Strategies for SLP Recruitment and Retention

Mary L. Casper, MA, CCC-SLP, BRS-S

Rehabilitation Systems Consultant

HCR·ManorCare

Company Profile

- HCR Manor Care is a national provider of health care in a variety of settings across 32 states.

- As of June 30, 2006, HCR Manor Care had

    - 279 SNFs

    - 94 Outpatient Clinics

    - 115 Home Health and Hospice Locations

    - 65 Assisted Living Centers

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SLP Employment

- HCR Manor Care employs more than 600 SLPs in the organization.

- In the SNF setting, we employ

  – Approximately 30 SLPs in management roles (facility, regional, and corporate positions)

  – Approximately 350 Full- and Part-Time SLPs

  – Approximately 235 PRN SLPs

  – At any given time we have 90-100 open positions for full-time SLPs. These openings are covered using registry staff, contractors, and PRN.

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SLP Utilization

- On an average day, HCR Manor Care uses ~ 330 FTE SLPs to care for our patients in our SNFs

- As of July 31, 2006, SLPs had delivered almost 18 million minutes of service in our SNFs year-to-date, representing 11% of therapy service delivery

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Recruitment Strategies

- Student Relationships

  – University lectures

    - Offering expertise with geriatric patients and clinical programs at a local level

      – Increase awareness of opportunities with the geriatric population

      – Improve name recognition for HCR Manor Care

  – Student affiliations

    - Conversion from intern to CF

  – Graduation parties

    - Celebrating students' accomplishments

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Recruitment Strategies

- Highlighting Clinical Excellence
  - Continuing Education presentations
    - 1 – 2 hours
    - Free of charge
    - Topics of interest in the geriatric population
- Highlighting Excellent Environments
  - Open Houses
    - Showcasing our centers
    - Offering unique perks

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Retention Strategies

- Compensation and Benefits

  – Conducting salary surveys

  – Evaluating our wages and benefits against competitors

- Innovative Approaches

  – Developing Clinical Ladder

  – Offering SLP networking opportunities

  – Availability of Manager-In-Training programs

- High Risk / High Volume Focus

  – Dysphagia Management

  – Spaced Retrieval (Dementia Management)

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Barriers to success for the SNF environment

- Perception of the industry
  - Not dynamic
  - Not challenging
  - *Long term care* vs. short term stays
  - Little access to other SLP colleagues

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Barriers to success for the health care setting

- Health care career emphasis in university programs

  - Are our SLP students prepared for the work environment?

  - Does the curriculum prepare students to put research / theory into everyday practice?

- Balance between competition and economies of scale

  - Organizations may be reluctant to share successful programs because they need to maintain the competitive edge as an employer

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Barriers to success for the SLP profession

- Stressful environment when the SLP department is understaffed and in high demand

  – SLPs leave the profession

- Limited pool of Master's level clinicians

  – Ph.D. shortage limits the number of students accepted into graduate programs

- Perceived threats to the professional in developing an assistant model

  – Payers do not recognize

  – Difficult to administer – coordination of ASHA guidelines, CMS regulations, and state-specific rules

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Solutions

- Know our resources
- Think outside the box
- Communicate
- Establish relationships
- Develop workable alternatives
- Strive to be the "profession of choice"

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