressed about Trump in a 2024 ABC interview, dismissed comparisons between civil liability and criminal conviction and argued that voters “had already moved on.” 

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PERSPECTIVE

# THE BENEFITS OF A GUIDING HAND

Well-designed AI governance does not suppress innovation—it shapes its direction in socially beneficial ways

BY  
MATTHIAS OSCHINSKI  
AND  
MINA NARAYANAN

AN AI SYSTEM PASSES A MEDICAL EXAM. Another writes working software in seconds. A third generates a photorealistic face that never existed. And every time, the same debate follows: Should we let this technology run or rein it in?

Innovation versus regulation. Speed versus safeguards. Move fast or fall behind. These binaries dominate every serious policy conversation about AI, industrial strategy and climate. They also happen to be the wrong frame entirely. The real question is not whether to innovate or regulate. It is: What are we innovating for—and for whom?

Innovation is a means, not an end in itself. Its value depends entirely on the outcomes it produces. Almost everyone agrees on what those outcomes should be: rising living standards, durable economic growth and workers who share in

the gains of technological change, rather than bearing the costs. The problem is not that regulation hampers innovation. The problem is that innovation without purpose is a dead end.

Nowhere is this more urgent than in the labor market. Four decades of rising inequality and a declining labor share have already demonstrated what happens when technological change leaves workers behind. AI will either accelerate those trends or reverse them. And the design choices being made right now will be difficult to redirect later.

Consider the difference between two uses of the same large language model. One automates customer service roles, cuts headcount and sends the savings to shareholders. The other gives front-line employees a tool that handles routine queries so they can focus on complex

problems, improving job quality and customer outcomes alike.

This is not a hypothetical distinction. A growing body of research makes clear that the critical divide in AI is not between technologies that help and technologies that harm. Rather, it is between systems that commodify human expertise and those that extend it, enabling workers to tackle new problems, exercise deeper judgment and acquire skills they could not develop alone.

When AI is designed to collaborate with workers rather than replace them, it can act as a force multiplier for human capability. But that design does not happen by default.

**How To Intervene Most Effectively**  
Left to market incentives alone, AI development tilts toward automation.





This is precisely why governance matters. If innovation's direction is shaped by incentives and today's incentives favor automation over augmentation, then the question is not whether to intervene but how to intervene most effectively. Well-designed governance does not suppress innovation. Instead, it shapes the direction of innovation in socially beneficial ways

by prioritizing economic resilience, higher living standards and worker empowerment.

Critics of governance may counter that the act of governing is vulnerable to regulatory capture and accessible to only a privileged few. While this is a legitimate concern, governance encompasses many different mechanisms—from Congressional hearings to agency requests for information—that provide opportunities for diverse stakeholders to shape the outcomes of policymaking. By contrast, surrendering goal-setting to a narrow set of private interests forecloses this type of public participation.

Critics also argue that regulation imposes burdensome compliance costs and paralyzes firms' ability to innovate. It is true that poorly designed regulation may fail to achieve its intended goals and unfairly penalize companies, especially small and medium-sized companies. However, thoughtfully designed governance should support—and not stymie—the design and adoption of innovations that advance shared goals.

What does thoughtfully designed governance for AI look like? It may entail evaluating AI capabilities to inform the development of safety features, building institutional capacity to enforce compliance with AI rules, or making resources available to less-established enterprises and researchers who invest in AI safety and alternative development models.

Well-designed AI governance may also constitute on-the-job training that prepares

## THE REAL QUESTION IS NOT WHETHER TO INNOVATE OR REGULATE. IT IS: WHAT ARE WE INNOVATING FOR—AND FOR WHOM?



workers for an increasingly AI-augmented world.

### Infrastructure, Not Obstruction

More generally, AI governance reduces uncertainty about liability, standards and acceptable use, which is itself a strategic risk in high-stakes technologies.

When rules are unclear, incentives favor short-term deployment over

robustness and safety, which may impact AI adoption over the long run. Well-designed governance ultimately enables investment in safety, evaluation and long-term deployment, leveling the playing field for firms to compete on trustworthiness and performance.

The real debate is not innovation versus regulation. It is innovation guided by purpose versus innovation left to default incentives. Countries that align innovation with shared goals—rising living standards, economic resilience, a workforce that grows with technology rather than being discarded by it—are more likely to sustain public trust, attract long-term investment and build competitive advantage that lasts.

This requires more than good intentions. It requires policymakers who treat governance as infrastructure, not obstruction. It requires firms willing to invest in tools that extend human capability, not just cut costs. And it requires a public conversation that moves past the false binary of innovation versus regulation and toward the harder, more productive question of what we are innovating for.

That question is not a brake on progress. It is how progress becomes meaningful. **N**


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The firms building these systems profit from scale and cost reduction, not from strengthening worker capabilities. Their business model rewards tools that make expertise disposable. And a pervasive fixation on artificial general intelligence—systems that outperform humans at everything—actively crowds out investment in AI that works with people rather than instead of them.

To some extent, this fixation absolves firms of demonstrating how system capability improvements in the lab actually translate into shared prosperity or better jobs, potentially leading to a gap between new technologies and the problems they purport to address. Therefore, the absence of governance is far from neutral—it shapes innovation in often socially suboptimal ways that are disconnected from real-world problems.





THE  
MIDDLE  
EAST  
THAT  
BENJAMIN  
NETANYAHU  
BUILT

How the vision of Israel's longest-serving premier came to reality—that strength, not agreement, delivers security

BY  
TOM O'CONNOR

ILLUSTRATION  
BY  
GREGORI SAAVEDRA



**HIS MOMENT**

Facing down Iran and other neighborhood foes is what Bibi has been readying for his whole career.

# THREE YEARS BEFORE BECOMING ISRAEL'S PRIME MINISTER,

BENJAMIN NETANYAHU LAID OUT A WORLDVIEW IN HIS 1993 book, *A Durable Peace: Israel and Its Place Among the Nations*, that would come to define both his leadership and the region around him. Rejecting the optimism of the post-Cold War peace process, he instead advanced a harder doctrine, what he called a “peace of deterrence,” rooted not in reconciliation, but in power: “the only kind of peace that can endure in the Middle East is a peace that can be defended.”

Today, Netanyahu, known to many simply as “Bibi,” has remade Israel and the region in that vision. Threats posed by Arab autocracies have been neutralized or placated. The Oslo-era peace process that pushed for Palestinian statehood is but a distant memory. And Israel has demonstrated overwhelming military success in its longest and deadliest war to date against Iran and its “Axis of Resistance.”

Braving myriad criticisms and controversies, including the initial failure to prevent Hamas’ October 2023 attack that plunged the Middle East into its greatest conflict in decades, Netanyahu, now Israel’s longest-serving premier, has turned disaster into opportunity.

“I always say there are leaders in history and leaders of history. Netanyahu is a leader of history,” Michael Oren, former Israeli ambassador to the U.S. and founder of the Israel Advocacy Group, tells *Newsweek*.

Much like World War II-era British Prime Minister Winston Churchill, whose picture adorns the Israeli premier’s desk and whose words he often cites, Oren says Netanyahu “sees himself as being born to fulfill a specific

role,” adding, “This is the moment he’s been born for, the moment we’re in right now.”

“After the October 7 jihadi onslaught, the prime minister said Israel would change the face of the Middle East,” an Israeli official who declined to be named tells *Newsweek*. “No longer a promise, it is happening, decisively.”

## Fighting a Shadow War

SINCE ISRAEL’S FOUNDING IN 1948, THE MIDDLE EAST AND North Africa has been host to a number of influential figures whose legacy carried longstanding impact. From Yasser Arafat to Gamal Abdel Nasser and Muammar el-Qaddafi to Saddam Hussein, many have sought to mold the region in their favor, often in direct opposition to Israel’s very existence. Perhaps the most successful leader hailed from outside the Arab world.

In 1979, as Israel’s peace treaty with Egypt marked the beginning of the end of the Israeli-Arab wars and Saudi Arabia was shaken by an attempted takeover of Mecca by radicals, the most seismic development reared its head in Iran. An exiled cleric, Ayatollah Ruhollah Khomeini, took power from a decadent and decaying Western-backed monarchy, ushering in a new epoch of upheaval.

Khomeini, despite clamping down on internal leftist elements that helped bring about the fateful Islamic Revolution in Iran, managed to successfully channel global anti-imperialist narratives to recast Shiite revolutionary theology as the vanguard of Islamic resistance to Israel and the West.

The strategy worked first in Lebanon, creating Hezbollah, which weathered a multisided civil war to emerge as a potent, asymmetrical test for the Israel Defense Forces.

Khomeini’s Twelver Shiite *velayat-e faqih* model sparked allied movements regionwide, most notably garnering support from the Assad family rule in Syria and fueling like-minded militias in post-U.S. invasion Iraq. It extended to acolytes as far away as Afghanistan, Azerbaijan and Pakistan and found a powerful ally in Yemen’s Ansar Allah, also known as the Houthi movement, which seized its country’s capital amid civil war in 2015.

Thus, was born the Axis of Resistance, the bloc named as a response to President George W. Bush’s iconic 2002 Axis of Evil speech that initially lumped in Iraq, Iran and North Korea, and was eventually expanded

# BRAVING MYRIAD CRITICISMS AND CONTROVERSIES...NETANYAHU, NOW ISRAEL'S LONGEST SERVING PREMIER, HAS TURNED DISASTER INTO OPPORTUNITY.

under then-Under Secretary of State John Bolton to include Libya, Syria and Cuba.

Tehran's concept was simple, yet innovative. Iran established strategic depth while simultaneously waging a shadow war to impose seemingly impossible costs for direct intervention against the Islamic Republic.

But Netanyahu, a former elite Sayeret Matkal commando, proved a match for this model when the unit mobilized in the immediate aftermath of Hamas' October 2023 attacks. Under Netanyahu's leadership, Israel eliminated the core leaders of Hamas, Hezbollah and, ultimately, Iran, proving one step ahead on each beat following the initial setback that spelled the bloodiest day in Israel's history.

In killing Iran's top ruler, Supreme Leader Ayatollah Ali Khamenei, who succeeded Khomeini upon his death in 1989, Netanyahu has already emerged as the apparent victor in a long-running struggle to impose a narrative of might upon the Middle East. That the United States was drawn directly into the war only enforces Netanyahu's platform, edifying him as capable of swaying U.S. President Donald Trump to renege on electoral promises of peace.

"People have said—most recently, Kamala Harris—that Bibi dragged Trump into war, which sounds like a criticism of Netanyahu," Oren says. "But in Israel, that's precisely what he was elected to do, was to try to convince the United States to join Israel in an effort to stop Iran from getting a nuclear weapon."

## Here To Stay

THE EPISODE UNDERScored ONE OF NETANYAHU'S DEFINING traits: his ability to shape not only Israel's actions, but those of its most important ally.

This was not new. During Trump's first term, Netanyahu had already helped secure a series of major U.S. policy shifts: the relocation of Washington's embassy to Jerusalem, recognition of Israeli sovereignty over Syria's Golan Heights and withdrawal from the Joint Comprehensive Plan of Action Iran nuclear agreement forged under former President Barack Obama.

And in a move that would formalize Israel's success in forging inroads to the Arab world, the Abraham Accords reached in 2020 normalized Israeli ties with the United Arab Emirates, Bahrain, Sudan and Morocco.

The agreements constituted the most significant defeat for the Arab diplomatic blockade since Jordan's 1994 peace deal and Egypt's treaty 15 years earlier. They also validated Netanyahu's efforts to decouple Arab normalization from peace with the Palestinians, whose position was complicated by Hamas' 2007 takeover of the Gaza Strip following Palestinian leader Arafat's death and Israel's withdrawal from the territory.

