

	1. What is your typical turnover rate? Does it vary by discipline? (PT, OT, SLP)	2. What are your common themes for staff leaving?	3. What have you found to be successful to battle these common themes of staff leaving?	
Org A	04% over the last 5 years; I had 1 OT resign in 2018; 1 OT and 1 PT resign 2017; 1 OT in 2016, none in 2015 2014 or 2013	According to them, new opportunities and/or closer to home. As their leader, each of these had challenges in meeting expectations of working within our organization and they were being held accountable (they self-selected out)	As evident by the lack of turnover, we don't have an issue. What we have that helps us keep folks is: <ul style="list-style-type: none"> - Autonomy - Opportunities for growth (our organization is only 5+ years old and they have the opportunity to help begin many of our programs) - Pay and benefits - Providing protected time (2 protected every Tuesday) weekly for Dept meetings, professional development, team building, etc - Our organization has invested heavily in Associate Engagement surveys over the last 3-years and we have taken their feedback seriously, 	

			holding focus group meetings regularly to take action from their feedback (i.e. clearly defining FLEX time for salaried associates, establishing guidelines for weekend rotations, providing a set amount for Cont Ed dollars per associate, adjusting schedules to allow for mentoring and learning from colleagues, etc)	
ORG B	Turnover varies by how young the staff are not so much by discipline. Overall 1-2 staff per year. More in the last year	Young staff starting families and wanting to work less (which we sometimes cannot accommodate) and moving closer to their family. Sometimes they get tired of commuting and find something closer to where they live. Rarely for better opportunities for professional growth.	We work hard to give lots of opportunities for professional growth and added responsibility as desired. We also try to accommodate part time work but there is only so much we can do with scheduling and still meet patients needs. Cannot really do anything about it when they move to be close to family.	

ORG C	Our turnover rate varies from year to year and from discipline to discipline. More often we face individuals wanting to cut their hours after having a baby.	The overwhelming majority of staff who leave are usually moving because of a spouse's job. We have some that transfer within the system to better accommodate their home life(e.g. school system so that they don't work Summers when their kids are out of school)	We have lots of options for Rehab staff within our system- Early Intervention, School Based, IP, OP and NICU. The majority of the time we are able to work with individuals and transfer them to another location that better meets their personal needs. We also share staff so that our staff are exposed to different type settings.	
ORG D				I do not have exact numbers for our turnover rate, but I think it's pretty low. In the last 6 years, I've had 9 therapists leave. 1 retired, 3 had babies and decided to stay at home, 2 left for other jobs in the area, and 3 moved out of state/region due to transfers for their spouses. We have been able to replace all these positions, and then hire more. Some staff, mostly those with babies, will return to work at lesser hours (part-time vs full-time), or will come back as PRN employees to cover weekends or times of staff vacation or high census. I can also

				tell you that I've hired back or received calls from 4 of the people who have left in the recent past who want to come back.
ORG E) Very low turnover < 10%. Pretty much the same for PT/OT/ST	Moving out of area; productivity too tough; job closer to home/shorter commute	Help them understand the business side of therapy	
ORG F	Our turnover rate for inpatient Acute/Rehab PT, OT, Speech combined seems to run at roughly 20%/year. This includes PRN staff. We have more turnover in PT and OT than in Speech and more turnover with PRN staff than with regularly scheduled staff.	PRN staff leave because we don't use them enough and/or they aren't available enough to work when we do need them or they find a permanent benefitted position. Scheduled staff leaves because this is a high stress, high demand environment and they want better work-life balance which they can find elsewhere.	We are being more transparent about the needs and expectations of the applicant and of our program when we interview. We are also trying to be more selective in our interview process and not just hiring someone because we need to fill a position which is something we've done historically.	
Org G	Current turnover rate; PT – 30%	Look for position with better hours (early intervention/school	Advisory Council/shared governance, Transparency of expectations and	

	OT – 0% SLP- 1%	based) to seek better work life balance Personal family reasons- spouse relocation	demands during interviewing. Flexibility to meet employees request for schedule changes	
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