

ISSUE 2 2017

ARGENTUM QUARTERLY

CULTIVATING CAREER PATHS

240 institutions of higher learning
offering degrees in the fields of
gerontology, adult services & aging

WORKFORCE METRICS

Calculating employee
turnover and retention

PUBLIC PERCEPTIONS OF CAREERS IN SENIOR LIVING

A look at responses by age cohort

STATE OF THE SENIOR LIVING WORKFORCE

2017 Q1

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PARTNERSHIP

The Argentum and OnShift partnership began in 2016 to advance the development of data-driven research, innovative resources, and best practices to give senior living providers new tools and insights to improve workforce strategies. This report is a result of that relationship.

ABOUT ONSHIFT

OnShift delivers cloud-based human capital management software and proactive services to solve everyday workforce challenges in healthcare. OnShift's suite of products for hiring, scheduling, and workforce analysis drives quality care, lower costs, and higher performance by empowering providers to staff consistently and efficiently. Intuitive design, predictive analytics and customer success management are why thousands of post-acute care and senior living organizations rely on OnShift. Learn more at onshift.com.

ABOUT ARGENTUM

Argentum is the leading national association exclusively dedicated to supporting companies operating professionally managed, resident-centered senior living communities and the older adults and families they serve. Argentum member companies operate senior living communities offering assisted living, independent living, continuing care, and memory care services to older adults and their families. Since 1990, Argentum has advocated for choice, independence, dignity, and quality of life for all older adults. Learn more at argentum.org.

MESSAGE FROM THE EDITOR

A caring, professional workforce truly is the heart of senior living. As many who work in the industry will share, working with seniors is a calling and much more than just a job.

It takes patience, commitment and sometimes courage to face many of the demands that arise daily in senior living. But, as is reinforced year after year during our Argentum Heroes program honoring superb caregivers at our annual conference, the caring, compassion, and connections evident throughout senior living communities make it all worthwhile. (To view videos of Argentum Heroes, visit argentum.org.)

Finding the right workers to ensure seniors experience choice, dignity, meaning, and purpose in their lives isn't always easy – maybe someday it will be as more students are exposed to the industry and realize the opportunities this growing field offers.

In this issue, we explore some of those themes. Beginning on page 4, we see the results of a deep dive into the Department of Education's database of accredited colleges and universities to find 240 institutions offering higher learning in the fields of gerontology and adult development & aging. It's not a comprehensive list of all the senior living learning out there, but it's a start. We hope readers will review the schools and think about ways to engage with these programs, whether it's establishing an internship program or offering up their own knowledge as teachers.

As the industry matures and contemplates its place in the healthcare continuum, it's become clearer that better metrics are needed to track employee turnover and retention – two big issues facing senior living. Argentum Workforce Committee Chairman Bill Pettit on page 16 discusses a pilot project the committee has undertaken.

On page 17, we revisit what's different about three generations - baby boomers, Generation X, and millennials - and what they want out of life when it comes to careers.

Lastly, we once again focus on the state of the senior living workforce with a look beginning on page 23 of how the industry performed in the first quarter of 2017 and how it compares to five related industries. The industry can take heart that it's a solid performer, proud to be a creator of jobs in today's economy.

Thank you for your engagement with Argentum and for working to improve the lives of seniors every day.

Best,



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HIGHER EDUCATION IN GERONTOLOGY, ADULT DEVELOPMENT & AGING

Senior living can build its professional, caring workforce by forging relationships with colleges and universities to better educate students about the profession's many rewarding career paths

INTRODUCTION

The senior living industry proudly serves our nation's older adults, offering a place to call home that is complete with social, physical, and intellectual stimulation. The popular models of independent and assisted living as well as continuing care and memory services are spurring industry growth. With the expansion comes the need for each community to be fully staffed with skilled, caring, professional workers who truly form the heart of senior living.

In 2014, persons 65 and older in the United States numbered 46.2 million and represented 14.5 percent of Americans, or about one in seven. The proportion is expected to be about 22 percent by 2040. By 2060, the total number of older Americans will have doubled to 98 million, according to the U.S. Administration on Aging.

Society will continue to see unprecedented demand for services and products to support the aging population in all realms of life including housing and formal and informal care. Argentum has identified workforce development, quality improvement, operational excellence, consumer choice, and memory care as foundational pillars that the senior living industry must build upon. Simply filling more jobs will not suffice. Senior living must attract and retain top quality candidates; develop professional credentials; and cultivate meaningful, sustainable career paths at all levels and in all aspects of the industry.

PROFESSIONALIZATION AND ACADEMICS

Professionalizing the senior living industry begins with recognizing that aging entails complex physical, mental, and social changes; and that caring for aging individuals at any level requires specialized knowledge and insights to provide the physical, nutritional, emotional and social support necessary for a meaningful life.

Degrees at all academic levels are offered at colleges and universities across the United States and several university-based centers on aging are flourishing, such as the Duke University Center on Aging, the University of Georgia's Institute of Gerontology, the Center of Aging at the University of Chicago, and the Stanford Institute on Longevity. Still, there has been little or no standardization in programming, credentials, or even nomenclature across institutions and offerings.

The standardization of education and credentialing that will support professionalization of the senior living workforce is under way but still at an early stage. It is an ideal time for industry leaders to become involved and build collaborative relationships with academic programs. Ongoing exchange of insights, ideas, experience, and expertise creates endless opportunities to enrich academic curricula, create robust practical and clinical training protocols, and inform and support quality standards and initiatives in the workplace.

FINDING RELEVANT ACADEMIC PROGRAMS

Argentum has compiled a listing of accredited post-secondary institutions that offer degrees, certificates and majors in "Gerontology" and in "Adult Development & Aging," two terms used to identify such programs in the U.S. Department of Education database. Gerontology is generally defined as the scientific study of aging. The Adult Development & Aging programs are similar, but generally focus on the biological, psychological, and social development of seniors.

This list is not comprehensive as it omits institutions offering minors and concentrations in gerontology and aging within other disciplines. It also does not focus specifically on senior living degrees and certificates, which generally appears as a subset of gerontology. However, it offers a starting point.

FROM PRESCHOOLS TO GIRL SCOUTS, SENIOR LIVING MUST ENGAGE & CONNECT



The Girls Scouts recently added a merit badge for truck driving. That has Andrew Carle worried.

“That industry has done the math. They are tapping an entire population they had never recruited before – women! – and they are reaching them at six and seven years of age,” he said. “We’re not doing anything like that.”

As adjunct professor in the Department of Health Administration and Policy at George Mason University in Fairfax, Va., Carle worries that if senior housing doesn’t implement creative outreach and programming, there will be a rough road ahead.

“We have 10,000 baby boomers retiring every day. By 2030 there will be 35 million more jobs of any kind than there will be people to fill them,” he said. “That means we are not just competing with ourselves. We are competing with everybody: hotels, Target, Starbucks, the dry cleaner. Everybody.”

High school guidance counselors are doing a better job than ever before in steering young people toward senior housing – better than the industry itself is doing.

“We need to expose them to our industry at a much younger age. That means we have to exponentially

accelerate our inter-generational programming,” he said. “When was the last time you brought any engagement into your community that included anyone under the age of 20, let alone under the age of 10?”

If senior housing doesn’t have a scout badge, it ought to at least have more robust outreach. “We should be connecting with every preschool in town and having reading groups and sing-alongs,” he said. “We need formal, structured community service programs with every middle school and every high school.”

Carle would also like to see the industry do more in higher education.

“Gerontology programs are the liberal arts degree of aging: They’re very general. That was fine 30 years ago but now we have such a massive population of seniors, we have to have more tracks and career paths, tracks in aging technology, aging law, aging policy,” he said. “There is a track for each different department and function we have, and we as an industry need to spell that out for all these academic institutions and trade schools.”