"Netanyahu hasn't only contributed to Israel's many accomplishments, he's cultivated and encouraged them," Ruthie Blum, former adviser to Netanyahu's office, tells *Newsweek*. "And his vision for the Middle East has always been to foster relations between Israel and its Arab neighbors, which was partly achieved through the Abraham Accords."

"What enabled this was his understanding that peace doesn't require a solution to the 'Palestinian issue,'" Blum says. "On the contrary, that will only be resolved when the rest of the Mideast accepts, if not embraces, Israel as a worthy, valuable regional power that's here to stay."

Netanyahu had hoped to shatter this embargo once and for all through a deal with Saudi Arabia. However, normalization efforts were derailed by Hamas' surprise attack and the ensuing war that erupted in Gaza and throughout the region.

While effectively succeeding in halting Netanyahu's diplomatic foray, the conflict also served as a platform to expand his legacy from one of economic innovation and strategic machinations to decisive battlefield victories that long eluded Israel since its battles with Arab states.

"Until the October 7 massacres, Netanyahu's main contribution to Israel's national security was the transformation of the Israeli system from an East-European socialist economy into a liberal free market one, and Israel's attendant development into a 'startup nation' at the forefront of the world economies," Efraim



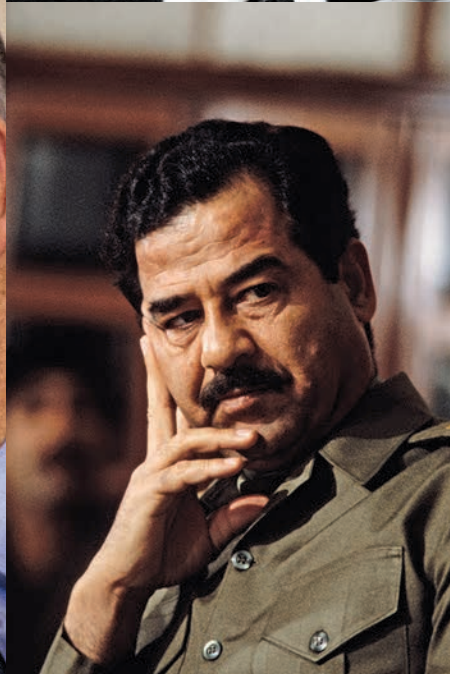
### FORMATION

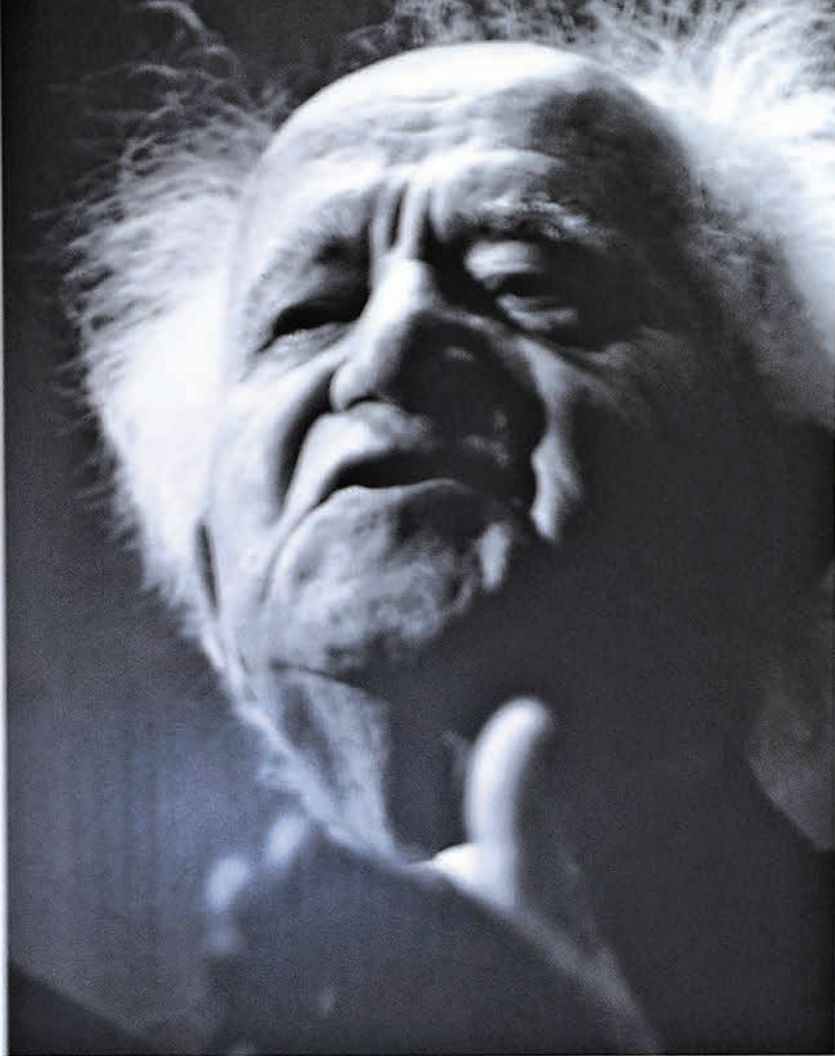
Netanyahu served as a combat officer in Sayeret Matkal, the elite commando unit.



**TOUGH NEIGHBORHOOD**

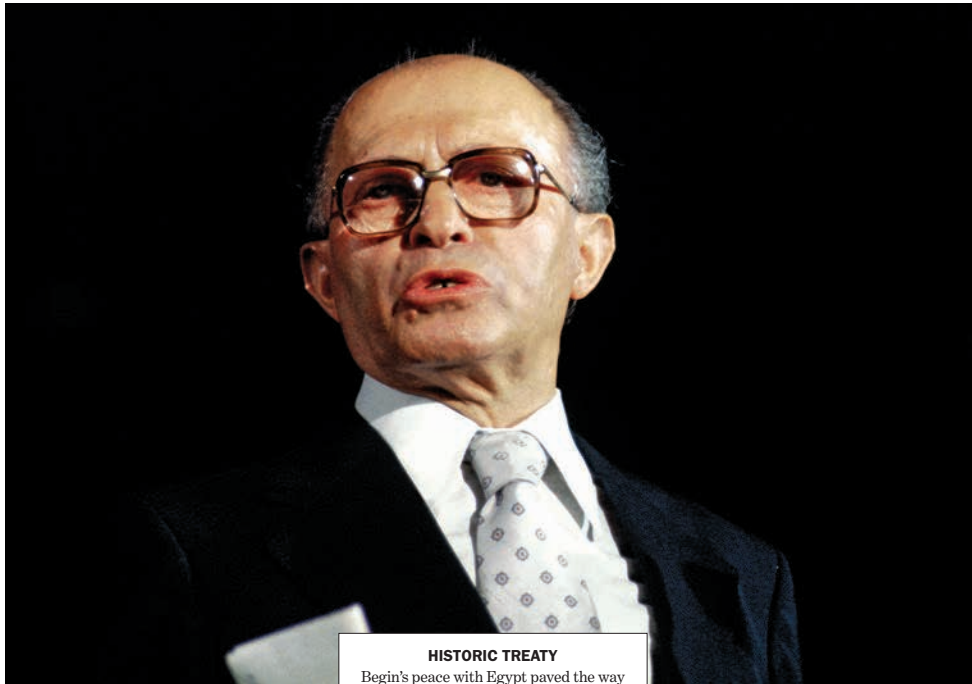
Since its establishment, Israel has had to defend itself from attacks by regional leaders from (clockwise from top) Iran's Khomeini, Libya's Qaddafi, Egypt's Nasser, Iraq's Saddam and Arafat of the P.L.O.





**EMBATTLED**

Like Ben-Gurion (top), Netanyahu has presided over existential wars, though the state's founder enjoyed far broader public support.



**HISTORIC TREATY**

Begin's peace with Egypt paved the way for Arab-Israeli normalization, including the Abraham Accords.

Karsh, professor emeritus of Middle East and Mediterranean Studies at King's College London, tells *Newsweek*.

"In the security field," Karsh says, "his main achievements were the prevention of the Oslo process (viewed by the PLO as a strategic ploy to destroy Israel) from evolving into a fully fledged Palestinian state, and, of course, the relentless struggle to prevent a nuclear Iran in the face of a defeatist West and a hostile Obama administration, bent on Tehran's appeasement, exemplified most notably by the 2015 JCPOA, which effectively paved Iran's road to the bomb."

But, he adds, "it was only after October 7 that Netanyahu's strategy changed from one based on deterrence and containment to an offensive approach that seeks to forestall lethal threats well before their realization, which has brought Israel's regional prowess to its ever-highest peak."

**A Torn Society**

THE WEIGHT OF THESE ACCOMPLISHMENTS bears an undeniable backlash. Much like Churchill, Netanyahu's legacy is subject to pervasive criticism on various fronts that put him at odds with two of Israel's other most iconic leaders.

"Netanyahu should be compared to Israel's two former leaders, David Ben-Gurion and Menachem Begin," Assaf Orion, former head of the IDF's General Staff's Planning Directorate Strategic Division and now a senior researcher at the Institute for National Security Studies, tells *Newsweek*.

"The former laid the foundations for the establishment of the state, led it to victory in the War of Independence and established its political and military power in the region in Israel's first decades," Orion says. "The latter respected the rule of law and Israel's democratic order, signed the historic peace treaty with Egypt, but under his rule, Israel became embroiled in the Lebanon War and bogged down in the mud of fighting Hezbollah for almost a generation."

Yet Orion argues that, "in contrast to Ben-Gurion and Begin, Netanyahu profoundly undermines the foundations of Israel as a state of law and undermines its institutions, unity and internal power."

**“HIS UNDERSTANDING [IS] THAT PEACE... WILL ONLY BE RESOLVED WHEN THE REST OF THE MIDEAST ACCEPTS, IF NOT EMBRACES, ISRAEL AS A WORTHY, VALUABLE REGIONAL POWER THAT'S HERE TO STAY.”**

Avi Shilon, a lecturer at Columbia University's Institute for Israel and Jewish Studies who has written extensively on both of Israel's most influential former leaders, puts it bluntly.

"As the biographer of Israel's founding fathers, Begin and Ben-Gurion, I think that, historically speaking, Bibi will be remembered as a failure," Shilon tells *Newsweek*. "He tried to bypass the Palestinian issue, but October 7th put it at the center of the world's attention."

"He encouraged Trump to get out of the nuclear agreement that Obama signed with Iran, but although Trump weakened Iran militarily, which is good, he will sign another agreement, much like the Obama one," Shilon says.

Both Orion and Shilon described an era of Netanyahu leadership that has fueled a sharp decline in support for Israel within the U.S. After all, wars in Gaza and Lebanon brought



**TURNING POINT**  
Netanyahu and Trump at a signing ceremony for the Abraham Accords in Washington, D.C., in September 2020.

unsavory images of civilian suffering; the war in Iran has hit even harder, raising gas prices and fueling the notion of Israel dragging the U.S. into unnecessary conflict on Netanyahu's whim.

Perhaps most daunting of all, Shilon pointed out, is the reality that "Israeli society is torn," a population currently entrapped in an indefinite cycle of war. Netanyahu's domestic woes, including ongoing corruption trials, do not bode well, either, in terms of historical analogs.

"The corruption surrounding him, the trial he is facing and the fact that under his term, many Israeli values and institutions have been eroded will be a stain on his legacy, too. Begin knew how to make war as well as peace, and he elevated the status of the Mizrahim [Middle Eastern Jews]," Shilon says. "Ben-Gurion contributed to building the state, to put it mildly."

