



JUNE 2021

**TEXAS ASSISTED LIVING ASSOCIATION
WORKFORCE DEVELOPMENT COMMITTEE REPORT ON**

EXPLORING RETENTION

CONTRIBUTING AUTHORS:

**JAMES LEE, FOUNDER & OWNER
BEAR WISE CONSULTING**

**CHARLES TURNER, FOUNDER & CEO
KARE**



**BEAR WISE
CONSULTING**
BE GREAT AT GOOD

KARE
DOYOUKARE.COM



TALA is committed to enriching the lives of Texas seniors, developing those who care for them, and being a voice for both.

2021 TALA Workforce Development Committee Members:

Felecia Wells, Elmcroft Senior Living, TALA Board Member Chair
Traci Taylor, Sodalis Senior Living, TALA Board Member
Kimberly Varley, Retirement Center Management
Anthony Omsbee-Hale, Civitas Senior Living
Debi Akeroyd, SilverPoint Senior Living
Bethany Chandler, Belmont Village Senior Living
Doug Tutt, HCareers
Jake Kohl, Nurse Dash
Charles Turner, Bridget Kaselak, KARE
Peter Brissette, Assisted Living Marketing
James Lee, Bear Wise Consulting
Peter Blanchard, Committee Member at Large
Cameron Spearman, Michael Winton, Marsh & McLennan Agency
Rose Saenz, TALA Vice President of Workforce Development

Texas Assisted Living Association
4505 Spicewood Springs Rd., Suite 350
Austin, TX 78759
Ph: (512) 653-6604
Email: info@tala.org
www.tala.org

Introduction

A TALE OF TWO PERSPECTIVES

The assisted living industry has a workforce retention problem. This is largely agreed upon by most operators. The underlying reasons for the problem, however have been less clear. The Texas Assisted Living Association Workforce Development Committee's retention study dives into the reasons and centers around three core premises.

MOTIVATION

What motivates caregivers in their employment decisions?

ALIGNMENT

How aligned are actual caregiver motivations and the facility leader's understanding of caregiver motivations?

PUSH VS. PULL

We asked questions in the affirmative (what drives you to...?) and in the negative (what drives you away from...?) It is equally important to understand what motivates people as what unmotivates them.

Fundamentally, our industry understands that solving this problem means the improvement of care delivery for seniors. Stated differently, until we solve the workforce retention problem, senior living operators will continue to struggle to fulfill their missions.

This study reveals that while employees and employers agree pay is a top factor for the workforce in assisted living, the two groups are not congruent on what tradeoffs, compromises, and collaborations can be made in solving workforce turnover.

KEY TAKEAWAYS ABOUT WHAT WE LEARNED:

Alignment About Top Motivator and Demotivator

Pay is the highest ranked factor for caregivers in what motivates their employment decisions (9 out of 10). Employers also ranked this as what they believe is the highest motivating factor for a caregiver's employment decision (also 9 out of 10).

What Caregivers Value

It isn't just that caregivers want to be paid well for their work, they want to be paid well in senior living. While most caregivers can overlook incompatibility with co-workers, the majority are more likely to leave due to feelings of disrespect from management.

Caregivers are strongly motivated to stay in senior living despite COVID, and nearly 7 in 10 caregivers agree that they will be in the senior living industry five years from now.

Operators and Administrators Overestimate

According to this survey, employers incorrectly overestimate the impact of pay from other industries and the negative impacts of COVID-19 on a caregivers' career interests. Additionally, employers ranked "culture" as being a high motivator, but ultimately missed the mark on what components of culture meant most to caregivers (respect from management). Tellingly, employers largely believe that caregivers are willing to give up part of their pay (10%) if they liked the company's culture (66% believe this). Almost as many caregivers disagreed on this point.

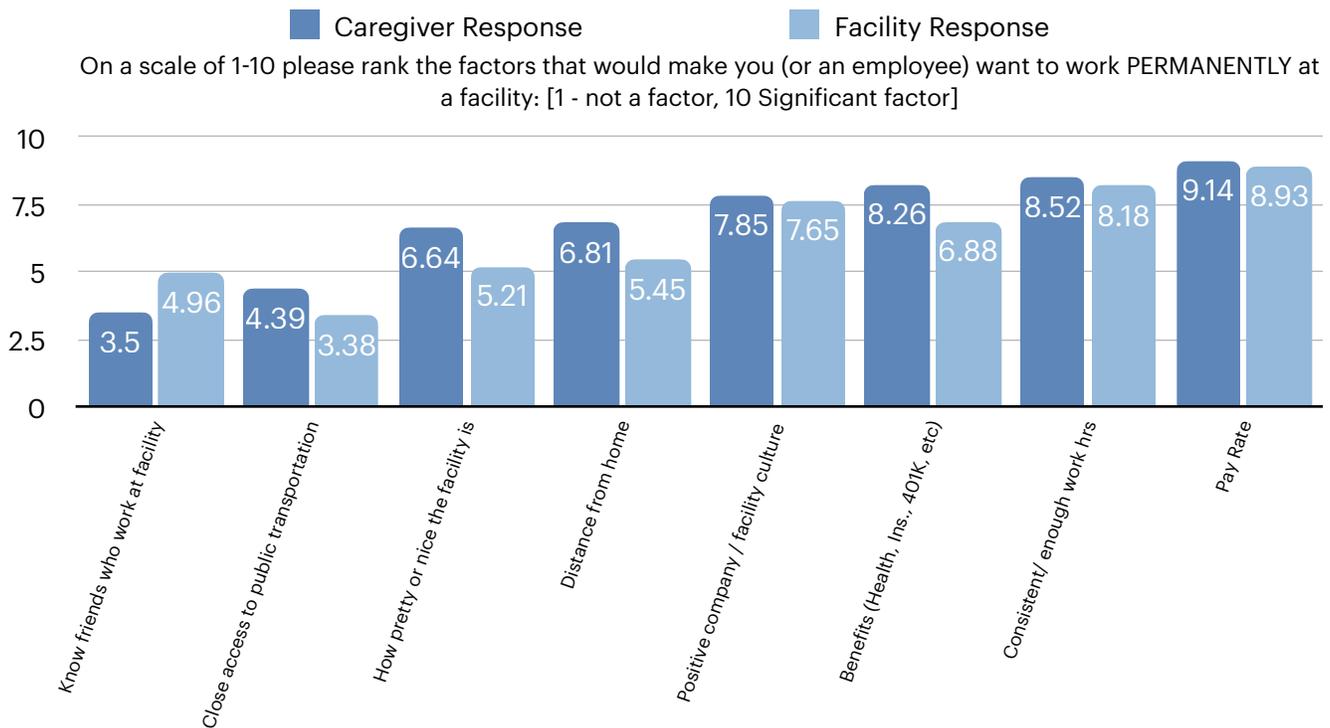
If The Results Were A Person - *What the survey results are "saying":*

* Employer - "Caregivers are highly motivated by pay. COVID has made most of them rethink staying in our industry, and we just can't compete with other industries like retail. Most caregivers won't even be in the senior living industry five years from now. The best way to offset this is to provide a great company culture for them to work in."