At the same time, senior housing should be pressing its natural advantage to more aggressively recruit millennials and Generation Z.

These are people with a passion for service. They bring their social sensibility to the workplace and would prefer to take a job where they can do some good in the world. Forty-four percent of millennials have turned down a job because the company’s values did not align with their own, according to the 2016 Deloitte Millennial Survey

Senior housing should leverage that. “What’s more noble than helping senior citizens to improve the quality of their lives?” Carle said. “Would you rather cook at Appleby’s or make food for an 85 year old for whom good nutrition is foundational to everything in her world? If you want to be an executive, what’s more noble than running an assisted living community? That’s the message we need to get out there.”

240 COLLEGES AND UNIVERSITIES OFFERING GERONTOLOGY, ADULT DEVELOPMENT & AGING PROGRAMS

ALABAMA

University of South Alabama
southalabama.edu
4-year / Public
GERONTOLOGY
Postgrad certificate

ARIZONA

Glendale Community College
gccaz.edu
2-year / Public
ADULT DEVELOPMENT & AGING
1-2 year certificate

Rio Salado College
rio.maricopa.edu
2-year / Public

ADULT DEVELOPMENT & AGING
<1 year certificate

University of Phoenix-Arizona
phoenix.edu
4-year / Private

ADULT DEVELOPMENT & AGING
Master (Distance), Postgrad Certificate (Distance)

Yavapai College
YC.EDU
2-year / Public
GERONTOLOGY
<1 year certificate

ARKANSAS

Arkansas State University-Main Campus
astate.edu/edu
4-year / Public
GERONTOLOGY
Postgrad certificate (Distance)

University of Arkansas at Pine Bluff
uapb.edu
4-year / Public
ADULT DEVELOPMENT & AGING
Undergrad certificate

CALIFORNIA

Alliant International University-San Diego
alliant.edu
4-year / Private
GERONTOLOGY
Postgrad certificate

American River College
arc.losrios.edu
2-year / Public

ADULT DEVELOPMENT & AGING
<1 year certificate, 1-2 year certificate, Associate

Ashford University
ashford.edu
4-year / Private
GERONTOLOGY
Bachelor (Distance)

Berkeley City College
berkeleycitycollege.edu/wp
2-year / Public
ADULT DEVELOPMENT & AGING
1-2 year certificate, Associate

California State University-Fullerton
fullerton.edu
4-year / Public
GERONTOLOGY
Master

California State University-Long Beach
csulb.edu
4-year / Public
GERONTOLOGY
Master

California State University-Los Angeles
calstatela.edu
4-year / Public
GERONTOLOGY
Postgrad certificate

California State University-Sacramento
csus.edu
4-year / Public
GERONTOLOGY
Bachelor

Chaffey College
chaffey.edu
2-year / Public
ADULT DEVELOPMENT & AGING
<1 year certificate, Associate

Coastline Community College
coastline.edu
2-year / Public
ADULT DEVELOPMENT & AGING
<1 year certificate, Associate

College of the Canyons
canyons.edu
2-year / Public
ADULT DEVELOPMENT & AGING
<1 year certificate

Cypress College
cypresscollege.edu
2-year / Public
ADULT DEVELOPMENT & AGING
<1 year certificate

East Los Angeles College
elac.edu/
2-year / Public
ADULT DEVELOPMENT & AGING
<1 year certificate

Folsom Lake College
flc.losrios.edu
2-year / Public
ADULT DEVELOPMENT & AGING
Associate

Loma Linda University
llu.edu/index.html
4-year / Private
GERONTOLOGY
Master

MiraCosta College
miracosta.edu
2-year / Public
ADULT DEVELOPMENT & AGING
<1 year certificate, Associate

Modesto Junior College
mjc.edu
4-year / Public
ADULT DEVELOPMENT & AGING
Undergrad certificate

Mount Saint Mary's University
msmu.edu
4-year / Private
GERONTOLOGY
Bachelor

National University
nu.edu
4-year / Private
GERONTOLOGY
Master

Sacramento City College
scc.losrios.edu/
2-year / Public
ADULT DEVELOPMENT & AGING
Associate

Saddleback College
saddleback.edu
2-year / Public
ADULT DEVELOPMENT & AGING
<1 year certificate

San Diego State University
sdsu.edu
4-year / Public
GERONTOLOGY
Bachelor, Master

San Francisco State University
sfsu.edu
4-year / Public
GERONTOLOGY
Master

San Joaquin Delta College
deltacollege.edu/index.html
2-year / Public
ADULT DEVELOPMENT & AGING
1-2 year certificate

University of La Verne
laverne.edu/
4-year / Private
GERONTOLOGY
Master

University of Phoenix-California
phoenix.edu
4-year / Private
ADULT DEVELOPMENT & AGING
Master (Distance)

University of Southern California
usc.edu/
4-year / Private
GERONTOLOGY
Bachelor, Master, Doctor,
Postgraduate certificate

COLORADO

Aims Community College
aims.edu
2-year / Public
GERONTOLOGY
<1 year certificate

University of Northern Colorado
unco.edu
4-year / Public
ADULT DEVELOPMENT & AGING
Master

CONNECTICUT

Asnuntuck Community College
Asnuntuck.edu
2-year / Public
GERONTOLOGY
<1 year certificate

Capital Community College
ccc.commnet.edu
2-year / Public
GERONTOLOGY
<1 year certificate

Gateway Community College
gatewayct.edu/
2-year / Public
GERONTOLOGY
<1 year certificate

Naugatuck Valley Community College
nv.edu
2-year / Public
GERONTOLOGY
<1 year certificate

Norwalk Community College
ncc.commnet.edu
2-year / Public
GERONTOLOGY
<1 year certificate

Quinnipiac University
quinnipiac.edu
4-year / Private
ADULT DEVELOPMENT & AGING
Bachelor

University of Saint Joseph
usj.edu
4-year / Private
GERONTOLOGY
Master, Undergrad certificate

Western Connecticut State University
wcsu.edu
4-year / Public
GERONTOLOGY
Postgrad certificate

FLORIDA

Bethune-Cookman University
cookman.edu
4-year / Private
GERONTOLOGY
Bachelor

Nova Southeastern University
nova.edu
4-year / Private
GERONTOLOGY
Master (Distance), Postgrad Certificate
(Distance)

University of Phoenix-Florida
phoenix.edu
4-year / Private
ADULT DEVELOPMENT & AGING
Master (Distance)

University of South Florida-Main Campus
usf.edu
4-year / Public
GERONTOLOGY
Bachelor, Master, Doctor

GEORGIA

Brenau University
brenau.edu
4-year / Private
GERONTOLOGY
Master (Distance), Postgrad Certificate
(Distance)

Central Georgia Technical College
centralgatech.edu
2-year / Public
ADULT DEVELOPMENT & AGING
1-2 year certificate, Associate

Columbus State University
columbusstate.edu
4-year / Public
GERONTOLOGY
Postgrad certificate

Georgia State University
gsu.edu
4-year / Public
GERONTOLOGY
Master

Lanier Technical College
laniertech.edu
2-year / Public
ADULT DEVELOPMENT & AGING
1-2 year certificate

University of Georgia
uga.edu
4-year / Public
GERONTOLOGY
Postgrad certificate

ILLINOIS

Adler University
adler.edu
4-year / Private
GERONTOLOGY
Master

Concordia University-Chicago
cuchicago.edu
4-year / Private
GERONTOLOGY
Master

Eastern Illinois University
eiu.edu
4-year / Public
GERONTOLOGY
Master

Methodist College
methodistcol.edu
4-year / Private
GERONTOLOGY
Undergrad certificate

National Louis University
nl.edu
4-year / Private
GERONTOLOGY
Master, Postgrad certificate