He adds, "Bibi served longer than they did, but will be remembered as a good storyteller who missed every opportunity to truly strengthen Israel and secure its future."

Ultimately, he asserts, "Israel proved itself to be the strongest, but without a political solution."

It's a record yet undefined, according to Zohar Palti, former head of Israel's Mossad spy agency intelligence directorate

and chief of the Israeli Defense Ministry's policy and political-military bureau.

"I would suggest holding off on drawing firm conclusions about the past two-and-a-half years," Palti, now fellow at the Washington Institute for Near East Policy, tells *Newsweek*, "Personally, I find Israel's peace agreements with Egypt and Jordan, as well as the Abraham Accords, more compelling. They are a clear product of strength."

"The real test of that strength will be whether countries such as Saudi Arabia, Kuwait and, hopefully one day Iran again, and others move toward recognition and peace with Israel," Palti says. "That, in my view, is where our true strength will ultimately be measured."

### **A New Security Order**

STILL, NETANYAHU'S VICTORIES IN THE FIELD SPEAK VOLUMES, AND his prescience in predicting regional developments over the past three decades has especially served to defy his detractors.

"He has consistently opposed grand ambitious plans backed by the cleverest Israeli strategic thinkers and supported by Israel's allies abroad," Shany Mor, former foreign policy director of

JABIN BOTSFOORD/THE WASHINGTON POST/GETTY; JIM WATSON/AP/GETTY



**IN STEP**

Netanyahu and Trump, here in 2025 at Mar-a-Lago in Florida, share the goal of stopping Iran's nuclear threat.

Israel's National Security Council, tells *Newsweek*. "And most of the things he warned might happen did indeed come to pass."

"It drives his most obsessive critics crazy," Mor said. "He understood Arafat better than they did, understood [Turkish President Recep Tayyip] Erdogan better than they did, understood the Arab Spring better than they did. His political success is their failure."

Netanyahu's efforts have, however, already laid the groundwork for a more favorable security order. "Now we face Hamas on half of Gaza, probably going to refuse disarmament plans, and Israel will be poised to launch a decisive offensive," Mor says, "And unlike in 2023, 2024 and 2025, there will be no hostages in the tunnels below Gaza, no Hezbollah to tie the IDF down with an October 7-style invasion from the north, no Assad regime to bridge Lebanon and Iran, no Russian umbrella for that bridge and no immediate strategic Iranian threat."

And yet, as pressure mounts in Washington to strike a deal and Tehran defies predictions of imminent downfall, the unprecedented joint U.S.-Israeli war against Iran continues with no clear end in sight.

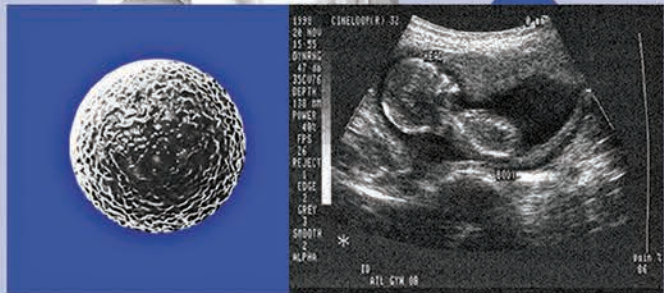
"Once the dream came true, reality did not match the promise," says Nimrod Novik, former senior adviser to late Israeli

Prime Minister Shimon Peres and now senior fellow at the Israel Policy Forum.

"While both militaries' performance has been impressive and Iran's military capacity eroded substantially, nonetheless, quite a few of its premises proved wrong," Novik says. "The regime did not collapse; its nuclear ambitions are yet to be permanently quashed; its ballistic missile threat exists; and its commitment to violent regional proxies is still manifest. Dismissing the likelihood of Iran playing the Hormuz card and striking its neighbors across the Gulf proved wrong as well."

For the Islamic Republic, the war has become a struggle for survival. But for Netanyahu, it marks the culmination of a decades-long effort to ensure Israel would never again find itself fighting one.

"When the PM wrote *A Durable Peace* over 30 years ago, he made one core point: Peace comes from strength, not wishful thinking," an Israeli official tells *Newsweek*. "Today, that's not theory, it's reality. The jihadist axis, led by the regime in Iran, is being rolled back. Its proxies are weakened, its capabilities degraded, its reach diminished. Meanwhile, Israel is stronger than ever and new pathways to peace are opening." **N**



America's  
Best

# Maternity Hospitals & Fertility Clinics 2026

Newsweek and Statista highlight the fertility clinics and maternity hospitals combining advanced innovation with compassionate care to support families at every step of building a healthy future

ILLUSTRATION BY [OLGA KHALETSKAYA](#)

**B**uilding a family in 2026 is a journey defined by a powerful intersection of hope and high-tech innovation. To help families navigate this evolving landscape, Newsweek and Statista are proud to present two rankings: America's Best Fertility Clinics 2026 and America's Best Maternity Hospitals 2026.

The field of reproductive medicine is transforming at an unprecedented pace. Today's top-tier fertility clinics are "innovation hubs" utilizing AI-driven embryo selection and advanced genomics to reach historic success rates. Simultaneously, the nation's leading maternity hospitals are rising to meet the challenge of "maternity care deserts" by integrating remote patient monitoring and ambient AI to ensure safety from prenatal stages through the critical "fourth trimester" of postpartum recovery.

By evaluating rigorous quality metrics, nationwide peer surveys and patient satisfaction data, these rankings serve as a trusted compass, connecting you with the world-class expertise and compassionate care necessary to build a healthy future.

From the earliest steps of fertility care to the moment of delivery, patients are navigating some of the most personal and high-stakes decisions in health care when they're planning for a child. These rankings are designed to bring greater transparency to that journey by helping individuals and families identify trusted providers that deliver strong outcomes and compassionate care at every stage.

We hope that these rankings help to support your decision-making as you identify the world-class expertise needed for one of life's most significant moments.

—Alexis Kayser, Health Care Editor

# Methodology



For the fourth consecutive year, Statista and *Newsweek* have partnered to identify the top 140 fertility clinics in the U.S. Only facilities defined as a fertility clinic and assisted reproductive technologies provider by the Centers for Disease Control and Prevention were considered in the scope of this project. To create a ranking, a score was calculated for each clinic. The total score is based on four data sources: quality metrics, reputation, accreditations and patient satisfaction.

- **1. Quality metrics:** Assisted reproductive technology metrics with a focus on indicators relevant to fertility clinics published by CDC were analyzed. Data from the 2022 cycle were used because they represent the most recent fully reported and quality-assured dataset available from the CDC at the time of analysis. The quality metrics contribute 40 percent toward the overall score.
- **2. Nationwide online survey:** During the survey period from January to February 2026, *Newsweek* and Statista invited reproductive endocrinologists, infertility specialists, obstetricians/

gynecologists working in and referring patients to fertility clinics, other medical professionals (e.g., registered nurses, laboratory assistants) and fertility clinic administrators/managers working in fertility clinics to participate in the survey. For each recommended fertility clinic, participants were asked to assess the quality of diagnosis of fertility problems, treatment of fertility problems, fertility counseling, accommodation & service and overall nurse staffing. The reputation of the clinic accounts for 40 percent of the overall score.

- **3. Accreditations:** Accreditation data on fertility clinics provided by The Joint Commission, College of American Pathologists, Clinical Laboratory Improvement Amendments, and American Institute of Ultrasound in Medicine were considered with a combined weight of 15 percent of the overall score.
- **4. Patient satisfaction:** Google reviews are included in the scoring model as a proxy of patient satisfaction. It contributes 5 percent toward the overall score.

## Disclaimer

The rankings are comprised exclusively of clinics that are eligible regarding the scope defined in this methodology document. The ranking does not constitute an absolute quality assessment but solely reflects the results obtained from the methodology outlined herein. A mention in the ranking is a positive recognition based on the applied methodology, which relies on peer recommendations and publicly available data sources at the time of assessment. The ranking is the result of an elaborate process which, due to the interval of data-collection and analysis, is a retrospective reflection of the last calendar year. Events, developments or individual actions affiliated/associated with the facilities which occurred before or after the assessed period March 1, 2025 to February 28, 2026 were not included in the metrics and do not impact its outcome. As such, the results of this ranking should be interpreted strictly within the scope of its methodology and should not be used as the sole source of information for future deliberations.

Moreover, due to the legal restrictions, particularly regarding abortion laws and regulations regarding the legal status of embryos in the United States, metrics involving frozen embryos were methodologically excluded from the analysis. For any legal inquiries concerning applicable regulations on assisted reproduction treatments in your state, please consult the fertility clinics and/or legal counsel directly.

Reference to specific commercial products, manufacturers, companies or trademarks are purely incidental to the applied methodology and do not imply any endorsement or recommendation by the U.S. government, Department of Health and Human Services or Centers for Disease Control and Prevention.

The information provided in this ranking should always be considered in conjunction with other available information about fertility clinics including, where feasible, direct consultations or facility visits. The ranking does not assert or imply any judgment on the quality of clinics that were not included in the evaluation.

# Fertility Clinics

- 1** Columbia University Fertility Center  
NEW YORK CITY
- 2** Weill Cornell Medicine - Center for Reproductive Medicine  
NEW YORK CITY
- 3** NYU Langone Fertility Center  
NEW YORK CITY
- 4** Brigham and Women's Hospital Center for Infertility and Reproductive Surgery  
BOSTON
- 5** UCSF Center for Reproductive Health at Mission Bay  
SAN FRANCISCO
- 6** Duke Fertility Center  
MORRISVILLE, NC
- 7** Mayo Clinic Assisted Reproductive Technologies  
ROCHESTER, MN
- 8** RMA New Jersey - Basking Ridge  
BASKING RIDGE, NJ
- 9** Carolinas Fertility Institute  
WINSTON-SALEM, NC
- 10** Cleveland Clinic Fertility Center  
BEACHWOOD, OH
- 11** Boston IVF - The Waltham Fertility Center  
WALTHAM, MA
- 12** Massachusetts General Hospital Fertility Center  
BOSTON

- 13** Advanced Fertility Center of Texas  
HOUSTON
- 14** CCRM Fertility of Lone Tree  
LONE TREE, CO
- 15** Emory Reproductive Center  
ATLANTA
- 16** Atlanta Center for Reproductive Medicine  
ATLANTA
- 17** Advanced Fertility Center of Chicago  
GURNEE, IL
- 18** Shady Grove Fertility - Rockville  
ROCKVILLE, MD
- 19** Dallas-Fort Worth Fertility Associates  
DALLAS
- 20** Washington University Fertility and Reproductive Medicine Center  
ST. LOUIS
- 21** Pacific NW Fertility  
SEATTLE
- 22** Nashville Fertility Center  
NASHVILLE, TN
- 23** Pacific Fertility Center Los Angeles  
LOS ANGELES
- 24** CCRM Fertility of New York City  
NEW YORK CITY
- 25** Reproductive Partners Medical Group - Los Angeles  
BEVERLY HILLS, CA

- 26** UCLA Fertility and Reproductive Health Center  
LOS ANGELES
- 27** Boston IVF - The Portland Fertility Center  
SOUTH PORTLAND, ME
- 28** Center for Reproductive Medicine & Advanced Reproductive Technologies  
MINNEAPOLIS
- 29** San Diego Fertility Center  
SAN DIEGO
- 30** UHealth Center for Reproductive Medicine  
DORAL, FL
- 31** Center for Reproductive Medicine and Robotic Surgery (CRMRS)  
ST. LOUIS
- 32** CCRM Fertility of Houston - Main Center  
HOUSTON
- 33** Pinnacle Fertility - Bloomfield Hills, MI  
BLOOMFIELD HILLS, MI
- 34** Aspire Houston Fertility Institute - Piney Point & Lab  
HOUSTON
- 35** The Reproductive Medicine Group  
TAMPA, FL
- 36** Penn Fertility Care  
PHILADELPHIA
- 37** Pinnacle Fertility - Seattle, WA  
SEATTLE