* Caregiver - "I love working in senior living, and I see myself in this industry for the long haul. I just wish they would pay me better. I can deal with commute times, distance, and even mediocre co-workers, but I won't put up with disrespect from managers. I want to work in a nice-looking community (6 in 10), have a flexible but consistent work schedule (9 in 10), and good benefits (8 in 10). It isn't that pay is important to me. Senior living pay is important to me."

WHAT MOTIVATES CAREGIVERS?

The answer to this question is more nuanced than to say “pay”. While pay is clearly a top factor that both employers and employees agree upon as both the top motivator (good pay) and top demotivator (left for low pay), the two groups disagreed on other contributing factors.



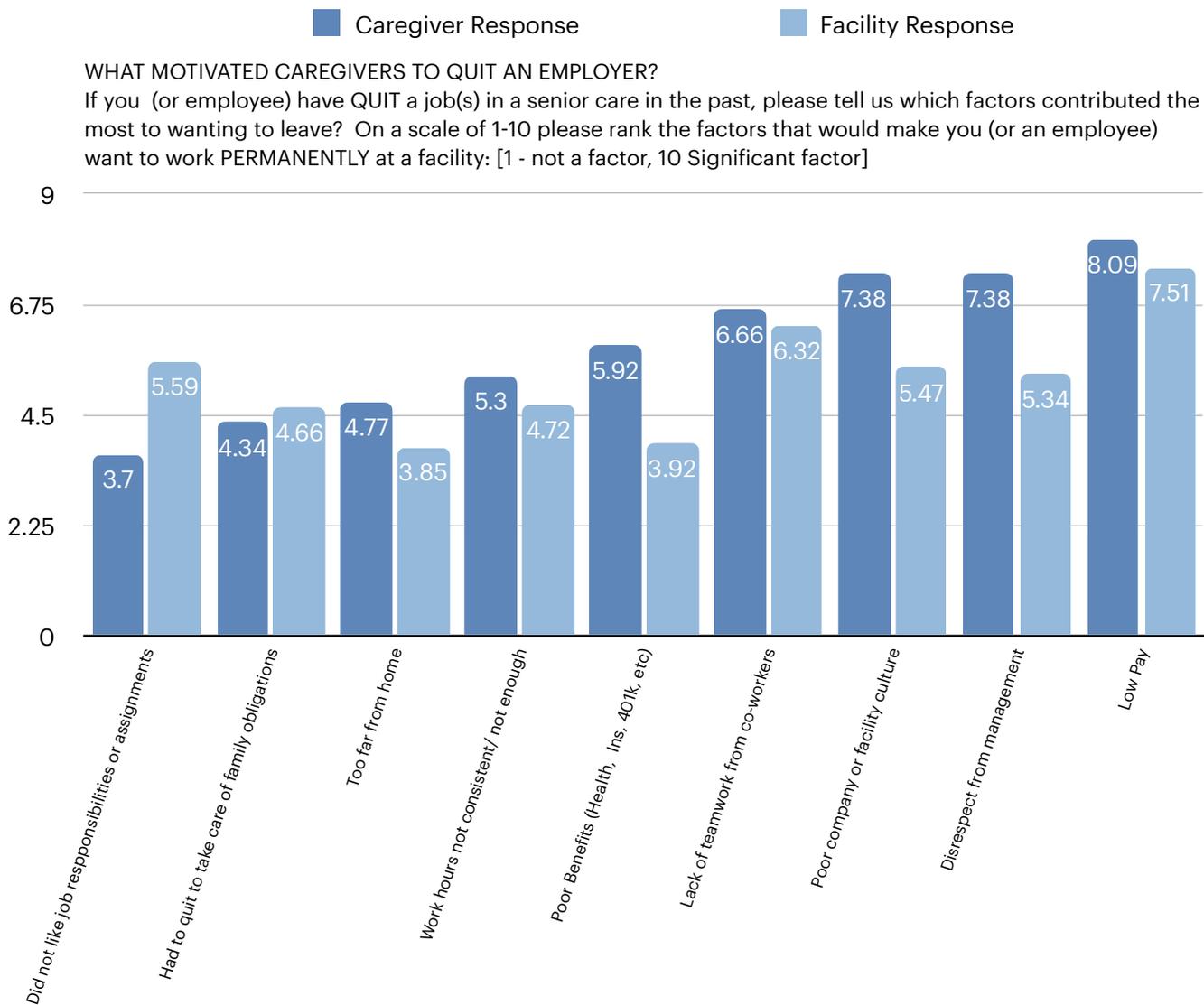
This graph represents summarized responses from 227 caregivers and 164 managers. The caregivers’ responses are summarized by the dark blue bars, and the manager’s responses are in light blue. What is of particular importance is to observe the variances between the two groups’ responses. Of note:

- Employers overestimated the value of knowing friends who work at the facility. Employment referral bonuses are therefore less likely to impact retention. In all of the other nine categories, employers underestimated the importance of what motivates caregivers to choose employers.
- The biggest difference (underestimations) were in the categories of:
 - * Flexibility of work schedule
 - * Benefits
 - * Distance from home
 - * How nice the facility is

Employee referral bonuses may not be leading to the retention benefit employers are hoping to find. However, employers could be leaving some enticements untapped such as finding creative solutions by offering scheduling flexibility, meaningful benefits (ex. commuter benefits), and the general aesthetic of an assisted living community itself.

WHAT DEMOTIVATES CAREGIVERS?

Here’s an interesting twist to the study. We asked about some of the same factors from a demotivating perspective. Not surprisingly, the top factor was still (low) pay, and again both employees and employers were in agreement on this fact.



However, there was much more variance in perspectives on what mattered in terms of demotivating caregivers.

1. Employers overestimated the impact of not liking job responsibilities. It turns out, most caregivers believe this is the lowest factor in whether they would leave the job. It makes sense since most caregivers are specifically in this industry to fulfill those job responsibilities. Employers also overestimated that caregivers frequently left their jobs to take care of family obligations.
2. The three (3) factors that employers underestimated most for a caregiver leaving were:
 - * Disrespect from Management
 - * Poor Benefits
 - * Poor Company or Facility Culture

Putting this all together, the disconnect is that caregivers want some key things beyond good pay: a positive work environment where they are **respected by management**, **flexibility** in their schedule, favorable **benefits**, and to come to work in a **nicely kept** community.

Employers believe that what caregivers want are a positive work environment where they have **friends**, **consistency** in their schedule, favorable **job responsibilities**, and to come to work with a **positive culture**.