Northeastern Illinois University
neiu.edu
4-year / Public
GERONTOLOGY
Master

240 COLLEGES AND UNIVERSITIES OFFERING GERONTOLOGY, ADULT DEVELOPMENT & AGING PROGRAMS (CONTINUED)

Southern Illinois University-Carbondale
siu.edu
4-year / Public

GERONTOLOGY
Postgrad certificate

Spoon River College
src.edu
2-year / Public

ADULT DEVELOPMENT & AGING
Associate

INDIANA

Ball State University
bsu.edu
4-year / Public

GERONTOLOGY
Master, Postgrad certificate

Indiana State University
indstate.edu
4-year / Public

GERONTOLOGY
Undergrad certificate

Indiana University-Bloomington
iub.edu
4-year / Public

GERONTOLOGY
Postgrad certificate (Distance)

Indiana University-Purdue University-Fort Wayne
ipfw.edu
4-year / Public

GERONTOLOGY
Undergrad certificate

Indiana University-Purdue University-Indianapolis
iupui.edu
4-year / Public

GERONTOLOGY
Undergrad certificate (Distance)

Manchester University
manchester.edu
4-year / Private

GERONTOLOGY
Associate

Martin University
martin.edu
4-year / Private

GERONTOLOGY
Bachelor

Purdue University-Calumet Campus
pnw.edu
4-year / Public

ADULT DEVELOPMENT & AGING
Undergrad certificate

Purdue University-Main Campus
purdue.edu
4-year / Public

GERONTOLOGY
Doctor

University of Indianapolis
uindy.edu
4-year / Private

GERONTOLOGY
Master

Valparaiso University
valpo.edu
4-year / Private

GERONTOLOGY
Master, Postgrad certificate

IOWA

Boise State University
boisestate.edu
4-year / Public

GERONTOLOGY
Postgrad certificate (Distance)

Idaho State University
isu.edu
4-year / Public

GERONTOLOGY
Postgrad certificate

University of Iowa
uiowa.edu
4-year / Public

GERONTOLOGY
Postgrad certificate

University of Northern Iowa
uni.edu
4-year / Public

GERONTOLOGY
Bachelor

KANSAS

Kansas State University
k-state.edu
4-year / Public

GERONTOLOGY
Master (Distance), Postgrad Certificate (Distance)

University of Kansas
ku.edu
4-year / Public

GERONTOLOGY
Doctor

Wichita State University
wichita.edu
4-year / Public

ADULT DEVELOPMENT & AGING
Bachelor (Distance), Master (Distance)

KENTUCKY

Thomas More College
thomasmore.edu
4-year / Private

GERONTOLOGY
Associate

University of Kentucky
uky.edu
4-year / Public

GERONTOLOGY
Doctor, Postgrad certificate

Western Kentucky University
wku.edu
4-year / Public

GERONTOLOGY
Undergrad certificate

LOUISIANA

Tulane University of Louisiana
tulane.edu
4-year / Private

GERONTOLOGY
Doctor

University of Louisiana at Monroe
ulm.edu
4-year / Public

GERONTOLOGY
Master (Distance), Postgrad Certificate (Distance)

MAINE

University of Maine
umaine.edu
4-year / Public

GERONTOLOGY
Postgrad certificate

University of New England
une.edu
4-year / Private

GERONTOLOGY
Postgrad certificate (Distance)

University of Southern Maine
usm.maine.edu
4-year / Public

GERONTOLOGY
Undergrad certificate (Distance)

MARYLAND

Anne Arundel Community College
aacc.edu
2-year / Public

GERONTOLOGY
<1 year certificate, 1-2 year certificate, Associate

Frederick Community College

frederick.edu
2-year / Public

GERONTOLOGY

<1 year certificate

Hood College

hood.edu
4-year / Private

GERONTOLOGY

Postgrad certificate

Johns Hopkins University

jhu.edu
4-year / Private

GERONTOLOGY

Postgrad certificate (Distance)

McDaniel College

mcdaniel.edu
4-year / Private

GERONTOLOGY

Master (Distance), Postgrad Certificate (Distance)

Towson University

towson.edu
4-year / Public

GERONTOLOGY

Master, Postgrad certificate

University of Baltimore

ubalt.edu
4-year / Public

ADULT DEVELOPMENT & AGING

Postgrad certificate

University of Maryland-Baltimore

umaryland.edu
4-year / Public

GERONTOLOGY

Doctor

University of Maryland-Baltimore County

umbc.edu
4-year / Public

GERONTOLOGY

Master, Doctor, Postgrad certificate

University of Maryland-College Park

umd.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

University of Maryland-University College

umuc.edu
4-year / Public

GERONTOLOGY

Bachelor, Undergrad certificate

MASSACHUSETTS**Bristol Community College**

bristolcc.edu
2-year / Public

GERONTOLOGY

<1 year certificate

North Shore Community College

northshore.edu
2-year / Public

ADULT DEVELOPMENT & AGING

<1 year certificate, Associate

Quincy College

quincycollege.edu
2-year / Public

GERONTOLOGY

<1 year certificate

University of Massachusetts-Boston

umb.edu
4-year / Public

GERONTOLOGY

Bachelor, Master, Doctor, Undergrad certificate (Distance), Postgrad certificate

MICHIGAN**Eastern Michigan University**

emich.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

Ferris State University

ferris.edu
4-year / Public

ADULT DEVELOPMENT & AGING

Undergrad certificate

Grand Rapids Community College

grcc.edu
2-year / Public

ADULT DEVELOPMENT & AGING

1-2 year certificate

Lansing Community College

lcc.edu
2-year / Public

ADULT DEVELOPMENT & AGING

<1 year certificate

Madonna University

madonna.edu
4-year / Private

GERONTOLOGY

Associate, Bachelor, Undergrad certificate

Marygrove College

marygrove.edu
4-year / Private

GERONTOLOGY

Undergrad certificate

North Central Michigan College

ncmich.edu
2-year / Public

GERONTOLOGY

1-2 year certificate

Oakland Community College

oaklandcc.edu
2-year / Public

ADULT DEVELOPMENT & AGING

1-2 year certificate, Associate

Siena Heights University

sienaheights.edu
4-year / Private

ADULT DEVELOPMENT & AGING

Bachelor

University of Phoenix-Michigan

phoenix.edu
4-year / Private

ADULT DEVELOPMENT & AGING

Master (Distance)

Wayne County Community College District

wcccd.edu
2-year / Public

ADULT DEVELOPMENT & AGING

1-2 year certificate

Wayne State University

wayne.edu
4-year / Public

GERONTOLOGY

Doctor, Postgrad certificate

MINNESOTA**Bethel University**

bethel.edu
4-year / Private

GERONTOLOGY

Master

Capella University

capella.edu
4-year / Private

GERONTOLOGY

Master

Hibbing Community College

hibbing.edu
2-year / Public

ADULT DEVELOPMENT & AGING

<1 year certificate (Distance)

Minnesota State University-Mankato

mnsu.edu
4-year / Public

GERONTOLOGY

Master, Postgrad certificate

Minnesota State University-Moorhead

mnstate.edu
4-year / Public

GERONTOLOGY

Bachelor

Saint Cloud State University

stcloudstate.edu
4-year / Public

GERONTOLOGY

Master, Postgrad certificate

The College of Saint Scholastica

css.edu
4-year / Private

GERONTOLOGY

Undergrad certificate

240 COLLEGES AND UNIVERSITIES OFFERING GERONTOLOGY, ADULT DEVELOPMENT & AGING PROGRAMS (CONTINUED)

University of Minnesota-Twin Cities
twin-cities.umn.edu
4-year / Public

ADULT DEVELOPMENT & AGING
Postgrad certificate (Distance)

MISSISSIPPI

Itawamba Community College
iccms.edu
2-year / Public

GERONTOLOGY
<1 year certificate

University of Southern Mississippi
usm.edu
4-year / Public

GERONTOLOGY
Postgrad certificate

William Carey University
wmcarey.edu
4-year / Private

GERONTOLOGY
Bachelor (Distance), Master (Distance)