- 38** Northwestern Medicine - Center for Fertility & Reproductive Medicine  
CHICAGO
- 39** Pinnacle Fertility - Scottsdale, AZ  
SCOTTSDALE, AZ
- 40** New Direction Fertility Centers  
GILBERT, AZ
- 41** California IVF Fertility Center  
SACRAMENTO, CA
- 42** Fertility Centers of Illinois  
CHICAGO
- 43** University of Michigan - Center for Reproductive Medicine  
ANN ARBOR, MI
- 44** CCRM Fertility of Minneapolis  
EDINA, MN
- 45** Spring Fertility  
SAN FRANCISCO
- 46** Pacific Fertility Center  
SAN FRANCISCO
- 47** Arizona Reproductive Medicine Specialists (ARMS)  
PHOENIX
- 48** Johns Hopkins Medicine - Fertility Center  
LUTHERVILLE, MD
- 49** Dallas IVF - Frisco Fertility Clinic  
FRISCO, TX
- 50** Brown Fertility - Jacksonville South Fertility Clinic  
JACKSONVILLE, FL
- 51** Fertility Center of Miami  
MIAMI
- 52** Aspire Fertility - Austin  
AUSTIN, TX
- 53** Florida Institute for Reproductive Medicine  
JACKSONVILLE, FL
- 54** IVFMD - Miami Fertility Clinic  
SOUTH MIAMI, FL
- 55** The Fertility Center of Las Vegas  
LAS VEGAS
- 56** Boca Fertility  
BOCA RATON, FL
- 57** Northern California Fertility Medical Center  
SACRAMENTO, CA
- 58** San Ramon Fertility Clinic  
SAN RAMON, CA
- 59** CCRM Fertility of Boston  
NEWTON, MA
- 60** Conceptions Reproductive Associates of Colorado  
LITTLETON, CO
- 61** Aspire Fertility - Dallas  
ADDISON, TX
- 62** Fertility and Surgical Associates of California  
THOUSAND OAKS, CA
- 63** Aspire Fertility - San Antonio  
SAN ANTONIO
- 64** Advance Reproductive Specialists  
JACKSONVILLE, FL
- 65** RMA of New York - Long Island: Melville  
MELVILLE, NY
- 66** Fertility Center of Southern California  
IRVINE, CA
- 67** Shady Grove Fertility - Pennsylvania  
CHESTERBROOK, PA
- 68** RMA of New York - East Side Fertility Clinic  
NEW YORK CITY
- 69** CCRM Fertility of San Francisco  
MENLO PARK, CA



TIM LLYWELLYN; DRS. PRODUCOES/GETTY

- 70** Poma Fertility  
KIRKLAND, WA
- 71** Fertility Associates of Memphis  
MEMPHIS, TN
- 72** CCRM Fertility of Scottsdale - Main Center  
SCOTTSDALE, AZ
- 73** Pinnacle Fertility - Los Angeles, CA  
LOS ANGELES
- 74** Austin Fertility and Reproductive Medicine - Westlake IVF  
AUSTIN, TX
- 75** UPMC Magee-Womens Center for Fertility and Reproductive Endocrinology  
PITTSBURGH
- 76** Virginia Fertility & IVF  
CHARLOTTESVILLE, VA
- 77** Fertility Center of San Antonio  
SAN ANTONIO
- 78** IVF Florida Reproductive Associates  
MARGATE, FL
- 79** Shady Grove Fertility - Richmond  
RICHMOND, VA
- 80** Stanford Medicine Fertility & Reproductive Health  
SUNNYVALE, CA
- 81** Coastal Fertility Specialists  
MOUNT PLEASANT, SC
- 82** Reproductive Biology Associates  
ATLANTA
- 83** Bloom Reproductive Institute  
SCOTTSDALE, AZ
- 84** Shady Grove Fertility - Atlanta  
ATLANTA
- 85** Fertility Specialists of Texas  
FRISCO, TX
- 86** Gago Center for Fertility  
BRIGHTON, MI
- 87** Southern California Reproductive Center  
BEVERLY HILLS, CA
- 88** Pacific Reproductive Center  
TORRANCE, CA
- 89** The Georgia Center for Reproductive Medicine  
SAVANNAH, GA
- 90** NYU Langone Reproductive Specialists of New York  
MINEOLA, NY
- 91** Reproductive Partners Fertility Center - San Diego  
LA JOLLA, CA
- 92** Southwest Fertility Center  
PHOENIX
- 93** Advanced Fertility Associates  
SANTA ROSA, CA
- 94** Shady Grove Fertility - Tampa Bay  
TAMPA, FL
- 95** Southern California Center for Reproductive Medicine  
NEWPORT BEACH, CA
- 96** Aspire Houston Fertility Institute Medical Center - Main Street  
HOUSTON
- 97** RMA Philadelphia - Wayne, PA  
KING OF PRUSSIA, PA
- 98** Ohio Reproductive Medicine  
COLUMBUS, OH
- 99** Fertility Centers of New England - The Reading Center  
READING, MA
- 100** Texas Center for Reproductive Health  
DALLAS
- 101** Fertility Institute of Hawaii  
HONOLULU



- 102** Oregon Fertility Institute  
PORTLAND, OR
- 103** Tennessee Reproductive Medicine  
CHATTANOOGA, TN
- 104** Piedmont Reproductive Endocrinology Group  
GREENVILLE, SC
- 105** New Hope Fertility Center  
NEW YORK CITY
- 106** Columbia Fertility Associates  
WASHINGTON, D.C.
- 107** CARE Fertility - Bedford  
BEDFORD, TX
- 108** Carolina Conceptions Fertility  
RALEIGH, NC
- 109** Pinnacle Fertility - Downtown Portland, OR  
PORTLAND, OR
- 110** Boston IVF - The Bedford Fertility Center  
BEDFORD, NH
- 111** Yale Fertility Center  
ORANGE, CT
- 112** Reproductive Care at UW Medical Center  
SEATTLE
- 113** RMA Southern California - Los Angeles  
LOS ANGELES
- 114** UNC Fertility  
RALEIGH, NC

- 115** Northwell Health Fertility of New York City  
NEW YORK CITY
- 116** UI Health Care Center for Advanced Reproductive Care  
IOWA CITY, IA
- 117** Fertility Treatment Center  
TEMPE, AZ
- 118** California Center for Reproductive Health  
WEST HOLLYWOOD, CA
- 119** Main Line Fertility & Reproductive Medicine  
BRYN MAWR, PA
- 120** Kentucky Fertility Institute  
LOUISVILLE, KY
- 121** The Center for Reproductive Endocrinology  
DALLAS
- 122** Institute for Reproductive Health  
CINCINNATI
- 123** CNY Fertility Syracuse  
SYRACUSE, NY
- 124** Alabama Fertility  
BIRMINGHAM, AL
- 125** Boston IVF at The Women's Hospital  
NEWBURGH, IN
- 126** Infertility Center of St. Louis  
CHESTERFIELD, MO
- 127** Shady Grove Fertility - Towson  
TOWSON, MD

- 128** CNY Fertility Colorado Springs  
COLORADO SPRINGS, CO
- 129** Atlantic Fertility  
RALEIGH, NC
- 130** UT Health Reproductive Health and Fertility Center  
SAN ANTONIO
- 131** Northwell Health Fertility at Manhasset  
MANHASSET, NY
- 132** Fertility Answers of Baton Rouge  
BATON ROUGE, LA
- 133** MMCR Fertility  
CHESTERFIELD, MO
- 134** OHSU - Center for Women's Health  
PORTLAND, OR
- 135** Fertility Institute of New Jersey & New York  
ORADELL, NJ
- 136** Bay IVF  
PALO ALTO, CA
- 137** HRC Fertility  
PASADENA, CA
- 138** Pinnacle Fertility - Akron, OH  
AKRON, OH
- 139** Tennessee Fertility Institute  
FRANKLIN, TN
- 140** Virginia Center for Reproductive Medicine  
RESTON, VA



# Methodology

The America's Best Maternity Hospitals 2026 ranking awards the 460 leading maternity hospitals in the U.S.

The list is based on three pillars:

■ **1. Hospital quality metrics:** Hospital quality metrics relevant to maternity care from a variety of sources were analyzed.

Data from the Centers for Medicare and Medicaid Services were available for quantitative indicators relevant to hospital performance and maternity care. The following indicator groups were used for the evaluation: maternal health, timely and effective care, health care associated infections.

Indicators from The Leapfrog Hospital Survey included qualitative indicators relevant to hospital performance and maternity services and care. The following indicator groups were included in the evaluation: patient rights and ethics, medication safety, physician and nurse staffing, patient safety practices, managing serious errors, outpatient procedures, maternity services and maternity care.

Additionally, the advanced certification in perinatal care and maternal levels of care verification from the Joint Commission were included in the quality metrics score. Data from the Health Resources & Services Administration were included for hospitals' participation in programs related to maternal and child health. Information on Baby-Friendly USA designation was also included.

These data were used to determine the quality metrics score.

■ **2. Patient experience:** Publicly available data from hospital surveys addressing the overall patient experience in the hospital. Survey topics included: cleanliness of the hospital, communication of the nurses/doctors, care transition, communication about medicines, discharge information, quietness and staff responsiveness. Those data were used to determine the patient experience score.

■ **3. Reputation score:** From January to February 2026, Newsweek and Statista invited hospital managers and medical professionals with knowledge about maternity hospitals to an online survey.



Participants were asked to recommend leading maternity hospitals and to rate them on a scale of 1-10 in the areas of: perinatal care, operative obstetrics, patient education & counseling, accommodation & service and nurse & midwife staffing. Recommendations for their own employer/hospital were not allowed. These assessments and the recommendations were used to determine the reputation score.

To be included in the ranking, hospitals were required to exceed predefined percentile thresholds for all pillars.

To be awarded five ribbons, hospitals were required to score in the 80th percentile or higher in all three data pillars. To be awarded four ribbons, hospitals were required to score in the 70th percentile or higher in all three data pillars.

## Disclaimer

The rankings are comprised exclusively of hospitals that are eligible regarding the scope described in this document. A mention in the ranking is a positive recognition based on peer recommendations and publicly available data sources at the time. The ranking is the result of an elaborate process which, due to the interval of data collection and analysis, is a reflection of the last calendar year. Furthermore, events preceding or following the period February 26, 2025 to February 26, 2026 and/or pertaining to individual persons affiliated/associated with the facilities were not included in the metrics. As such, the results of this ranking should not be used as the sole source of information for future deliberations. The information provided in this ranking should be considered in conjunction with other available information about hospitals or, if possible, accompanied by a visit to a facility. Due to the focus on uncomplicated pregnancies, no conclusions toward high-risk pregnancies and specialized obstetrics care pertaining to these situations can be drawn from this ranking. Please note that data are subject to change and may be affected by continuing differences among states in abortion and child-birth complications. The quality of hospitals that are not included in the rankings is not disputed.