While caregivers place a higher value on qualities such as feeling respected, flexibility, and pride in the physical workplace, employers placed higher value on having friendly coworkers, consistency, and convenience.

WHAT TRADEOFFS WOULD CAREGIVERS MAKE FOR PAY RATE?

All healthy and ongoing relationships require sacrifice and tradeoffs. In the relationship between caregivers and managers, what are some points of negotiation that caregivers would be willing to trade for pay? The survey questions looked at the effect of increasing wages to \$15/hour.

1. Didn't Like Coworkers

44% of caregivers strongly agreed they would take higher pay even if they didn't like their coworkers. Comparatively, only 29% of employers strongly believed the same.

2. Proximity and Public Transportation

Other than "knowing friends who work at the facility: the proximity of public transportation to the facility rated the 2nd lowest in terms of what motivated caregivers. Here, employees expressed that they would be willing to make a little longer commute to work at their ideal place.

WHAT TRADEOFFS ARE CAREGIVERS NOT WILING TO MAKE FOR PAY RATE?

Low pay ranks highest in this category, but it begs the question, “why quit a job for low pay if you accepted that job in the first place?” A frequent practice of employers is to start caregivers off at an entry level pay with promise of raises for hitting milestones such as time, certification, or responsibilities. A logical inference can be made that when caregivers quit a job due to low pay, it is either because this was their first job in senior living and they decided the pay wasn’t high enough given the responsibilities, or these are experienced caregivers who felt their pay increases weren’t measuring up to their expectations. Other top non-negotiables were as follows:

1. Disrespect from management

Ranked only 1/2 a point below low pay, caregivers across the state of Texas conveyed that they have previously quit jobs in senior care in the past due to this reason.

2. Poor company or facility culture

This factor ranked high for why a caregiver would choose a place to work permanently. It stands to reason that this is also a reason why caregivers leave.

Other than pay, extrinsic factors ranked lower as demotivators. Job responsibilities, distance from home, family obligations, and not enough hours all ranked in the bottom half of responses. Lack of teamwork, poor culture, and disrespect from management were all intrinsic factors ranked highest as demotivators.

An important correlation here is that although employers correctly assessed that low pay is a top reason that caregivers choose to leave, they were off in their assumptions about the next two categories: disrespect from management and poor culture. Compounding the issues of demotivators is that employers don’t accurately see them as demotivators.

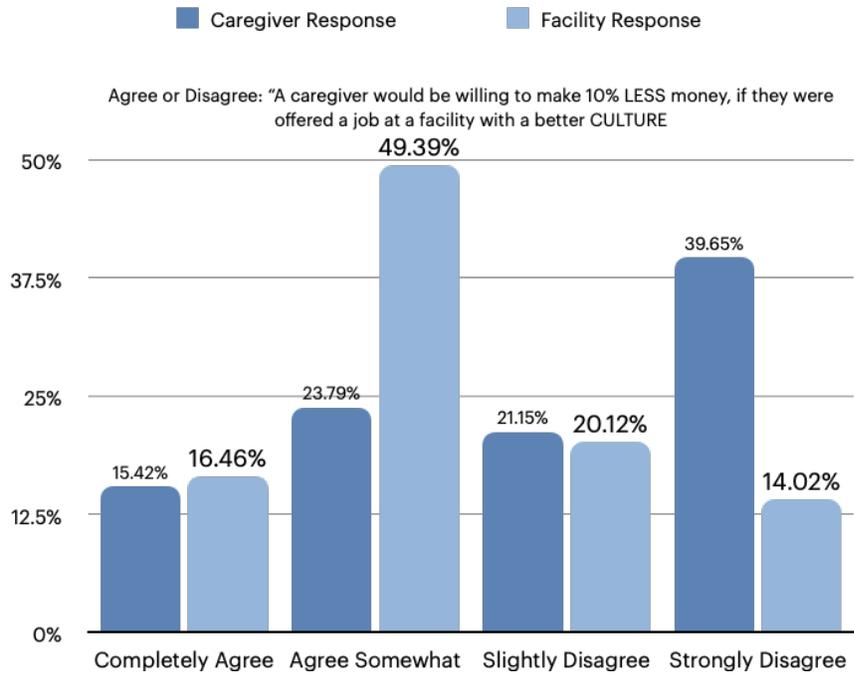
SO, WHAT ABOUT CULTURE?

We asked caregivers directly to respond to this statement, “I would be willing to make 10% LESS money if I really liked my employer’s culture”. We asked the same question of employers how they thought their employees would respond.

**Senior living prides itself on it’s culture, but do our frontline workers value culture?
What if we asked them to give up some income in exchange for a a better culture?**

66% of employers agreed that culture would get the win over a 10% pay difference. Practically speaking, this 10% difference is often a real consideration for caregivers choosing between jobs that pay \$11 and \$12 per hour.

Comparatively, only 39% of caregivers agreed they would be willing to give up part of their pay for great culture.



What’s even more telling is the degree of variance in the “intensity” of responses. In other words, 40% of caregivers strongly disagreed that they would be willing to make less money for a positive culture, while 14% of employers strongly disagreed. Imagine that 26% difference playing out in the daily fabric of your community. While employers are attempting to make strong culture a retention tool for their community, 1 in 4 caregivers in that very community may be thinking of leaving regardless of the culture. If you have a perceived negative culture, 4 out of 5 caregivers have previously left a job because of it. So, here’s the takeaway, the type of culture you are building largely only works against you (if it’s bad) but rarely for you in terms of a retention tool. Good pay mixed with good culture is the only winning combination.

THE AMAZON IN THE ROOM

We examined competitive forces outside of senior living. The basic question employees have is “unless I can meet the high wages that Amazon and other retailers or industries can offer, I can’t compete in this labor market, right?”

80% of employers agreed that caregivers would leave the industry altogether if other industries offered them a 20% boost in their pay. **Of all questions in our survey, this is the strongest shared response by either group.** Employers overwhelmingly believe that our industry cannot compete against non-senior care high paying alternatives.