MISSOURI

Lindenwood University
lindenwood.edu
4-year / Private

GERONTOLOGY
Master

Missouri State University-Springfield
missouristate.edu
4-year / Public

GERONTOLOGY
Bachelor

University of Central Missouri
ucmo.edu
4-year / Public

GERONTOLOGY
Master, Postgrad certificate

University of Missouri-Columbia
missouri.edu
4-year / Public

GERONTOLOGY
Postgrad certificate (Distance)

University of Missouri-Kansas City
umkc.edu
4-year / Public

GERONTOLOGY
Postgraduate certificate

University of Missouri-St. Louis
umsl.edu
4-year / Public

GERONTOLOGY
Master, Postgrad certificate

Webster University
webster.edu
4-year / Private

GERONTOLOGY
Master (Distance) Postgrad certificate
(Distance)

NEBRASKA

Concordia University-Nebraska
cune.edu
4-year / Private

GERONTOLOGY
Bachelor, Master

University of Nebraska-Omaha
unomaha.edu
4-year / Public

GERONTOLOGY
Bachelor (Distance), Master (Distance),
Postgrad certificate (Distance)

NEVADA

University of Nevada-Las Vegas
unlv.edu
4-year / Public

GERONTOLOGY
Undergrad certificate

University of Nevada-Reno
unr.edu
4-year / Public

GERONTOLOGY
Undergrad certificate

NEW JERSEY

Monmouth University
monmouth.edu
4-year / Private

GERONTOLOGY
Undergrad certificate

Passaic County Community College
pccc.edu
2-year / Public

ADULT DEVELOPMENT & AGING
<1 year certificate, Associate

NEW YORK

Alfred University
alfred.edu
4-year / Private

GERONTOLOGY
Bachelor

**Columbia University in the City
of New York**
columbia.edu
4-year / Private

GERONTOLOGY
Postgrad certificate

CUNY Hostos Community College
hostos.cuny.edu
2-year / Public

ADULT DEVELOPMENT & AGING
Associate

CUNY LaGuardia Community College
lagcc.cuny.edu
2-year / Public

ADULT DEVELOPMENT & AGING
Associate

CUNY York College
york.cuny.edu
4-year / Public

GERONTOLOGY
Bachelor

Genesee Community College
genesee.edu
2-year / Public

ADULT DEVELOPMENT & AGING
1-2 year certificate

Hofstra University
hofstra.edu
4-year / Private

GERONTOLOGY
Master, Postgrad certificate

Ithaca College
ithaca.edu
4-year / Private

GERONTOLOGY
Bachelor's degree, Postgrad certificate

LIU Brooklyn
liu.edu/Brooklyn
4-year / Private

GERONTOLOGY
Postgrad certificate

LIU Post
liu.edu/CWPost
4-year / Private

GERONTOLOGY
Postgrad certificate

Mercy College
mercy.edu
4-year / Private

GERONTOLOGY
Undergrad certificate

Niagara University
niagara.edu
4-year / Private

GERONTOLOGY
Bachelor

St. Joseph's College-New York

sjcny.edu
4-year / Private

ADULT DEVELOPMENT & AGING

Undergrad certificate

SUNY Oswego

oswego.edu/
4-year / Public

GERONTOLOGY

Postgrad certificate

SUNY Oneonta

oneonta.edu
4-year / Public

GERONTOLOGY

Bachelor

The Sage Colleges

sage.edu
4-year / Private

GERONTOLOGY

Postgrad certificate

Utica College

utica.edu
4-year / Private

GERONTOLOGY

Undergrad certificate, Postgrad certificate

Yeshiva University

yu.edu
4-year / Private

GERONTOLOGY

Postgrad certificate

NORTH CAROLINA

Barton College

barton.edu
4-year / Private

GERONTOLOGY

Bachelor's degree

Forsyth Technical Community College

forsythtech.edu
2-year / Public

ADULT DEVELOPMENT & AGING

<1 year certificate, 1-2 year certificate, Associate

Pitt Community College

pittcc.edu
2-year / Public

ADULT DEVELOPMENT & AGING

Associate

University of North Carolina-Charlotte

unc.edu
4-year / Public

GERONTOLOGY

Master

University of North Carolina-Greensboro

uncg.edu
4-year / Public

GERONTOLOGY

Master

University of North Carolina-Wilmington

uncw.edu
4-year / Public

GERONTOLOGY

Master, Postgrad certificate

Vance-Granville Community College

vgcc.edu
2-year / Public

ADULT DEVELOPMENT & AGING

Associate

Winston-Salem State University

wssu.edu
4-year / Public

GERONTOLOGY

Bachelor

NORTH DAKOTA

**North Dakota State University-
Main Campus**

ndsu.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

OHIO

**Bowling Green State University-
Main Campus**

bgsu.edu
4-year / Public

GERONTOLOGY

Bachelor, Master, Postgrad certificate

Case Western Reserve University

case.edu
4-year / Private

GERONTOLOGY

Bachelor

Cleveland State University

csuohio.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

Kent State University at Kent

kent.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

Miami University-Oxford

miamioh.edu
4-year / Public

GERONTOLOGY

Bachelor, Master, Doctor

Mount Saint Joseph University

msj.edu
4-year / Private

GERONTOLOGY

Undergrad certificate

Ohio Dominican University

ohiodominican.edu
4-year / Private

GERONTOLOGY

Associate, Undergrad certificate

Ohio University-Main Campus

ohio.edu
4-year / Public

GERONTOLOGY

Undergrad certificate

Stark State College

starkstate.edu
2-year / Public

GERONTOLOGY

<1 year certificate, Associate

University of Akron-Main Campus

uakron.edu
4-year / Public

GERONTOLOGY

Undergrad certificate, Postgrad certificate

University of Cincinnati-Clermont College

ucclermont.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

University of Toledo

utoledo.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

Wright State University-Main Campus

wright.edu
4-year / Public

GERONTOLOGY

Undergrad certificate

Youngstown State University

ysu.edu
4-year / Public

GERONTOLOGY

Bachelor, Master, Undergrad certificate, Postgrad certificate

OKLAHOMA

**Oklahoma State University-
Main Campus**

okstate.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

University of Central Oklahoma

uco.edu
4-year / Public

GERONTOLOGY

Master

**University of Oklahoma-Health Sciences
Center**

ouhsc.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

240 COLLEGES AND UNIVERSITIES OFFERING GERONTOLOGY, ADULT DEVELOPMENT & AGING PROGRAMS (CONTINUED)

OREGON

Clackamas Community College
clackamas.edu
2-year / Public

GERONTOLOGY
1-2 year certificate

Lane Community College
Lanecc.edu
2-year / Public

ADULT DEVELOPMENT & AGING
<1 year certificate

Marylhurst University
marylhurst.edu
4-year / Private
GERONTOLOGY
Undergrad certificate, Postgrad certificate

Oregon State University
oregonstate.edu
4-year / Public
GERONTOLOGY
Postgrad certificate

Pacific University
pacificu.edu
4-year / Private
GERONTOLOGY
Postgrad certificate (Distance)

Portland Community College
pcc.edu
2-year / Public
GERONTOLOGY
<1 year certificate, Associate

Portland State University
pdx.edu
4-year / Public
GERONTOLOGY
Postgrad certificate

Western Oregon University
wou.edu
4-year / Public
GERONTOLOGY
Bachelor

PENNSYLVANIA

California University of Pennsylvania
calu.edu
4-year / Public
GERONTOLOGY
Bachelor, Undergrad certificate

Cedar Crest College
cedarcrest.edu
4-year / Private
GERONTOLOGY
Undergrad certificate

Chestnut Hill College
chc.edu
4-year / Private

ADULT DEVELOPMENT & AGING
Bachelor

Delaware County Community College
dccc.edu
2-year / Public
ADULT DEVELOPMENT & AGING
Associate