# Maternity Hospitals



Cleveland Clinic - Fairview Hospital CLEVELAND	★★★★★
CommonSpirit - Mercy Hospital DURANGO, CO	★★★★★
Corewell Health Butterworth Hospital GRAND RAPIDS, MI	★★★★★
Covenant Health LeConte Medical Center SEVIERVILLE, TN	★★★★★
CPMC Van Ness Campus SAN FRANCISCO	★★★★★
Dartmouth Hitchcock Medical Center LEBANON, NH	★★★★★
Dignity Health - Chandler Regional Medical Center CHANDLER, AZ	★★★★★
Dignity Health - Mercy Gilbert Medical Center GILBERT, AZ	★★★★★
Dignity Health - Sequoia Hospital REDWOOD CITY, CA	★★★★★
Dignity Health - St. Joseph's Hospital and Medical Center PHOENIX	★★★★★
El Camino Health - Mountain View Hospital MOUNTAIN VIEW, CA	★★★★★
Elliot Hospital MANCHESTER, NH	★★★★★
Endeavor Health Evanston Hospital EVANSTON, IL	★★★★★
EvergreenHealth Medical Center KIRKLAND, WA	★★★★★
Foothills Hospital BOULDER, CO	★★★★★
Franciscan Health Indianapolis INDIANAPOLIS	★★★★★
French Hospital Medical Center SAN LUIS OBISPO, CA	★★★★★
Geisinger Medical Center DANVILLE, PA	★★★★★
Grandview Medical Center BIRMINGHAM, AL	★★★★★
Greenwich Hospital Association - GREENWICH, CT	★★★★★
Hackensack Meridian Riverview Medical Center RED BANK, NJ	★★★★★
HCA HealthONE Presbyterian St. Luke's DENVER	★★★★★
HCA HealthONE Rose Medical Center DENVER	★★★★★
Hendricks Regional Health DANVILLE, IN	★★★★★
Henry Ford West Bloomfield Hospital WEST BLOOMFIELD, MI	★★★★★
Hoag Hospital Newport Beach NEWPORT BEACH, CA	★★★★★
Holy Name Medical Center TEANECK, NJ	★★★★★
HonorHealth Scottsdale Shea Medical Center SCOTTSDALE, AZ	★★★★★
Houston Methodist Hospital HOUSTON	★★★★★
Houston Methodist Sugar Land Hospital SUGAR LAND, TX	★★★★★
Houston Methodist The Woodlands Hospital THE WOODLANDS, TX	★★★★★
Huntington Hospital HUNTINGTON, NY	★★★★★

AdventHealth Avista LOUISVILLE, CO	★★★★★
AdventHealth Littleton LITTLETON, CO	★★★★★
AdventHealth Orlando ORLANDO, FL	★★★★★
AdventHealth Parker PARKER, CO	★★★★★
AdventHealth Shawnee Mission MERRIAM, KS	★★★★★
AdventHealth Wesley Chapel WESLEY CHAPEL, FL	★★★★★
AdventHealth Winter Park WINTER PARK, FL	★★★★★
Advocate Good Samaritan Hospital DOWNERS GROVE, IL	★★★★★
Albany Med Health System - Saratoga Hospital SARATOGA SPRINGS, NY	★★★★★
Ascension NE Wisconsin - St. Elizabeth Hospital APPLETON, WI	★★★★★
Ascension Sacred Heart Emerald Coast MIRAMAR BEACH, FL	★★★★★
Ascension SE Wisconsin Hospital - St. Joseph Campus MILWAUKEE	★★★★★
Ascension St. Vincent Carmel Hospital CARMEL, IN	★★★★★
Ascension St. Vincent's Clay County MIDDLEBURG, FL	★★★★★

Atlantic Health Morristown Medical Center MORRISTOWN, NJ	★★★★★
Aurora BayCare Medical Center GREEN BAY, WI	★★★★★
Aurora West Allis Medical Center WEST ALLIS, WI	★★★★★
Banner Estrella Medical Center PHOENIX	★★★★★
Banner Gateway Medical Center GILBERT, AZ	★★★★★
Baptist Health Baptist Hospital of Miami MIAMI	★★★★★
Baptist Health West Kendall Baptist Hospital MIAMI	★★★★★
Baptist Medical Center Beaches JACKSONVILLE BEACH, FL	★★★★★
Baptist Medical Center Jacksonville JACKSONVILLE, FL	★★★★★
Baptist St Anthony's Hospital AMARILLO, TX	★★★★★
BayCare - Mease Countryside Hospital SAFETY HARBOR, FL	★★★★★
BayCare - Morton Plant Hospital CLEARWATER, FL	★★★★★
BayCare - St. Joseph's Hospital TAMPA, FL	★★★★★
Baylor Scott & White All Saints Medical Center - Fort Worth FORT WORTH, TX	★★★★★

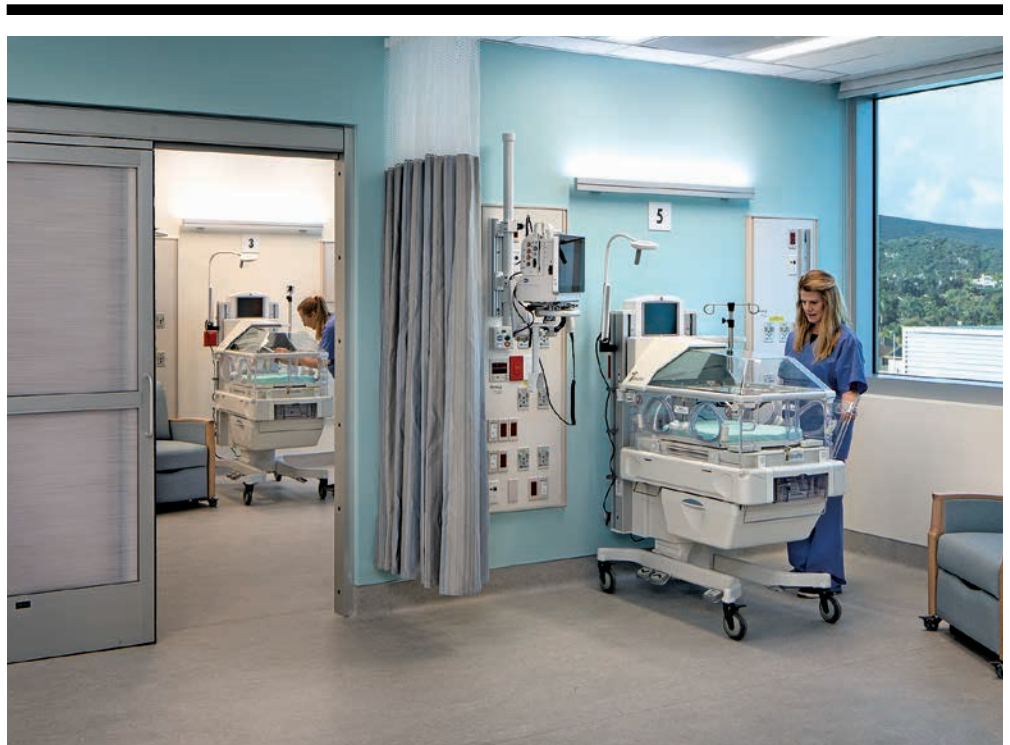
Baylor Scott & White Medical Center - Centennial FRISCO, TX	★★★★★
Baylor Scott & White Medical Center - Grapevine GRAPEVINE, TX	★★★★★
Baylor Scott & White Medical Center - Irving IRVING, TX	★★★★★
Baylor Scott & White Medical Center - McKinney MCKINNEY, TX	★★★★★
Baylor Scott & White Medical Center - Round Rock ROUND ROCK, TX	★★★★★
Baylor Scott & White Medical Center - Temple TEMPLE, TX	★★★★★
Baylor University Medical Center DALLAS	★★★★★
Beth Israel Deaconess Medical Center BOSTON	★★★★★
Boston Medical Center BOSTON	★★★★★
Brigham and Women's Hospital BOSTON	★★★★★
Butler Memorial Hospital BUTLER, PA	★★★★★
CHRISTUS Ochsner Lake Area Hospital LAKE CHARLES, LA	★★★★★
Clark Regional Medical Center WINCHESTER, KY	★★★★★

<b>Inova Fair Oaks Hospital</b> FAIRFAX, VA	★★★★★
<b>Inova Loudoun Hospital</b> LEESBURG, VA	★★★★★
<b>Inspira Medical Center Mullica Hill</b> MULLICA HILL, NJ	★★★★★
<b>Jacobs Medical Center at UC San Diego Health</b> SAN DIEGO	★★★★★
<b>Jefferson Einstein Montgomery Hospital</b> EAST NORRITON, PA	★★★★★
<b>Kaiser Permanente Antioch Medical Center</b> ANTIOCH, CA	★★★★★
<b>Kaiser Permanente Downey Medical Center</b> DOWNEY, CA	★★★★★
<b>Kaiser Permanente Los Angeles Medical Center</b> LOS ANGELES	★★★★★
<b>Kaiser Permanente Orange County - Irvine Medical Center</b> IRVINE, CA	★★★★★
<b>Kaiser Permanente Riverside Medical Center</b> RIVERSIDE, CA	★★★★★
<b>Kaiser Permanente San Diego Medical Center</b> SAN DIEGO	★★★★★
<b>Kaiser Permanente South Bay Medical Center</b> HARBOR CITY, CA	★★★★★
<b>Kaiser Permanente Vacaville Medical Center</b> VACAVILLE, CA	★★★★★
<b>Kettering Health Main Campus</b> KETTERING, OH	★★★★★
<b>Lancaster General Hospital</b> LANCASTER, PA	★★★★★
<b>Lexington Medical Center</b> WEST COLUMBIA, SC	★★★★★
<b>M Health Fairview University of Minnesota Medical Center</b> MINNEAPOLIS	★★★★★
<b>Main Line Health - Bryn Mawr Hospital</b> BRYN MAWR, PA	★★★★★
<b>Main Line Health - Lankenau Medical Center</b> WYNNWOOD, PA	★★★★★
<b>Maine Medical Center</b> PORTLAND, ME	★★★★★
<b>Massachusetts General Hospital</b> BOSTON	★★★★★
<b>Mayo Clinic - Rochester</b> ROCHESTER, MN	★★★★★
<b>Mayo Clinic Health System - Eau Claire</b> EAU CLAIRE, WI	★★★★★
<b>Mayo Clinic Health System - La Crosse</b> LA CROSSE, WI	★★★★★
<b>Memorial Hospital</b> SOUTH BEND, IN	★★★★★
<b>Memorial Hospital West</b> PEMBROKE PINES, FL	★★★★★
<b>Mercy Hospital Jefferson</b> FESTUS, MO	★★★★★
<b>Mercy Hospital Oklahoma City</b> OKLAHOMA CITY	★★★★★
<b>Methodist Dallas Medical Center</b> DALLAS	★★★★★
<b>Mid Coast Hospital</b> BRUNSWICK, ME	★★★★★
<b>Mills-Peninsula Medical Center - Burlingame Campus</b> BURLINGAME, CA	★★★★★

<b>MyMichigan Medical Center Midland</b> MIDLAND, MI	★★★★★
<b>Northside Hospital Atlanta</b> ATLANTA	★★★★★
<b>Northside Hospital Forsyth</b> CUMMING, GA	★★★★★
<b>Northwestern Medicine Catherine Gratz Griffin Lake Forest Hospital</b> LAKE FOREST, IL	★★★★★
<b>Northwestern Medicine Central DuPage Hospital</b> WINFIELD, IL	★★★★★
<b>Northwestern Medicine Prentice Women's Hospital</b> CHICAGO	★★★★★
<b>NYU Langone Hospital - Brooklyn</b> BROOKLYN, NY	★★★★★
<b>NYU Langone Hospital - Long Island</b> MINEOLA, NY	★★★★★
<b>NYU Langone Hospitals - Tisch Hospital</b> NEW YORK CITY	★★★★★
<b>Ochsner Lafayette General Medical Center</b> LAFAYETTE, LA	★★★★★
<b>Ochsner Medical Center - New Orleans</b> NEW ORLEANS	★★★★★
<b>Ohio State University - Wexner Medical Center</b> COLUMBUS, OH	★★★★★
<b>Our Lady of the Angels Hospital</b> BOGALUSA, LA	★★★★★
<b>Parkview Regional Medical Center</b> FORT WAYNE, IN	★★★★★
<b>Penn Medicine Princeton Medical Center</b> PLAINSBORO, NJ	★★★★★
<b>Penn State Health - Milton S. Hershey Medical Center</b> HERSHEY, PA	★★★★★
<b>Piedmont Athens Regional Medical Center</b> ATHENS, GA	★★★★★