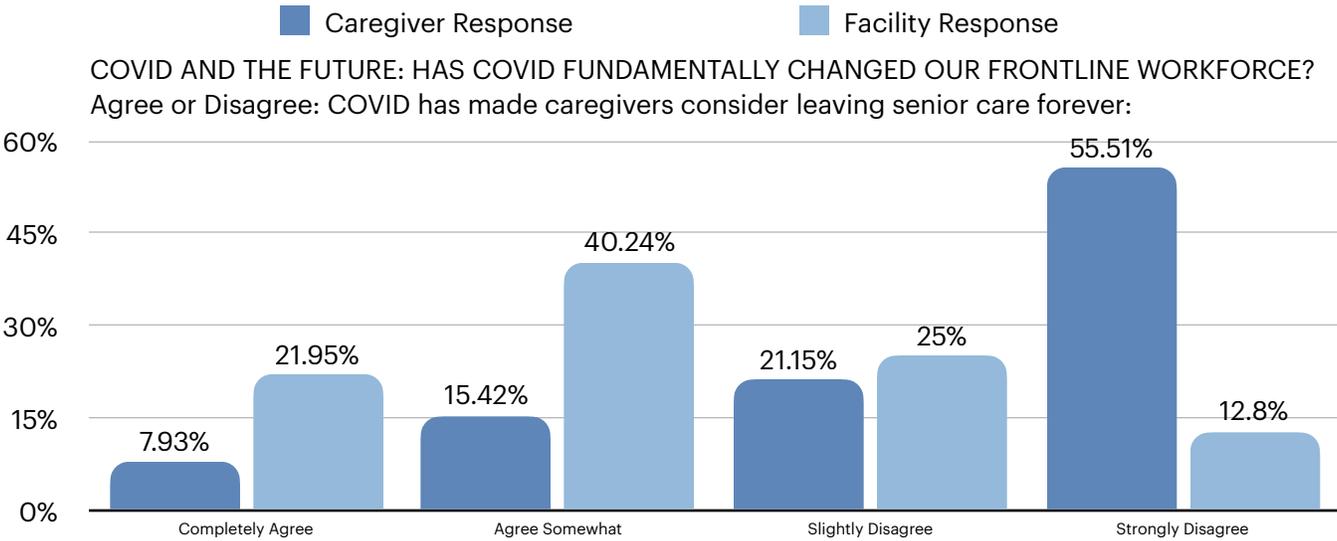
Here’s what caregivers have to say about that. 52% of respondents agree that they would leave senior care if they could get higher pay in another industry.

Look at the difference, though! That’s nearly a 30% total difference between what employers believe and what caregivers are actually saying. Despite saying that pay is their highest factor for choosing or leaving a senior living company, **nearly half** of all caregivers **disagree** that they would leave the industry due to pay.

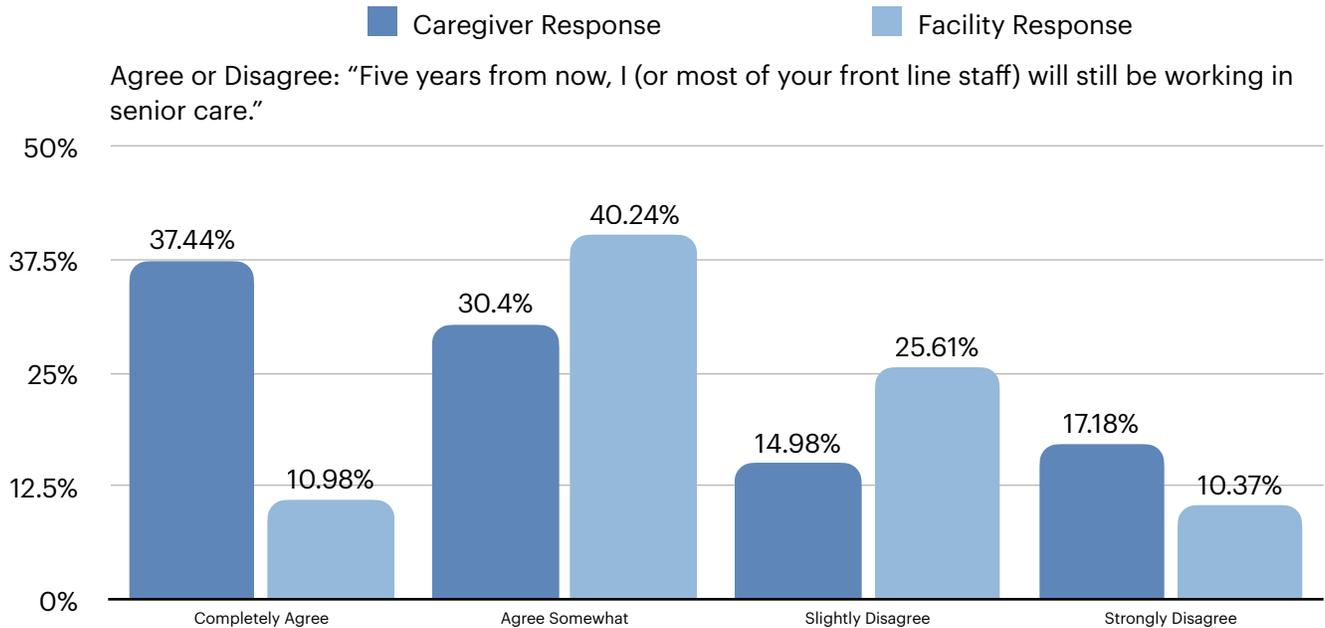
Stated differently, employers are acting on the belief that caregivers would leave due to competitive pay elsewhere, but many are choosing to stay despite their wishes for higher pay.

Add to that the widely varying beliefs between employers and caregivers about the impact of COVID-19 on considerations for working in this industry.

Only 37% of employers stated their confidence that COVID-19 has NOT changed a caregiver’s desire to stay in the industry, but **77% of caregivers made it loud and clear that they are here to stay.** This 40% difference was the largest variance in the study.



Finally, 37%, nearly 2 in 5 caregivers completely agreed that they see themselves in the senior care industry five years from now. Another 30% said they agreed somewhat. Altogether, 7 out of 10 caregivers today see themselves in this industry for the foreseeable future. Almost the same number of employers (64%) agree that most caregivers are here to stay.



This is a silver lining for our industry because that means there is opportunity and time to make the necessary changes to retain and attract people into the senior care industry.

WHAT WE SHOULD BE DOING

Growing and keeping your workforce is essential to successful operations. Intuitively, our industry knows that without consistency in our caregiving teams our ability to deliver top quality care diminishes. This study reveals some clear and compelling actions that can be taken to help retain employees.

Motivation - Strengthen Your Pull (What Draws People In)

Caregivers report that they are motivated by good pay in an industry they care about. So, while other greater paying industries are certainly a factor, our industry can mostly reclaim an edge by combining certain key motivators:

1 Good pay and benefits

Employers need to figure out a solution for offering more competitive pay.

2 Organizational self-awareness

Don't assume you have a strong culture and a positive relationship between management and frontline staff. Survey caregivers frequently and talk to them; develop your managers' skills in emotional intelligence; and invest in and commit to exit interviews so your leadership teams know the reasons for people's decisions to leave.

3 Flexibility

Although both ranked high, caregivers valued flexibility in their schedule even more so than consistency of hours. For a group who largely agree that pay is a top factor for working at a senior care community, it speaks volumes that they also need flexible schedules. All other things equal, you may gain a competitive edge in the workforce game by offering flexible scheduling.

Demotivators - Neutralize your Push (What Pushes People Out)

Great workforce development isn't just about attracting and keeping people through positive motivators. It is also about neutralizing the demotivators. Again, the survey results are clear about what we can do as employers.