East Stroudsburg University of Pennsylvania
www4.esu.edu
4-year / Public
GERONTOLOGY
Undergrad certificate

Gannon University
gannon.edu
4-year / Private
GERONTOLOGY
Undergrad certificate, Postgrad certificate

Gwynedd Mercy University
gmercyu.edu
4-year / Private
GERONTOLOGY
Bachelor

Harrisburg Area Community College-Harrisburg
hacc.edu
2-year / Public
ADULT DEVELOPMENT & AGING
<1 year certificate (Distance), 1-2 year certificate (Distance), Associate (Distance)

King's College
kings.edu
4-year / Private
GERONTOLOGY
Bachelor

La Salle University
lasalle.edu
4-year / Private
GERONTOLOGY
Undergrad certificate, Postgrad certificate

Marywood University
marywood.edu/
4-year / Private
GERONTOLOGY
Master

Misericordia University
misericordia.edu
4-year / Private
GERONTOLOGY
Undergrad certificate, Postgrad certificate

Pennsylvania State University-World Campus
worldcampus.psu.edu
4-year / Public

ADULT DEVELOPMENT & AGING
Undergrad certificate

Saint Joseph's University
sju.edu
4-year / Private
GERONTOLOGY
Master, Postgrad certificate

University of Pittsburgh-Pittsburgh Campus
pitt.edu
4-year / Public
GERONTOLOGY
Undergrad certificate (Distance)

West Chester University of Pennsylvania
wcupa.edu
4-year / Public
GERONTOLOGY
Postgrad certificate

Widener University
widener.edu
4-year / Private
GERONTOLOGY
Master

PUERTO RICO

Pontifical Catholic University of Puerto Rico-Arecibo
pucpr.edu/arecibo
4-year / Private
GERONTOLOGY
Associate

Pontifical Catholic University of Puerto Rico-Ponce
pucpr.edu
4-year / Private
GERONTOLOGY
Associate, Bachelor

University of Puerto Rico-Medical Sciences
rcm.upr.edu
4-year / Public
GERONTOLOGY
Master, Postgrad certificate

RHODE ISLAND

Community College of Rhode Island
ccri.edu
2-year / Public
ADULT DEVELOPMENT & AGING
Associate

SOUTH CAROLINA

Aiken Technical College

atc.edu
2-year / Public

GERONTOLOGY

<1 year certificate

Central Carolina Technical College

cctech.edu
2-year / Public

GERONTOLOGY

<1 year certificate

Coastal Carolina University

coastal.edu
4-year / Public

GERONTOLOGY

Undergrad certificate

Midlands Technical College

midlandstech.edu
2-year / Public

GERONTOLOGY

<1 year certificate

University of South Carolina-Columbia

sc.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

Winthrop University

winthrop.edu
4-year / Public

GERONTOLOGY

Undergrad certificate

SOUTH DAKOTA

Northern State University

northern.edu
4-year / Public

GERONTOLOGY

Associate, Undergrad certificate

TENNESSEE

East Tennessee State University

etsu.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

Lipscomb University

lipscomb.edu
4-year / Private

GERONTOLOGY

Master, Postgrad certificate

The University of Tennessee-Knoxville

utk.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

TEXAS

Abilene Christian University

acu.edu
4-year / Private

GERONTOLOGY

Undergrad certificate, Postgrad certificate

San Antonio College

alamo.edu/sac
2-year / Public

ADULT DEVELOPMENT & AGING

<1 year certificate, Associate

Texas State University

txstate.edu
4-year / Public

GERONTOLOGY

Master

Texas Tech University

ttu.edu
4-year / Public

GERONTOLOGY

Master, Postgrad certificate

University of North Texas

unt.edu
4-year / Public

GERONTOLOGY

Bachelor, Master, Doctor, Postraduate certificate

UTAH

University of Utah

utah.edu
4-year / Public

GERONTOLOGY

Master, Postgrad certificate

Weber State University

weber.edu
4-year / Public

GERONTOLOGY

Bachelor

VIRGINIA

BridgeValley Community & Technical College

bridgevalley.edu
2-year / Public

GERONTOLOGY

<1 year certificate, Associate

George Mason University

gmu.edu
4-year / Public

GERONTOLOGY

Postgrad certificate (Distance)

Radford University

radford.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

Virginia Commonwealth University

vcu.edu
4-year / Public

ADULT DEVELOPMENT & AGING

Master (Distance), Postgrad Certificate (Distance)

Virginia Polytechnic Institute and State University

vt.edu
4-year / Public

GERONTOLOGY

Postgrad certificate

WASHINGTON

Central Washington University

cwu.edu
4-year / Public

GERONTOLOGY

Bachelor

Washington State University

wsu.edu
4-year / Public

GERONTOLOGY

Undergrad certificate (Distance)

WISCONSIN

Mid-State Technical College

mstc.edu
2-year / Public

GERONTOLOGY

Associate

Northeast Wisconsin Technical College

nwtc.edu
2-year / Public

GERONTOLOGY

Associate

Wisconsin Indianhead Technical College

witc.edu
2-year / Public

GERONTOLOGY

<1 year certificate

GRANGER COBB INSTITUTE FOR SENIOR LIVING AT WASHINGTON STATE UNIVERSITY



While there are many educational institutions available to learn more about gerontology and adult aging, seniors housing is a budding field as well. As the industry matures, more executives are reaching out to establish deep and relevant connections with nearby universities and colleges.

Washington State University launched the Granger Cobb Institute for Senior Living at its campus this year. Cobb was a champion of senior living and a tireless advocate for the need to

cultivate career paths in the field. From owning one community in 1989 through becoming the CEO of Emeritus and a Brookdale board member, Cobb shared his passion for seniors and their families. He passed away in 2015. Cobb is shown at left with Dr. Nancy Swanger, director of WSU's School of Hospitality Business Management.

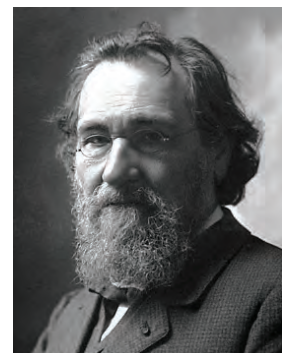
“As an industry, Granger would have wanted nothing more than to continue our relentless and passionate pursuit of recruiting, educating, training, and developing our current and future generations of seniors housing leaders,” said New Perspectives Senior Living COO Chris Hyatt upon announcing the new institute at Argentum’s annual conference in early May. “He forecasted years ago years ago that the workforce challenges would challenge us more so as an industry, hence why he was committed to teaching at Washington State University. The end goal being to provide the necessary tools to continue to build upon the improvement of the overall employee, resident and family member experience.”

To promote the field of senior living management, the new initiative will serve as a transdisciplinary global institute for operational excellence in senior living. Among its goals are to make senior living management a strong part of student career considerations and to impact daily operations and lives of residents and families through innovative research.

GERONTOLOGY: A HISTORICAL PERSPECTIVE

Nobel Prize winning immunologist Élie Metchnikoff coined the term “gerontology” around 1903. It is the study of the social, cultural, psychological, cognitive and biological aspects of aging. As a multidisciplinary field, it has several sub-fields and it overlaps with many others such as physiology, anthropology, social work, public health, psychology, and sociology.

The Gerontological Society of America (GSA) was founded in 1945. The first academic research center devoted exclusively to the study of aging, the Ethel Percy Andrus Gerontology Center, was founded in 1964 and it now serves as the research and services component of the Leonard Davis School of Gerontology at the University of Southern California, which was established in 1975 as the nation’s first professional School of Gerontology. In 1967, the University of South Florida and the University of North Texas (formerly North Texas State University) launched the first degree programs in gerontology in the United States, supported by grants from the U.S. Administration on Aging.