<b>Providence St. Jude Medical Center</b> FULLERTON, CA	★★★★★
<b>Riverside Regional Medical Center</b> NEWPORT NEWS, VA	★★★★★
<b>Ronald Reagan UCLA Medical Center</b> LOS ANGELES	★★★★★
<b>Rush University Medical Center</b> CHICAGO	★★★★★
<b>Scripps Memorial Hospital Encinitas</b> ENCINITAS, CA	★★★★★
<b>Scripps Memorial Hospital La Jolla</b> LA JOLLA, CA	★★★★★
<b>Sharp Chula Vista Medical Center</b> CHULA VISTA, CA	★★★★★
<b>Sharp Mary Birch Hospital for Women &amp; Newborns</b> SAN DIEGO	★★★★★
<b>Silver Cross Hospital</b> NEW LENOX, IL	★★★★★
<b>Southern NH Medical Center</b> NASHUA, NH	★★★★★
<b>St. Luke's University Hospital - Bethlehem Campus</b> BETHLEHEM, PA	★★★★★
<b>St. Mary Medical Center</b> HOBART, IN	★★★★★
<b>Sutter Davis Hospital</b> DAVIS, CA	★★★★★
<b>Sutter Medical Center - Sacramento</b> SACRAMENTO, CA	★★★★★
<b>Torrance Memorial Medical Center</b> TORRANCE, CA	★★★★★
<b>Touro Infirmary</b> NEW ORLEANS, LA	★★★★★
<b>Tristar Centennial Medical Center</b> NASHVILLE, TN	★★★★★
<b>UC Irvine Medical Center</b> ORANGE, CA	★★★★★
<b>UConn John Dempsey Hospital</b> FARMINGTON, CT	★★★★★

<b>UCSF Medical Center</b> SAN FRANCISCO	★★★★★
<b>UF Health Shands Hospital</b> GAINESVILLE, FL	★★★★★
<b>UNC REX Hospital</b> RALEIGH, NC	★★★★★
<b>University Health Lakewood Medical Center</b> KANSAS CITY, MO	★★★★★
<b>University of Chicago Medical Center</b> CHICAGO	★★★★★
<b>University of Kentucky - Albert B. Chandler Hospital</b> LEXINGTON, KY	★★★★★
<b>University of Maryland St. Joseph Medical Center</b> TOWSON, MD	★★★★★
<b>University of Michigan Von Voigtlander Women's Hospital</b> ANN ARBOR, MI	★★★★★
<b>University of Tennessee Medical Center</b> KNOXVILLE, TN	★★★★★
<b>The University of Texas Medical Branch - John Sealy Hospital</b> GALVESTON, TX	★★★★★
<b>UPMC Harrisburg</b> HARRISBURG, PA	★★★★★
<b>UT Southwestern Medical Center</b> DALLAS	★★★★★
<b>UW Medical Center - Montlake</b> SEATTLE	★★★★★
<b>Vanderbilt University Medical Center</b> NASHVILLE, TN	★★★★★
<b>Virginia Mason Medical Center</b> SEATTLE, WA	★★★★★
<b>WakeMed Raleigh Campus</b> RALEIGH, NC	★★★★★
<b>White Plains Hospital Center</b> WHITE PLAINS, NY	★★★★★
<b>Williamson Medical Center</b> FRANKLIN, TN	★★★★★