1 Culture

Culture works *against* you, but it doesn't necessarily work *for* you.

2 Team Dynamic

Among the top demotivators, disrespect from managers and lack of teamwork from co-workers both ranked high. Perception of management was clearly more important between the two (the second highest factor in the survey behind pay). Assessing a manager's productivity is one thing, but it may be time to assess their like-ability as well. The tide that rises all ships in this scenario is the skill set of the leader.

3 Misunderstanding

One of the most compelling takeaways from this study was just how off employers are from understanding caregivers and their motivations. Surveys of your workforce are a valuable tool that are fairly low cost. Investments in studying your own workforce are an essential step to developing appropriate solutions.

Beyond frequent surveys, having other mechanisms to measure the pulse of your frontline can include employee town halls, employee retention committees, working with a change management consultant, having better exit interview processes, and training your department managers on how to gather, analyze and summarize key findings from workforce data.

A FINAL WORD

The senior living industry must better understand its workforce. It can not make assumptions based upon commonly held beliefs. If this survey is an indication, our educated guesses are not incredibly accurate. Developing solutions off of those guesses would be even less fruitful.

We must adopt scientific methods to observe, question, hypothesize, experiment, gather data, draw conclusions, and then refine and expand on the hypotheses. Also, like the scientific community, we must publish and share our findings with one another. The innovation curve can be made more efficient by learning from one another.

- ✱ What was your hypothesis?
- ✱ What were the conditions of your experiment?
- ✱ What conclusions did you draw and how are you adjusting?

We must take turns riding on each other's shoulders to see further ahead than anyone could alone. Leveraging resources like the Texas Assisted Living Association and other central bodies of collaboration are a good start. Working with advisors, consultants, and

third-party partners to conduct scientific studies is an even stronger signal of commitment to solving this problem.

The unspoken whispers around workforce retention incorrectly assume that caregivers are driven only by pay and that we all have strong company cultures that will keep employees until big retailers and other industries draw them away with higher pay.

Caregivers rose to the challenge with COVID-19 (It served to recommit many). They want to stay in our industry, and they want the specific job responsibilities of delivering care. They want to be treated fairly by their managers. They want good pay and good benefits. They want flexibility in their schedules.

Every problem has a solution.

Senior living leaders have been called upon to deal with incredible challenges before: hurricanes, winter storms, legislative barriers, negative media and even a global pandemic. You are called upon this time to address something that is significantly impacting your communities – taking care of the people who take care of your residents.

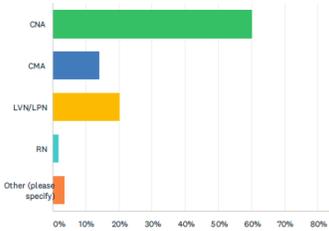
APPENDIX

Below are the results of all questions we asked communities and caregivers

Meet the frontline workers

Q1 I am a (CHOOSE ONE)

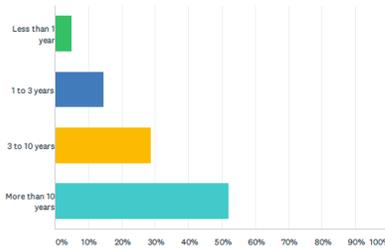
Answered: 227 Skipped: 0



ANSWER CHOICES	RESPONSES
CNA	60.35%
CMA	14.10%
LVN/LPN	20.26%
RN	1.76%
Other (please specify)	3.52%

Q2 I have been working in senior care for:

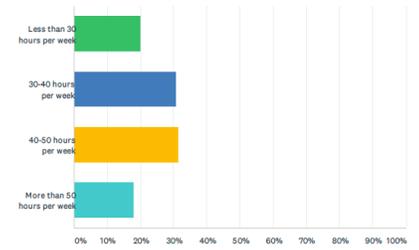
Answered: 227 Skipped: 0



ANSWER CHOICES	RESPONSES
Less than 1 year	4.85%
1 to 3 years	14.54%
3 to 10 years	28.63%
More than 10 years	51.98%

Q3 Typically, I work:

Answered: 227 Skipped: 0

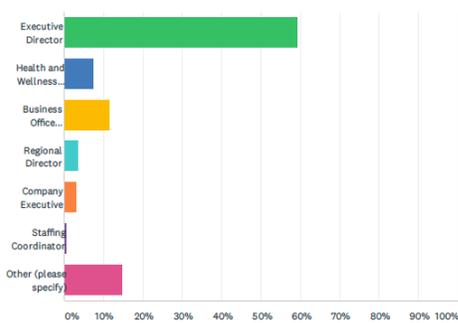


ANSWER CHOICES	RESPONSES
Less than 30 hours per week	19.82%
30-40 hours per week	30.84%
40-50 hours per week	31.28%
More than 50 hours per week	18.06%

Meet the facility management

Q1 I am a (CHOOSE ONE)

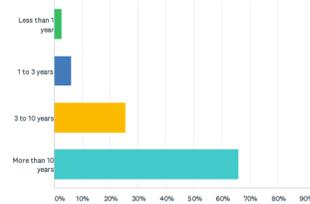
Answered: 164 Skipped: 0



ANSWER CHOICES	RESPONSES
Executive Director	59.15% 97
Health and Wellness Director/DON	7.32% 12
Business Office Manager/Hr Manager	11.59% 19
Regional Director	3.66% 6
Company Executive	3.05% 5
Staffing Coordinator	0.61% 1
Other (please specify)	14.63% 24

Q2 I have been working in senior care for:

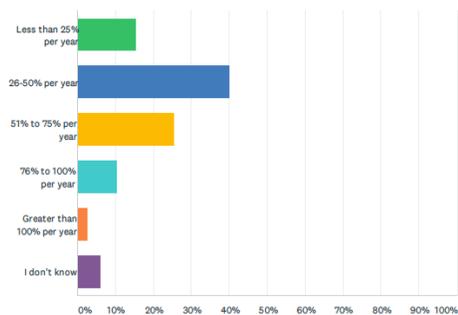
Answered: 164 Skipped: 0



ANSWER CHOICES	RESPONSES
Less than 1 year	2.44%
1 to 3 years	6.10%
3 to 10 years	25.61%
More than 10 years	65.85%

Q3 The average annual employee turnover for the community(ies) I support is:

Answered: 164 Skipped: 0



ANSWER CHOICES	RESPONSES
Less than 25% per year	15.24%
26-50% per year	40.24%
51% to 75% per year	25.61%
76% to 100% per year	10.37%
Greater than 100% per year	2.44%
I don't know	6.10%