WORKFORCE DEVELOPMENT COMMITTEE LAUNCHES INDUSTRY METRICS PILOT PROJECT

The Argentum Workforce Development Committee and its Research and Metrics Subcommittee will launch a pilot project seeking to establish consistent industry metrics focusing on employee turnover and retention, with a goal of expanding the project next year.

The project seeks to establish uniform employee turnover and employee retention data by calculating company information using a set calculation for each metric. Initially,

the project will look at retention and turnover for executive directors/general managers, nursing staff, community sales associates, caregivers, and dining staff.

A pilot group of participating companies will report the information on overall turnover and retention data based on independent living, assisted living and memory care communities; company size, geographic region, and metropolitan and rural locations.

INDUSTRY MATURATION LEADS TO INTEREST IN DEVELOPING WORKFORCE METRICS



Bill Pettit knows firsthand the workforce challenges of the senior living industry. As president of R.D. Merrill Co. and vice chairman of its subsidiary Merrill Gardens, he manages a team of some 1,800 employees across 35 communities. Keeping those

positions filled isn't getting any easier.

He cites two great workforce challenges - the pending retirement of a vast wave of senior housing workers and the rapid expansion of the industry.

Pettit proposes bringing data to the table to get the industry through this tumultuous time. He serves as chairman of Argentum's Workforce Development Committee and is helping to drive its Workforce Metrics Pilot Project.

"Understanding turnover is vital to the task of developing workforce solutions, developing ways to slow the turnover and address its causes," Pettit said. "Right now we don't know the turnover numbers with any confidence. We don't know if it is concentrated in more critical positions or less critical positions, and we don't know the cost. Each company tracks its turnover but we don't have a common set of metrics to ensure we are comparing apples to apples."

The Metrics Pilot Project aims to close this critical gap.

Planners are developing common definitions to create a shared vocabulary around turnover. They're developing a uniform reporting system so that communities can share their data in a common industry pool, which then could serve to deliver baseline reporting and help to track key trends.

"It will be something that doesn't take a lot of effort to maintain and yet will record turnover with common definitions so that the data is consistent across the industry," he said.

Analysis of that data should help operators better understand the trends around turnover and perhaps to ferret out some of the root causes. Metrics could build a picture of the true cost of turnover and ultimately might help the industry develop best practices around the issue.

"We see all kinds of opportunities to assist companies, once we have this data," Pettit said. "You could compare your turnover to others. We can run that data against top-performing companies in resident satisfaction to see if that correlates. We can match up subsets of turnover to different business measures. We know turnover is expensive, so we can correlate that to financial performance."

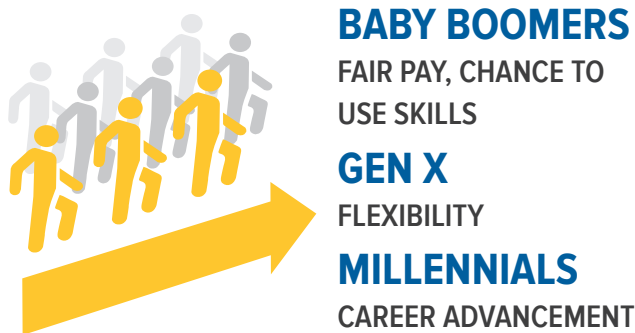
All this could lead to new practices in hiring, retention, training, and development. "There are some of us who for 25 or 30 years have dreamed of building a more professional industry. We've laid the groundwork, and now all those pieces are coming together," Pettit said.

PUBLIC PERCEPTIONS OF CAREERS IN SENIOR LIVING: A LOOK AT RESPONSES BY AGE COHORT

EXECUTIVE SUMMARY

A caring, professional workforce is the heart of senior living. Industry leaders must craft innovative solutions to attract, train, and retain excellent staff.

In fall 2016, Argentum conducted a national survey of 801 adults ages 18-64 to explore perceptions about jobs and careers in the senior living industry. A key finding of those results was the direct correlation between familiarity with senior living and an interest in crafting a career in the industry. There also were key differences among generational cohorts' responses. This deeper look at some of the generational differences reflect overall job satisfaction and priorities associated with career choices.



KEY FINDINGS

Those Who Would Consider a Career

- » Millennials place high importance on six factors, including being recognized as an individual and feeling proud of the company you work for.
- » Generation X respondents put a premium on opportunity for career advancement and opportunities to innovative, among other things.
- » Baby boomers place high importance on being able to work independently and being part of a team.

Career Choice Priorities

- » Millennials wish to enjoy the work day to day and make a difference in the lives of others, among other emphases.
- » Generation X seek potential to increase earnings and wish to feel valued and supported by management.
- » Baby boomers also wish to enjoy the work day to day, feeling valued and supported by management, making a difference in others' lives but also belonging to a respected/admired profession.

The differences among age groups highlighted here are not surprising but rather, confirm subjective and anecdotal information. The data provide an empirical foundation for letting the findings inform strategic initiatives. Where are the intersections between key aspects of senior living jobs and professions, and the priorities and predispositions of the best workforce member prospects? Those will be the "sweet spots" for communication, recruitment, and retention.

INTRODUCTION

Argentum is keenly aware of the importance of a professional, caring workforce to the senior living industry. It is the heart of senior living. To attract, train and retain excellent staff, industry leaders must craft innovative solutions for their businesses to remain competitive in today's market. Argentum has been studying workforce issues to help its members continue to elevate the desire for today's workers and those of the future to consider senior living as a desirable career path. Workforce Development is one of Argentum's five key imperatives along with Quality Improvement, Operational Excellence, Consumer Choice, and Memory Care.

In September 2016, Argentum conducted a national survey of 801 adults between the ages of 18-64, to explore perceptions about jobs and careers in the senior living industry. A key finding was the direct correlation between familiarity with senior living and interest in a career in the industry. An effective

communication program that raises awareness and creates familiarity with senior living—what it is, what it offers—will be a critical element in the workforce development strategy.

Survey data also revealed differences among generational cohorts in two areas: the relative importance of specific factors relating to overall job satisfaction, and priorities associated with career choices. (This analysis defined three generational cohorts: millennials, aged 18-35; Generation X, aged 36-54; baby boomers, aged 55-70.) The findings point to opportunities for optimizing communications through understanding issues and values that resonate most strongly for different segments of the workforce.

Argentum asked some follow up questions, building upon the initial data results.

BY GENERATION: WHO WOULD OR WOULD NOT CONSIDER A SENIOR LIVING CAREER

Respondents of all ages who had direct experience with senior living (through a family member or close friend) were more likely than those with no experience, to indicate they would consider a career in the senior living industry. Interestingly, while millennials were no more likely than the older cohorts to have experience with senior living, they

