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
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.
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
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
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
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)
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
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
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
Solutions

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