Question: On a scale of 1-10 please rank the factors that would make you want to work PERMANENTLY at a facility: [1-not a factor, 10-Significant factor]	Frontline Worker Response Average Number	Facility Manager Response Average Number	Question: On a scale of 1-10 please rank the factors that you have observed are most important to caregivers in working full-time at a senior living community: [1-not a factor, 10-Significant factor]
Q4: DISTANCE from my home	7	5	Q4: DISTANCE from my home
Q5/Q6: Positive CULTURE of the company or facility	8	8	Q5/Q6: Positive CULTURE of the company or facility
Q7: Pay Rate	9	9	Q6: Pay Rate
Q8: Close access to public transportation (Bus, subway, train, etc)	4	3	Q7: Close access to public transportation (Bus, subway, train, etc)
Q9: If I already know FRIENDS who work there	3	5	Q8: If I already know FRIENDS who work there
Q10: How nice/pretty the FACILITY/ BUILDING is	6	5	Q9: How nice/pretty the FACILITY/ BUILDING is
Q11: Flexibility of work schedule	9	7	Q10: Flexibility of work schedule
Q12: Benefits (health Insurance, 401K, etc)	8	7	Q11: Benefits (health Insurance, 401K, etc)
Q13: Consistent/ Enough work hours	9	8	Q12: Consistent/ Enough work hours

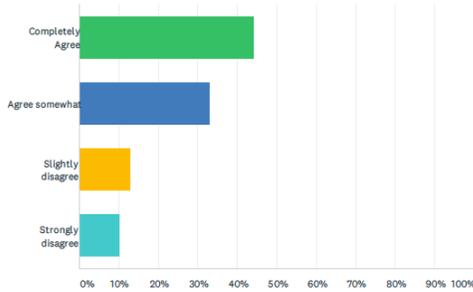
Question: If you have QUIT a job(s) in senior care in the past, please tell us which factors contributed the most to you wanting to leave? [1-not a factor, 10-Significant factor]	Frontline Worker Response Average Number	Facility Manager Response Average Number	Question: When caregivers have QUIT a job(s) in senior care in the past, please tell us which factors contributed the most to their reasons for leaving?: [1-not a factor, 10-Significant factor]
Q15: Poor company/ facility culture	7	5	Q14: Poor company/ facility culture
Q16: Lack of teamwork from coworkers	7	6	Q15: Lack of teamwork from coworkers
Q17: My work hours were not consistent/ not enough hours	5	5	Q16: Their work hours were not consistent/ not enough hours
Q18: Low Pay	8	8	Q17: Low Pay
Q19: Too far from my home	5	4	Q18: Too far from my home
Q20: Poor Benefits (Health Insurance, 401k, etc)	6	4	Q19: Poor Benefits (Health Insurance, 401k, etc)
Q21: Disrespect from management	7	5	Q20: Disrespect from management
Q22: Did not like my job responsibilities/ assignments	4	6	Q21: Did not like their job responsibilities/ assignments
Q23: Had to quit to take care of family obligations/ family issues	4	5	Q22: Had to quit to take care of family obligations/ family issues

Frontline worker response

Facility management response

Q25 Agree or disagree: "I would rather work at a facility that paid me 20% more per hour (approximately \$2-\$3.50 more per hour for a CNA, more for a nurse), EVEN IF I DIDN'T LIKE MY COWORKERS:"

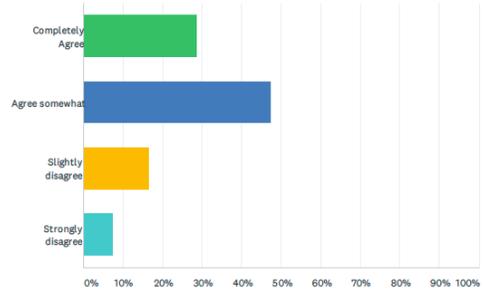
Answered: 227 Skipped: 0



ANSWER CHOICES	RESPONSES	
Completely Agree	44.05%	100
Agree somewhat	33.04%	75
Slightly disagree	12.78%	29
Strongly disagree	10.13%	23
TOTAL		227

Q24 Agree or disagree: "A caregiver would rather work at a facility that paid 20% more per hour (approximately \$2-\$3.50 more per hour for a CNA, more for a nurse), EVEN IF THEY DIDN'T LIKE THEIR COWORKERS:"

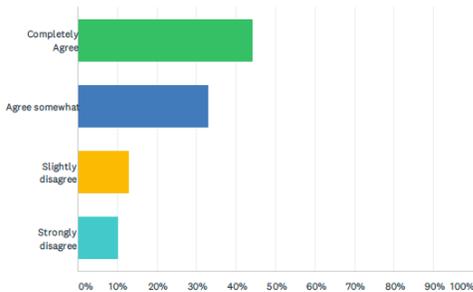
Answered: 164 Skipped: 0



ANSWER CHOICES	RESPONSES	
Completely Agree	28.66%	47
Agree somewhat	47.56%	78
Slightly disagree	16.46%	27
Strongly disagree	7.32%	12
TOTAL		164

Q25 Agree or disagree: "I would rather work at a facility that paid me 20% more per hour (approximately \$2-\$3.50 more per hour for a CNA, more for a nurse), EVEN IF I DIDN'T LIKE MY COWORKERS:"

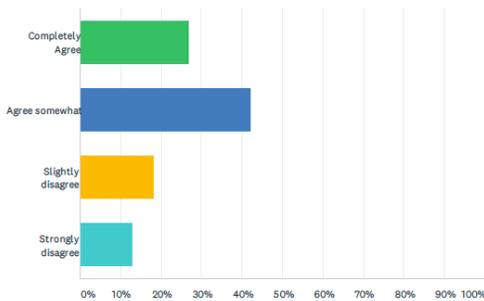
Answered: 227 Skipped: 0



ANSWER CHOICES	RESPONSES	
Completely Agree	44.05%	100
Agree somewhat	33.04%	75
Slightly disagree	12.78%	29
Strongly disagree	10.13%	23
TOTAL		227

Q25 Agree or disagree: "A caregiver would rather work at a facility that paid 20% more per hour (approximately \$2-\$3.50 more per hour, more for a nurse), EVEN IF THEY DIDN'T LIKE MANAGEMENT:"

Answered: 164 Skipped: 0



ANSWER CHOICES	RESPONSES	
Completely Agree	26.83%	44
Agree somewhat	42.07%	69
Slightly disagree	18.29%	30
Strongly disagree	12.80%	21
TOTAL		164

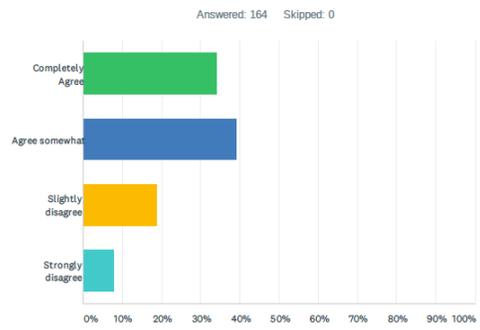
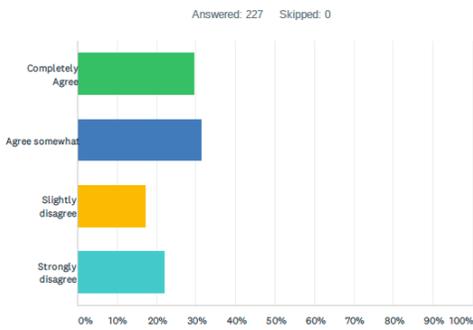
Cont.