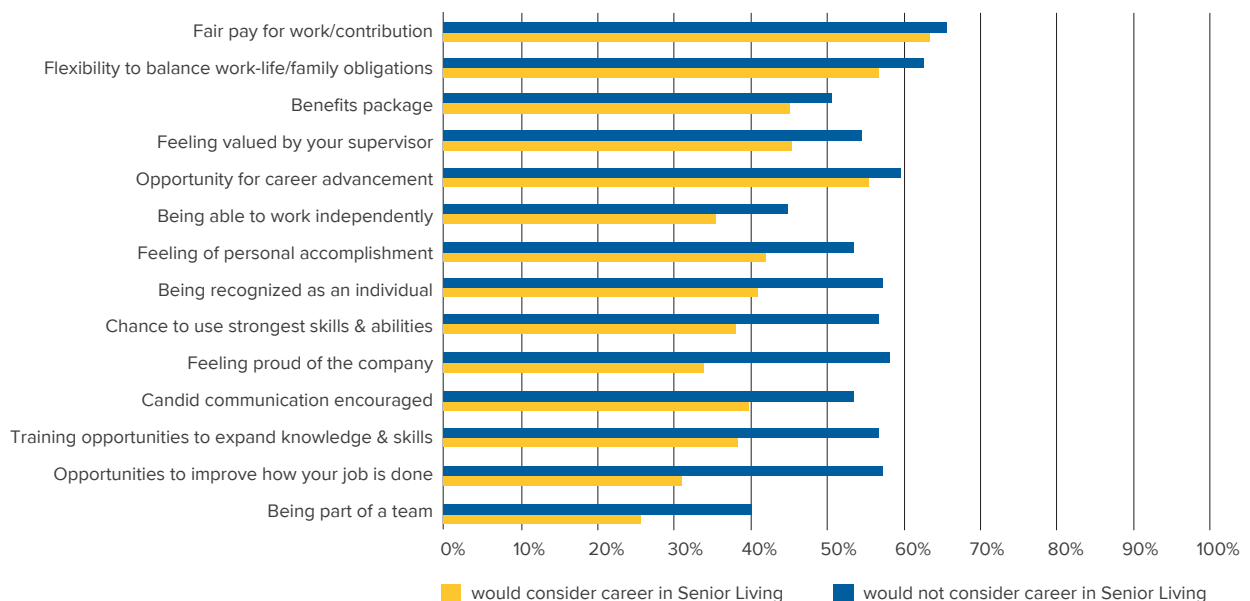
were significantly more likely to say they would consider a career in the industry. (Twenty-two percent, compared with 14 percent of Gen X and 11 percent of baby boomer respondents.) What might account for millennials' higher interest levels? Additional analysis of the survey data examined respondents in each generational cohort who would and would not consider a career in the industry.

JOB SATISFACTION

Millennials who would consider a career in senior living were significantly more likely than those who would not, to place high importance on six factors:

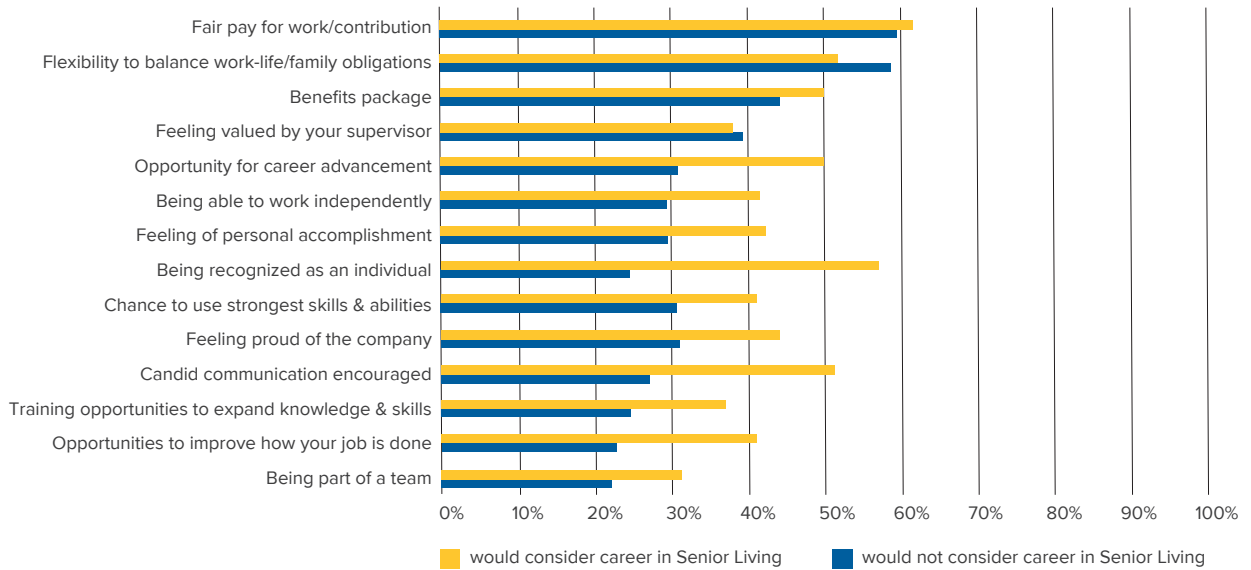
- » Being recognized as an individual
- » The chance to use your strongest skills and abilities day to day
- » Feeling proud of the company you work for
- » Training opportunities to expand your knowledge and skills
- » Opportunities to innovate and improve how your job is done
- » Being part of a team

Extremely important to job satisfaction: MILLENNIAL respondents who would and would not consider a career in Senior Living



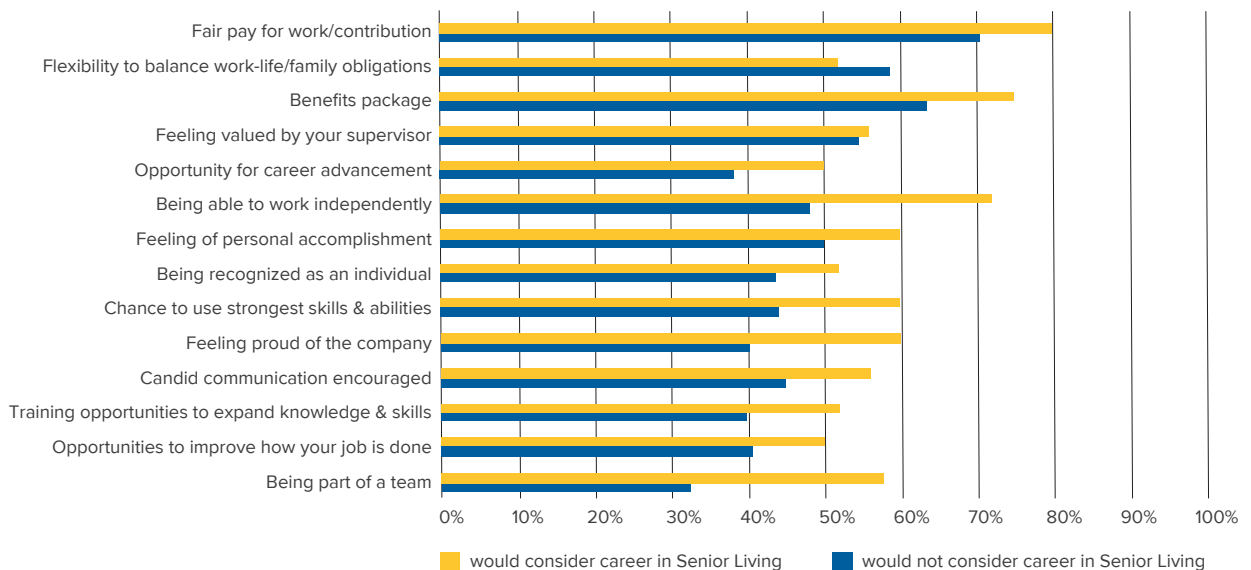
Gen X respondents who would consider a career in senior living also were likely to emphasize being recognized as an individual. But they also put a premium on opportunity for career advancement, candid communication, and opportunities to innovate and improve how your job is done.

Extremely important to job satisfaction: GEN X respondents who would and would not consider a career in Senior Living



Baby boomers who would consider a career in senior living were more likely than others to place high importance on being able to work independently and being part of a team.