KAISER PERMANENTE: TOM BONNER

**Winchester Medical Center**  
WINCHESTER, VA ★★★★★

**AdventHealth Tampa**  
TAMPA, FL ★★★★★

**Adventist Health Glendale**  
GLENDALE, CA ★★★★★

**Adventist HealthCare Shady Grove Medical Center**  
ROCKVILLE, MD ★★★★★

**Advocate Christ Medical Center**  
OAK LAWN, IL ★★★★★

**Advocate Condell Medical Center**  
LIBERTYVILLE, IL ★★★★★

**Advocate Good Shepherd Hospital**  
BARRINGTON, IL ★★★★★

**Advocate Illinois Masonic Medical Center**  
CHICAGO ★★★★★

**Advocate Lutheran General Hospital**  
PARK RIDGE, IL ★★★★★

**Advocate Sherman Hospital**  
ELGIN, IL ★★★★★

**AHN Forbes Hospital**  
MONROEVILLE, PA ★★★★★

**Alton Memorial Hospital**  
ALTON, IL ★★★★★

**Ascension All Saints Hospital**  
RACINE, WI ★★★★★

**Ascension Saint Thomas Hospital West**  
NASHVILLE, TN ★★★★★

**Ascension St. Vincent Evansville**  
EVANSVILLE, IN ★★★★★

**Atlantic Health Overlook Medical Center**  
SUMMIT, NJ ★★★★★

**AtlantiCare Regional Medical Center - City Campus**  
ATLANTIC CITY, NJ ★★★★★

**Atrium Health Wake Forest Baptist Medical Center**  
WINSTON-SALEM, NC ★★★★★

**Atrium Medical Center**  
FRANKLIN, OH ★★★★★

**Aultman Orrville Hospital**  
ORRVILLE, OH ★★★★★

**Aurora Medical Center - Summit**  
SUMMIT, WI ★★★★★

**Aurora Sinai Medical Center**  
MILWAUKEE ★★★★★

**Banner - University Medical Center Phoenix**  
PHOENIX ★★★★★

**Banner Fort Collins Medical Center**  
FORT COLLINS, CO ★★★★★

**Banner North Colorado Medical Center**  
GREELEY, CO ★★★★★

**Baptist Health Floyd**  
NEW ALBANY, IN ★★★★★

**Baptist Health Medical Center - Little Rock**  
LITTLE ROCK, AR ★★★★★

**Baptist Health South Miami Hospital**  
SOUTH MIAMI, FL ★★★★★

**Baylor Scott & White Medical Center - College Station**  
COLLEGE STATION, TX ★★★★★

**Baylor Scott & White Medical Center - Frisco**  
FRISCO, TX ★★★★★

**Baylor Scott & White Medical Center - Waxahachie**  
WAXAHACHIE, TX ★★★★★

**Ben Taub Hospital**  
HOUSTON ★★★★★

**Beth Israel Deaconess Hospital - Plymouth**  
PLYMOUTH, MA ★★★★★

**Billings Clinic Hospital**  
BILLINGS, MT ★★★★★

**Bon Secours St. Mary's Hospital**  
RICHMOND, VA ★★★★★

**Cambridge Health Alliance**  
CAMBRIDGE, MA ★★★★★

**Carilion New River Valley Medical Center**  
CHRISTIANSBURG, VA ★★★★★

**Carilion Roanoke Memorial Hospital**  
ROANOKE, VA ★★★★★

**Catawba Valley Medical Center**  
HICKORY, NC ★★★★★

**Catholic Medical Center**  
MANCHESTER, NH ★★★★★

**Cayuga Medical Center at Ithaca**  
ITHACA, NY ★★★★★

**Cedars-Sinai Medical Center**  
LOS ANGELES ★★★★★

**Centra Lynchburg General Hospital**  
LYNCHBURG, VA ★★★★★

**CHI Health Bergan Mercy**  
OMAHA, NE ★★★★★

**CHI Health Lakeside**  
OMAHA, NE ★★★★★

**CHI Health Mercy Council Bluffs**  
COUNCIL BLUFFS, IA ★★★★★

**CHI Saint Joseph Health - Flaget Memorial Hospital**  
BARDSTOWN, KY ★★★★★

**Chilton Medical Center**  
POMPTON PLAINS, NJ ★★★★★

**Christ Hospital**  
CINCINNATI ★★★★★

**Christiana Hospital**  
NEWARK, DE ★★★★★

**CHRISTUS Mother Frances Hospital - Tyler**  
TYLER, TX ★★★★★

**CHRISTUS Spohn Hospital Corpus Christi**  
CORPUS CHRISTI, TX ★★★★★

**CHRISTUS St. Frances Cabrini Hospital**  
ALEXANDRIA, LA ★★★★★

**Cleveland Clinic**  
CLEVELAND ★★★★★

**Cleveland Clinic - Hillcrest Hospital**  
MAYFIELD HEIGHTS, OH ★★★★★

**Clovis Community Medical Center**  
CLOVIS, CA ★★★★★

**Coffee Regional Medical Center**  
DOUGLAS, GA ★★★★★

**CommonSpirit - Longmont United Hospital**  
LONGMONT, CO ★★★★★

**CommonSpirit - St. Elizabeth Hospital**  
FORT MORGAN, CO ★★★★★

**Concord Hospital**  
CONCORD, NH ★★★★★

**Cooperman Barnabas Medical Center**  
LIVINGSTON, NJ ★★★★★

**Corewell Health Beaumont Grosse Pointe Hospital**  
GROSSE POINTE, MI ★★★★★

**Corewell Health Beaumont Troy Hospital**  
TROY, MI ★★★★★

**Covenant Health Fort Sanders Regional Medical Center**  
KNOXVILLE, TN ★★★★★

**Covenant Medical Center, Saginaw**  
SAGINAW, MI ★★★★★

**Denver Health Medical Center**  
DENVER ★★★★★

**Doylestown Hospital**  
DOYLESTOWN, PA ★★★★★

**Duke Regional Hospital**  
DURHAM, NC ★★★★★

**Duke University Hospital**  
DURHAM, NC ★★★★★

**East Alabama Medical Center**  
OPELIKA, AL ★★★★★

**East Cooper Medical Center**  
MOUNT PLEASANT, SC ★★★★★

**East Jefferson General Hospital**  
METAIRIE, LA ★★★★★

**Elkhart General Hospital**  
ELKHART, IN ★★★★★

**Emerson Hospital Main Campus**  
CONCORD, MA ★★★★★

**Emory Johns Creek Hospital**  
JOHNS CREEK, GA ★★★★★

**Emory University Hospital Midtown**  
ATLANTA ★★★★★

**Endeavor Health Edward Hospital**  
NAPERVILLE, IL ★★★★★

**Endeavor Health Elmhurst Hospital**  
ELMHURST, IL ★★★★★

**Englewood Hospital and Medical Center**  
ENGLEWOOD, NJ ★★★★★

**Enloe Medical Center**  
CHICO, CA ★★★★★

**F.F. Thompson Hospital**  
CANANDAIGUA, NY ★★★★★

**Fairbanks Memorial Hospital**  
FAIRBANKS, AK ★★★★★

**Fairview Lakes Medical Center**  
WYOMING, MN ★★★★★

**Flagstaff Medical Center**  
FLAGSTAFF, AZ ★★★★★

**Franciscan Health Crown Point**  
CROWN POINT, IN ★★★★★

**Geisinger Bloomsburg Hospital**  
BLOOMSBURG, PA ★★★★★

**Greater Baltimore Medical Center**  
BALTIMORE ★★★★★

**Guadalupe Regional Medical Center**  
SEGUIN, TX ★★★★★

**Guthrie Robert Packer Hospital**  
SAYRE, PA ★★★★★

**Hackensack Meridian Ocean Medical Center**  
BRICK, NJ ★★★★★



<b>Hackensack Meridian Pascack Valley Medical Center</b> WESTWOOD, NJ	★★★★
<b>Hackensack University Medical Center</b> HACKENSACK, NJ	★★★★
<b>Hancock Regional Hospital</b> GREENFIELD, IN	★★★★
<b>Hartford Hospital</b> HARTFORD, CT	★★★★
<b>Hazard ARH Regional Medical Center</b> HAZARD, KY	★★★★
<b>Henry Community Health - Hospital Campus</b> NEW CASTLE, IN	★★★★
<b>Henry Ford Hospital</b> DETROIT	★★★★
<b>Holland Hospital</b> HOLLAND, MI	★★★★
<b>Houston Methodist Clear Lake Hospital</b> NASSAU BAY, TX	★★★★
<b>Houston Methodist Willowbrook Hospital</b> HOUSTON	★★★★
<b>Huntington Hospital</b> PASADENA, CA	★★★★
<b>Hutchinson Regional Medical Center</b> HUTCHINSON, KS	★★★★
<b>Inova Alexandria Hospital</b> ALEXANDRIA, VA	★★★★
<b>Inova Fairfax Hospital</b> FALLS CHURCH, VA	★★★★
<b>INTEGRIS Health Baptist Medical Center</b> OKLAHOMA CITY	★★★★
<b>Intermountain Health Good Samaritan Medical Center</b> LAFAYETTE, CO	★★★★
<b>Intermountain Health Lutheran Hospital</b> WHEAT RIDGE, CO	★★★★
<b>Intermountain Health Saint Joseph Hospital</b> DENVER	★★★★
<b>Jefferson Einstein Philadelphia Hospital</b> PHILADELPHIA	★★★★
<b>Jersey City Medical Center</b> JERSEY CITY, NJ	★★★★
<b>John Muir Health - Walnut Creek Medical Center</b> WALNUT CREEK, CA	★★★★
<b>Johns Hopkins Bayview Medical Center</b> BALTIMORE	★★★★
<b>Johnson Memorial Hospital</b> FRANKLIN, IN	★★★★



<b>Jupiter Medical Center</b> JUPITER, FL	★★★★
<b>Kaiser Permanente Baldwin Park Medical Center</b> BALDWIN PARK, CA	★★★★
<b>Kaiser Permanente Fontana Medical Center</b> FONTANA, CA	★★★★
<b>Kaiser Permanente Fresno Medical Center</b> FRESNO, CA	★★★★
<b>Kaiser Permanente Moanalua Medical Center</b> HONOLULU	★★★★
<b>Kaiser Permanente Oakland Medical Center</b> OAKLAND, CA	★★★★

<b>Kaiser Permanente Ontario Medical Center</b> ONTARIO, CA	★★★★
<b>Kaiser Permanente Orange County - Anaheim Medical Center</b> ANAHEIM, CA	★★★★
<b>Kaiser Permanente Panorama City Medical Center</b> PANORAMA CITY, CA	★★★★
<b>Kaiser Permanente Redwood City Medical Center</b> REDWOOD CITY, CA	★★★★
<b>Kaiser Permanente Roseville Medical Center</b> ROSEVILLE, CA	★★★★
<b>Kaiser Permanente San Francisco Medical Center</b> SAN FRANCISCO	★★★★
<b>Kaiser Permanente San Jose Medical Center</b> SAN JOSE, CA	★★★★
<b>Kaiser Permanente San Leandro Medical Center</b> SAN LEANDRO, CA	★★★★
<b>Kaiser Permanente Santa Clara Medical Center</b> SANTA CLARA, CA	★★★★
<b>Kaiser Permanente Santa Rosa Medical Center</b> SANTA ROSA, CA	★★★★
<b>Kaiser Permanente South Sacramento Medical Center</b> SACRAMENTO, CA	★★★★
<b>Kaiser Permanente Sunnyside Medical Center</b> CLACKAMAS, OR	★★★★

<b>Kaiser Permanente Walnut Creek Medical Center</b> WALNUT CREEK, CA	★★★★
<b>Kaiser Permanente West Los Angeles Medical Center</b> LOS ANGELES	★★★★
<b>Kaiser Permanente Westside Medical Center</b> HILLSBORO, OR	★★★★
<b>Kaiser Permanente Woodland Hills Medical Center</b> WOODLAND HILLS, CA	★★★★
<b>Kootenai Health</b> COEUR D'ALENE, ID	★★★★
<b>Loma Linda University Children's Hospital</b> LOMA LINDA, CA	★★★★
<b>Lowell General Hospital</b> LOWELL, MA	★★★★
<b>Luminis Health Anne Arundel Medical Center</b> ANNAPOLIS, MD	★★★★
<b>M Health Fairview Ridges Hospital</b> BURNSVILLE, MN	★★★★
<b>M Health Fairview Southdale Hospital</b> EDINA, MN	★★★★
<b>M Health Fairview Woodwinds Hospital</b> WOODBURY, MN	★★★★
<b>Main Line Health - Paoli Hospital</b> PAOLI, PA	★★★★
<b>Marian Regional Medical Center</b> SANTA MARIA, CA	★★★★
<b>Marin General Hospital</b> GREENBRAE, CA	★★★★

## About Statista R

Statista R is a world leader in the creation of company, brand and product rankings and top lists, based on comprehensive market research and data analysis: Statista R recognizes the best. With a team of over 100 expert analysts and in cooperation with more than 40 high-profile media brands across all continents, Statista R creates transparency for consumers and business decision-makers and helps companies build trust and recognition across a plethora of industries and product categories. Visit [r.statista.com](https://r.statista.com). Statista R is a division of Statista. The leading data and business intelligence portal provides an extensive collection of statistics, reports and insights on over 80,000 topics from 22,500 sources in 170 industries. Find out more at [statista.com](https://statista.com).



- Ochsner Medical Center - Baton Rouge  
BATON ROUGE, LA ★★★★★
- Olive View - UCLA Medical Center  
SYLMAR, CA ★★★★★
- Orlando Health Orlando Regional Medical Center  
ORLANDO, FL ★★★★★
- OSF HealthCare Little Company of Mary Medical Center  
EVERGREEN PARK, IL ★★★★★
- Our Lady of Lourdes Regional Medical Center  
LAFAYETTE, LA ★★★★★
- Overlake Hospital Medical Center  
BELLEVUE, WA ★★★★★
- Parkview Logansport Hospital  
LOGANSPORT, IN ★★★★★
- PeaceHealth St. Joseph Medical Center  
BELLINGHAM, WA ★★★★★
- Pennsylvania Hospital  
PHILADELPHIA ★★★★★
- Peterson Regional Medical Center  
KERRVILLE, TX ★★★★★
- Piedmont Atlanta Hospital  
ATLANTA ★★★★★
- Portsmouth Regional Hospital  
PORTSMOUTH, NH ★★★★★
- Prisma Health Baptist Parkridge Hospital  
COLUMBIA, SC ★★★★★
- Providence Alaska Medical Center  
ANCHORAGE, AK ★★★★★
- Providence Centralia Hospital  
CENTRALIA, WA ★★★★★
- Providence Holy Family Hospital  
SPOKANE, WA ★★★★★
- Providence Little Company of Mary Medical Center Torrance  
TORRANCE, CA ★★★★★
- Providence Mission Hospital Mission Viejo  
MISSION VIEJO, CA ★★★★★
- Providence Portland Medical Center  
PORTLAND, OR ★★★★★
- Providence Sacred Heart Medical Center  
SPOKANE, WA ★★★★★
- Providence Saint Joseph Medical Center  
BURBANK, CA ★★★★★
- Providence St. Vincent Medical Center  
PORTLAND, OR ★★★★★
- Queen's Medical Center  
HONOLULU ★★★★★

- Mayo Clinic Health System - Austin  
ALBERT LEA, MN ★★★★★
- Meadville Medical Center  
MEADVILLE, PA ★★★★★
- MedStar Georgetown University Hospital  
WASHINGTON, D.C. ★★★★★
- MedStar St. Mary's Hospital  
LEONARDTOWN, MD ★★★★★
- Memorial Hermann - Greater Heights Hospital  
HOUSTON ★★★★★
- Memorial Hermann - Katy Hospital  
KATY, TX ★★★★★
- Memorial Hermann - Memorial City Medical Center  
HOUSTON ★★★★★
- Memorial Hermann - Texas Medical Center  
HOUSTON ★★★★★
- Memorial Hospital Miramar  
MIRAMAR, FL ★★★★★
- Mercy Health - West Hospital  
CINCINNATI ★★★★★
- Mercy Hospital Anderson  
CINCINNATI ★★★★★
- Mercy Hospital Northwest Arkansas  
ROGERS, AR ★★★★★
- Mercy Hospital Southeast  
CAPE GIRARDEAU, MO ★★★★★
- Mercy Hospital Springfield  
SPRINGFIELD, MO ★★★★★
- Mercy Hospital St. Louis  
ST. LOUIS ★★★★★
- Meritus Medical Center  
HAGERSTOWN, MD ★★★★★
- Methodist Hospital Hill Country  
FREDERICKSBURG, TX ★★★★★
- Methodist Hospital Stone Oak  
SAN ANTONIO ★★★★★

- MetroHealth Medical Center - Main Campus  
CLEVELAND ★★★★★
- Miami Beach Mount Sinai Medical Center  
MIAMI BEACH, FL ★★★★★
- Mobile Infirmary  
MOBILE, AL ★★★★★
- Morris Hospital & Healthcare Centers  
MORRIS, IL ★★★★★
- Mount Auburn Hospital  
CAMBRIDGE, MA ★★★★★
- Mount Carmel St. Ann's Hospital  
WESTERVILLE, OH ★★★★★
- The Mount Sinai Hospital  
NEW YORK CITY ★★★★★
- MUSC Health - University Medical Center  
CHARLESTON, SC ★★★★★
- Nash General Hospital  
ROCKY MOUNT, NC ★★★★★
- Nebraska Medicine - Nebraska Medical Center  
OMAHA, NE ★★★★★
- New York-Presbyterian Brooklyn Methodist Hospital  
BROOKLYN, NY ★★★★★
- Newton Medical Center  
NEWTON, NJ ★★★★★
- Newton-Wellesley Hospital  
NEWTON, MA ★★★★★
- NewYork-Presbyterian Hudson Valley Hospital  
CORTLANDT MANOR, NY ★★★★★
- NewYork-Presbyterian Weill Cornell Medical Center  
NEW YORK CITY ★★★★★
- Norman Regional Hospital  
NORMAN, OK ★★★★★
- North Baldwin Infirmary  
BAY MINETTE, AL ★★★★★

- NKC Health  
NORTH KANSAS CITY, MO ★★★★★
- North Shore University Hospital  
MANHASSET, NY ★★★★★
- Northeast Georgia Medical Center Gainesville  
GAINESVILLE, GA ★★★★★
- Northside Hospital Cherokee  
CANTON, GA ★★★★★
- Northside Hospital Gwinnett  
LAWRENCEVILLE, GA ★★★★★
- Northwest Health - La Porte  
LA PORTE, IN ★★★★★
- Northwestern Medicine Delnor Hospital  
GENEVA, IL ★★★★★
- Novant Health Brunswick Medical Center  
BOLIVIA, NC ★★★★★
- Novant Health Huntersville Medical Center  
HUNTERSVILLE, NC ★★★★★