Frontline worker response

Facility management response

Q27 Agree or Disagree: "I would rather work at a facility that paid me 20% more per hour (approximately \$2-\$3.50 more per hour, more for a nurse), EVEN IF THEY DID NOT PROVIDE BENEFITS (Health Insurance, 401k, etc)"

Q26 Agree or Disagree: "A Caregiver would rather work at a facility that paid 20% more per hour (approximately \$2-\$3.50 more per hour, more for a nurse), EVEN IF THEY DID NOT PROVIDE BENEFITS (Health Insurance, 401k, etc)"

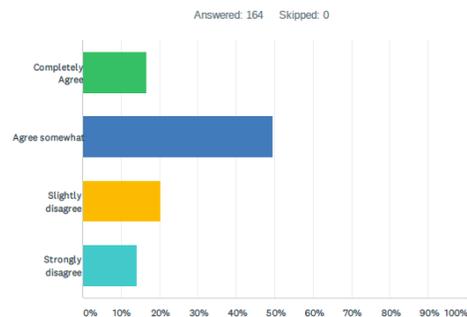
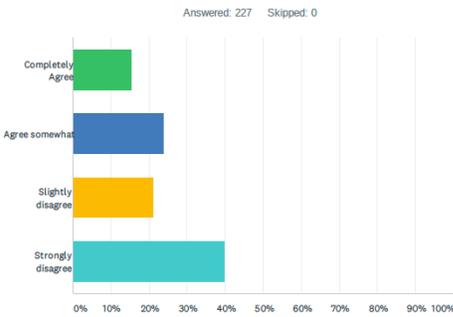


ANSWER CHOICES	RESPONSES
Completely Agree	29.52%
Agree somewhat	31.28%
Slightly disagree	17.18%
Strongly disagree	22.03%
TOTAL	227

ANSWER CHOICES	RESPONSES
Completely Agree	34.15%
Agree somewhat	39.02%
Slightly disagree	18.90%
Strongly disagree	7.93%
TOTAL	164

Q28 Agree or Disagree: "I would be willing to make 10% LESS money, if I really liked my employer's CULTURE:"

Q27 Agree or Disagree: "A caregiver would be willing to make 10% LESS money, if they really liked the employer's CULTURE:"



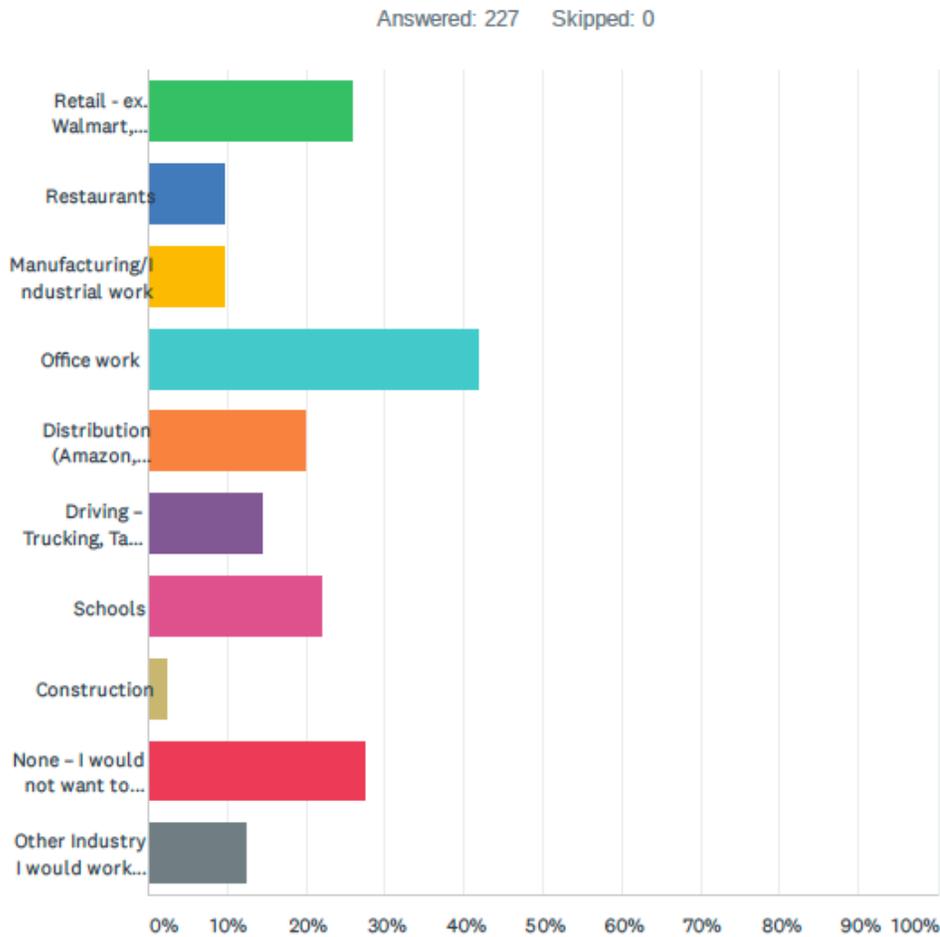
ANSWER CHOICES	RESPONSES
Completely Agree	15.42%
Agree somewhat	23.79%
Slightly disagree	21.15%
Strongly disagree	39.65%
TOTAL	227

ANSWER CHOICES	RESPONSES
Completely Agree	16.46%
Agree somewhat	49.39%
Slightly disagree	20.12%
Strongly disagree	14.02%
TOTAL	164

Frontline workers responses continued:

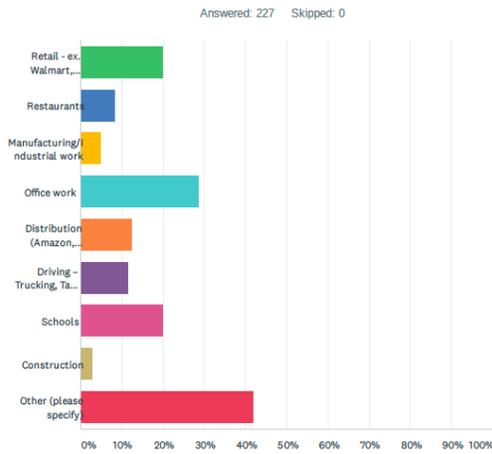
Q29 Do you work jobs in any other industry besides senior care or healthcare?: (227 answered) **YES: 43.61%** **NO: 59.39%**