## About The Leapfrog Group

The Leapfrog Hospital Survey was created and is administered by The Leapfrog Group—a leading independent, national not-for-profit organization advocating for hospital transparency. They strive to make giant “leaps” forward in the U.S. by promoting transparency through their data collection and public reporting initiatives. With their goal of saving lives by reducing errors, injuries, accidents and infections, The Leapfrog Group focuses on measuring and publicly reporting hospital performance through the annual Leapfrog Hospital Survey. The survey is a trusted, transparent and evidence-based national tool in which over 2,500 hospitals voluntarily participate free of charge. The Leapfrog Group advocates for public access to quality and safety data from all U.S. hospitals. Find out more at <https://www.leapfroggroup.org>

<b>Reading Hospital</b> READING, PA	★★★★
<b>RWJBarnabas Health - Monmouth Medical Center</b> LONG BRANCH, NJ	★★★★
<b>RWJBarnabas Health - Robert Wood Johnson University Hospital</b> NEW BRUNSWICK, NJ	★★★★
<b>Sacred Heart Medical Center - Riverbend</b> SPRINGFIELD, OR	★★★★
<b>Saint Peter's University Hospital</b> NEW BRUNSWICK, NJ	★★★★
<b>Santa Barbara Cottage Hospital</b> SANTA BARBARA, CA	★★★★
<b>Scripps Mercy Hospital San Diego</b> SAN DIEGO	★★★★
<b>Sibley Memorial Hospital</b> WASHINGTON, D.C.	★★★★
<b>Sisters of Charity Hospital</b> BUFFALO, NY	★★★★
<b>Soin Medical Center</b> BEAVER CREEK, OH	★★★★
<b>South Baldwin Regional Medical Center</b> FOLEY, AL	★★★★
<b>South Shore Hospital, South Weymouth</b> SOUTH WEYMOUTH, MA	★★★★
<b>South Shore University Hospital</b> BAY SHORE, NY	★★★★
<b>Southern Tennessee Regional Health System Lawrence</b> LAWRENCEBURG, TN	★★★★
<b>Spartanburg Medical Center</b> SPARTANBURG, SC	★★★★
<b>SSM Health St. Anthony Hospital - Oklahoma City</b> OKLAHOMA CITY	★★★★
<b>St. Catherine Hospital</b> EAST CHICAGO, IN	★★★★
<b>St. Joseph Hospital, Orange</b> ORANGE, CA	★★★★
<b>St. Anthony Summit Medical Center</b> FRISCO, CO	★★★★

<b>St. Charles Hospital</b> PORT JEFFERSON, NY	★★★★
<b>St. David's Medical Center</b> AUSTIN, TX	★★★★
<b>St. David's South Austin Medical Center</b> AUSTIN, TX	★★★★
<b>St. Elizabeth Edgewood Hospital</b> EDGEWOOD, KY	★★★★
<b>St. Elizabeth Hospital, Enumclaw</b> ENUMCLAW, WA	★★★★
<b>St. John's Health</b> JACKSON, WY	★★★★
<b>St. Joseph Regional Medical Center</b> LEWISTON, ID	★★★★
<b>St. Joseph's Health Hospital</b> SYRACUSE, NY	★★★★
<b>St. Luke's Boise Medical Center</b> BOISE, ID	★★★★
<b>St. Luke's Hospital - Allentown Campus</b> ALLENTOWN, PA	★★★★
<b>St. Luke's Nampa Medical Center</b> NAMPA, ID	★★★★
<b>St. Peter's Hospital - Albany</b> ALBANY, NY	★★★★
<b>St. Tammany Parish Hospital</b> COVINGTON, LA	★★★★
<b>Stanford Health Care Tri-Valley</b> PLEASANTON, CA	★★★★
<b>Stephens Memorial Hospital, Norway</b> NORWAY, ME	★★★★
<b>Sterling Regional Medcenter</b> STERLING, CO	★★★★
<b>StoneSprings Hospital Center</b> DULLES, VA	★★★★
<b>Stony Brook University Hospital</b> STONY BROOK, NY	★★★★
<b>Summa Health System - Akron Campus</b> AKRON, OH	★★★★
<b>Sutter Maternity &amp; Surgery Center of Santa Cruz</b> SANTA CRUZ, CA	★★★★

<b>Swedish Medical Center - Swedish First Hill Campus</b> SEATTLE	★★★★
<b>Tampa General Hospital</b> TAMPA, FL	★★★★
<b>Texas Health Arlington Memorial Hospital</b> ARLINGTON, TX	★★★★
<b>Texas Health Harris Methodist Fort Worth</b> FORT WORTH, TX	★★★★
<b>Texas Health Harris Methodist Hospital Hurst-Euless-Bedford</b> BEDFORD, TX	★★★★
<b>Texas Health Presbyterian Hospital Allen</b> ALLEN, TX	★★★★
<b>Texas Health Presbyterian Hospital Denton</b> DENTON, TX	★★★★
<b>The Johns Hopkins Hospital</b> BALTIMORE	★★★★
<b>Thomas Hospital</b> FAIRHOPE, AL	★★★★
<b>Trinity Health Ann Arbor Hospital</b> YPSILANTI, MI	★★★★
<b>Trinity Health Grand Rapids Hospital</b> GRAND RAPIDS, MI	★★★★
<b>Tufts Medical Center</b> BOSTON	★★★★
<b>UAB Hospital</b> BIRMINGHAM, AL	★★★★
<b>UAB St. Vincent's Birmingham</b> BIRMINGHAM, AL	★★★★
<b>UCHealth Highlands Ranch Hospital</b> HIGHLANDS RANCH, CO	★★★★
<b>UCHealth Poudre Valley Hospital</b> FORT COLLINS, CO	★★★★
<b>UCHealth University of Colorado Hospital</b> AURORA, CO	★★★★
<b>UChicago Medicine AdventHealth Hinsdale</b> HINSDALE, IL	★★★★

<b>UCLA Health - Santa Monica Medical Center</b> SANTA MONICA, CA	★★★★
<b>UF Health Jacksonville</b> JACKSONVILLE, FL	★★★★
<b>UI Health Care Medical Center</b> IOWA CITY, IA	★★★★
<b>UK King's Daughters Medical Center</b> ASHLAND, KY	★★★★
<b>UMass Memorial Medical Center</b> WORCESTER, MA	★★★★
<b>UNC Health Johnston</b> SMITHFIELD, NC	★★★★
<b>United Hospital Center</b> BRIDGEPORT, WV	★★★★
<b>United Regional Health Care System</b> WICHITA FALLS, TX	★★★★
<b>University Hospital</b> SAN ANTONIO	★★★★
<b>University Medical Center, Lubbock</b> LUBBOCK, TX	★★★★
<b>University of California Davis Medical Center</b> SACRAMENTO, CA	★★★★
<b>University of Cincinnati Medical Center</b> CINCINNATI	★★★★
<b>University of Illinois Hospital and Clinics</b> CHICAGO	★★★★
<b>University of Kansas Hospital</b> KANSAS CITY, KS	★★★★
<b>University of Maryland Medical Center (UMMC)</b> BALTIMORE	★★★★
<b>University of Michigan Health - Sparrow</b> LANSING, MI	★★★★
<b>University of Mississippi Medical Center</b> JACKSON, MS	★★★★
<b>University of Missouri Health Care - University Hospital</b> COLUMBIA, MO	★★★★
<b>University of Utah Hospital</b> SALT LAKE CITY	★★★★
<b>Upstate University Hospital</b> SYRACUSE, NY	★★★★
<b>UVA University Medical Center</b> CHARLOTTESVILLE, VA	★★★★
<b>The Valley Hospital</b> PARAMUS, NJ	★★★★
<b>VCU Medical Center</b> RICHMOND, VA	★★★★
<b>VHC Health - Main Hospital</b> ARLINGTON, VA	★★★★
<b>WakeMed Cary Hospital</b> CARY, NC	★★★★
<b>WellSpan Ephrata Community Hospital</b> EPHRATA, PA	★★★★
<b>WellSpan Good Samaritan Hospital</b> LEBANON, PA	★★★★
<b>Wentworth-Douglass Hospital</b> DOVER, NH	★★★★
<b>Western Maryland Regional Medical Center</b> CUMBERLAND, MD	★★★★
<b>William W Backus Hospital</b> NORWICH, CT	★★★★
<b>The Women's Hospital</b> NEWBURGH, IN	★★★★
<b>WVU Medicine - J.W. Ruby Memorial Hospital</b> MORGANTOWN, WV	★★★★
<b>Yale New Haven Hospital</b> NEW HAVEN, CT	★★★★



IULIA BURMISTROVA/GETTY [2]

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Nomadic Cíor 928 Watch

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**For the Statement-Maker**

Big Ass Luxuries Big Ass Candle in Home Sweet Home

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This oversized, coconut-soy wax candle burns for up to 1,000 hours and fills a room with premium fragrance. Clean-burning, hand-poured and designed to make an impact—because sometimes only a big gesture will do.



**For the Beauty Tech Enthusiast**

Jillian Dempsey Gold Sculpting Bar

**\$195**

This 24k gold-plated vibrating facial tool is designed to sculpt, tone and revive tired skin. Used by celebrity makeup artists, it boosts circulation and helps skin look firmer and more radiant—because sometimes a little luxury goes a long way.



**For the Collector**

Wolf Bella Large Jewelry Box

**\$839**

This spacious, vegan leather box with soft lining features 16 compartments for necklaces, rings, bracelets and earrings, plus a removable zip pouch. Available in mocha, bone and Bordeaux, order meets elegance.



**For the Wine Lover**

Landmark Vineyards Premium Pair

**\$130**

A gifting box features two of Landmark's elegant vintages—the 2020 Sangiacomo Chardonnay and the 2020 La Encantada Pinot Noir. The perfect pairing for those who appreciate the finer things.

# RICHARD GADD

The actor follows *Baby Reindeer* with *Half Man*, an HBO limited series about two repressed “brothers” in Glasgow. “I came up with the two characters, and I couldn’t shake them.”

BY  
H. ALAN SCOTT

**After the global success of *Baby Reindeer*, was it intimidating to figure out what to do next?**

Pressure is only pressure to the degree in which you let it in. External pressure is always going to be there, but it’s nothing compared to the pressure I put on myself to make something as good as possible. I was lucky that I knew what I wanted to do after *Baby Reindeer*. The best thing I did at that point was spin 180 and go straight into my next project. The whole of *Half Man* has pretty much been done in the space of about two years, which is taking a lot out of me [Gadd is writer and creator], but I didn’t pause to let that feeling in.

**What was it about masculinity that you wanted to explore?**

I wanted to dig deep inside the whole issue of it. All

**“ART SHOULD BE OPEN TO INTERPRETATION, AND PEOPLE TAKE WHAT THEY NEED.”**



the contradictions, all the idiosyncrasies, all the pressures, all the expectations of what it means to be a man. I came up with the two characters, and I couldn’t shake them. I went in with limited intention and maximum ambition, and that’s how I go about most of my projects.

**What do you hope people take from these characters?**

Art should be open to interpretation, and people take what they need from it. Too often in this day and age, television and film is too clear: Its intention is too clear, what it wants you to think and feel.

**What was it like working with Jamie Bell?**

He’s a terrifically celebrated actor, but still underrated in a sense. I always wondered what he was capable of, and

now I know he’s capable of this and more. We got on straight away. The second scene we ever shot was the [very intimate] ending of episode six, so we had to get very physically comfortable around each other very quickly. He threw himself into everything. I felt a phenomenal amount of respect from him around the project.

**With all these gut-wrenching dramas, do you want to do a comedy next?**

Right now in my life, I don’t feel compelled to write a workplace sitcom. It doesn’t speak to me. Never say never, because if I walked down the street and thought, “Oh, this is a perfect idea for a rom-com,” I would take that risk. **N**



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