Q30 If you could make the same money as you do in senior care, what other industry would you consider working in [Choose as many as you want]



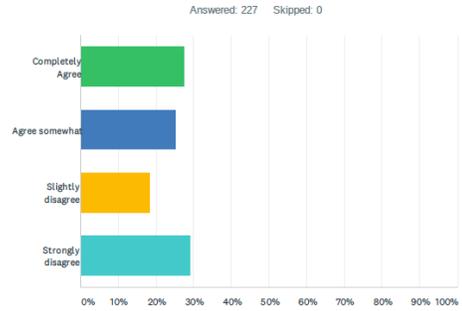
ANSWER CHOICES	RESPONSES
Retail - ex. Walmart, Target, clothing stores, etc	25.99%
Restaurants	9.69%
Manufacturing/Industrial work	9.69%
Office work	41.85%
Distribution (Amazon, shipping centers, etc)	19.82%
Driving - Trucking, Taxi, Uber, etc	14.54%
Schools	22.03%
Construction	2.20%
None - I would not want to work in any other industry for the same pay	27.31%
Other Industry I would work in (please specify)	12.33%
Total Respondents: 227	

Q31 If yes, in which industries do you also work? (Choose as many as you want)



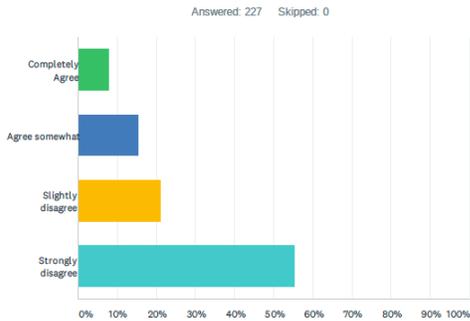
ANSWER CHOICES	RESPONSES	
Retail - ex. Walmart, Target, clothing stores, etc	19.82%	45
Restaurants	8.37%	19
Manufacturing/Industrial work	4.85%	11
Office work	28.63%	65
Distribution (Amazon, shipping centers, etc)	12.33%	28
Driving - Trucking, Taxi, Uber, etc	11.45%	26
Schools	19.82%	45
Construction	2.64%	6
Other (please specify)	41.85%	95
Total Respondents: 227		

Q32 Agree or Disagree: "If a company NOT IN SENIOR CARE/HEALTHCARE (maybe like a Walmart, Amazon, Restaurant, typical office job) wanted to pay me 20% more than I make now, I would not be working in senior care:"



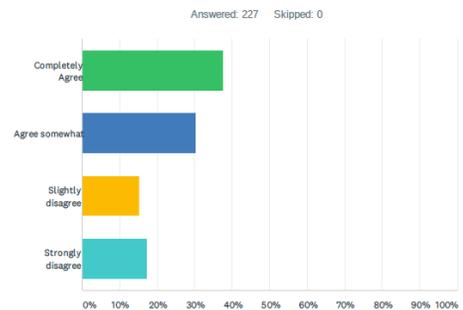
ANSWER CHOICES	RESPONSES	
Completely Agree	27.31%	62
Agree somewhat	25.11%	57
Slightly disagree	18.50%	42
Strongly disagree	29.07%	66
TOTAL		227

Q33 COVID has made me consider leaving senior care forever:



ANSWER CHOICES	RESPONSES	
Completely Agree	7.93%	18
Agree somewhat	15.42%	35
Slightly disagree	21.15%	48
Strongly disagree	55.51%	126
TOTAL		227

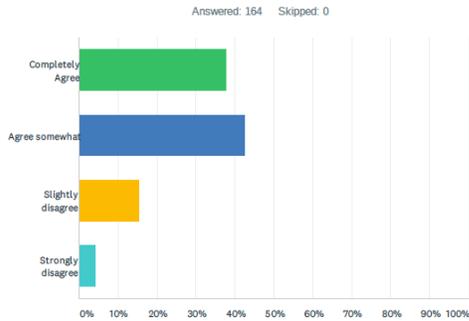
Q34 Agree or Disagree: "Five years from now, I will still be working in senior care:"



ANSWER CHOICES	RESPONSES	
Completely Agree	37.44%	85
Agree somewhat	30.40%	69
Slightly disagree	14.98%	34
Strongly disagree	17.18%	39
TOTAL		227

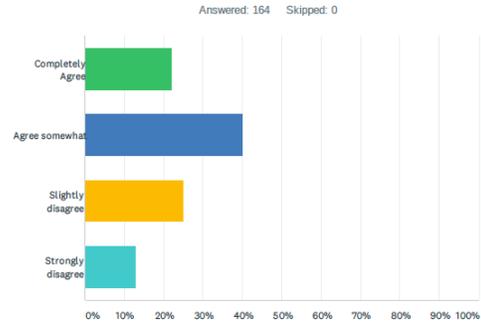
Facility management responses continued:

Q28 Agree or Disagree: "If a company NOT IN SENIOR CARE/HEALTHCARE (maybe like a Walmart, Amazon, Restaurant, typical office job) wanted to pay a caregiver 20% more than they make now, they would not be working in senior care:



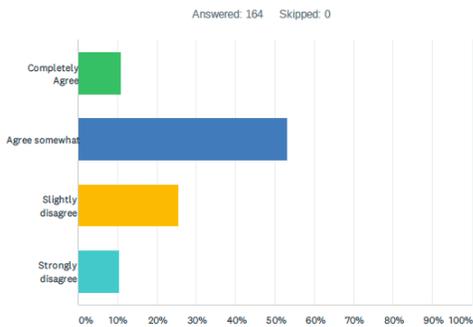
ANSWER CHOICES	RESPONSES	ANSWER CHOICES	RESPONSES
Completely Agree	37.80%	62	36
Agree somewhat	42.68%	70	66
Slightly disagree	15.24%	25	41
Strongly disagree	4.27%	7	21
TOTAL	164	TOTAL	164

Q29 COVID has made most of my caregivers consider leaving senior care forever:



ANSWER CHOICES	RESPONSES	ANSWER CHOICES	RESPONSES
Completely Agree	21.95%	36	66
Agree somewhat	40.24%	41	21
Slightly disagree	25.00%	41	21
Strongly disagree	12.80%	21	164
TOTAL	164	TOTAL	164

Q30 Agree or Disagree: "Five years from now, most of the caregivers currently working in our community(ies) will still be working in senior care.:"



ANSWER CHOICES	RESPONSES	ANSWER CHOICES	RESPONSES
Completely Agree	10.98%	18	87
Agree somewhat	53.05%	87	42
Slightly disagree	25.61%	42	17
Strongly disagree	10.37%	17	164
TOTAL	164	TOTAL	164