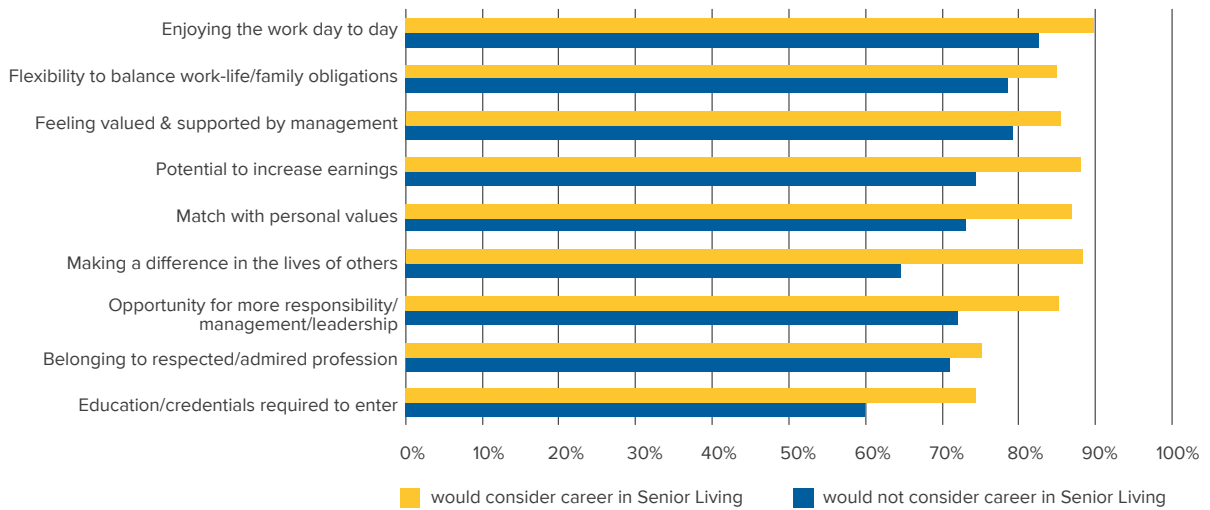
Extremely important to job satisfaction: BABY BOOMER respondents who would and would not consider a career in Senior Living



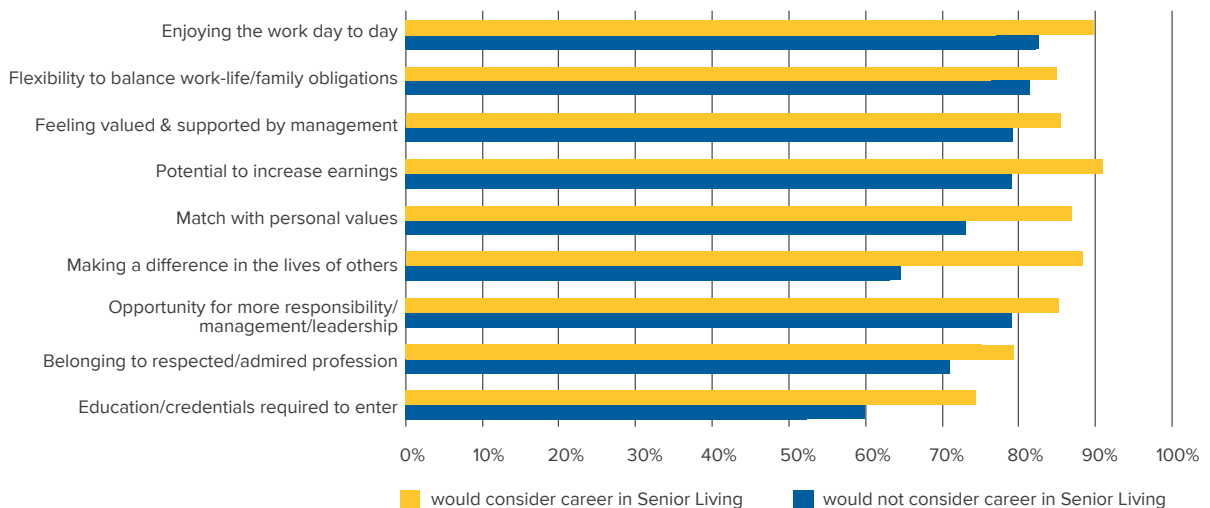
CAREER CHOICE PRIORITIES

Within each of the three generational cohorts, those who would consider a career in senior living were clearly more likely than those who would not, to prioritize one factor: making a difference in the lives of others. Among millennials and baby boomers, the difference was statistically significant. Millennials who were inclined to consider working in senior living also were more likely to emphasize opportunity for promotion to increased responsibility.

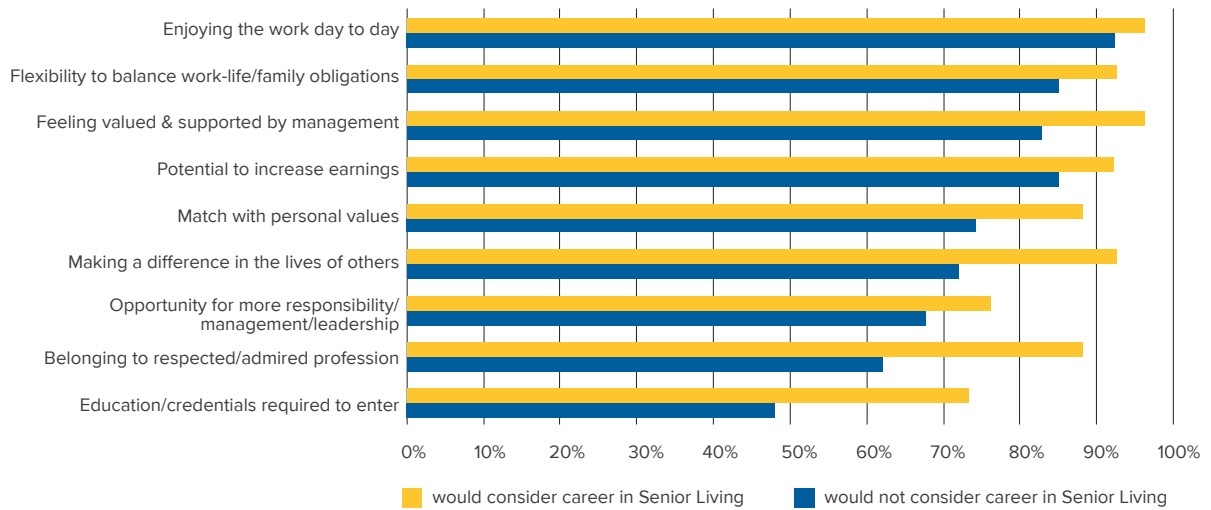
Extremely/somewhat important to career choice: MILLENNIAL respondents who would and would not consider a career in senior living



Extremely/somewhat important to career choice: GEN X respondents who would and would not consider a career in senior living



Extremely/somewhat important to career choice: BABY BOOMER respondents who would and would not consider a career in Senior Living



I believe that the biggest benefit to working in a senior living community would be knowing you are capable of making a difference in someone’s life every day.

—Survey Respondent

IMPLICATIONS

As noted in previous discussion, the better we understand various segments of the targeted workforce—predispositions, priorities, goals for the future—the more compelling and effective Argentum initiatives will be in communication, recruitment, retention, and employee satisfaction and engagement.

The differences among age groups highlighted here are not surprising but rather, confirm subjective and anecdotal information. The data provide an empirical foundation for letting the findings inform strategic initiatives. Where are the intersections between key aspects of senior living jobs and professions, and the priorities and predispositions of the best workforce member prospects? Those will be the “sweet spots” for communication, recruitment, and retention.

As always, answers not only inform but also elicit more questions. For instance, making a difference in the lives of others is consistently important across the generations. What do respondents mean by that? In the context of making career decisions, does that factor mean the same thing to a millennial that it means to a Gen Xer or a baby boomer? And in the context of day-to-day job satisfaction, what does a Gen X employee experience being recognized as an individual the same way that a millennial does?

In looking at age-defined segmentation, it is important to recognize various factors that can produce differences in attitudes. In the context of workforce development, life cycle effects may be particularly important. This suggests that future research should capture data that enable grouping respondents by life-stage and/or career stage as well as absolute age and education.



ARGENTUM
EXPANDING SENIOR LIVING

STATE OF THE SENIOR LIVING WORKFORCE

Trends in Jobs, Hours, and Wages
January 1 - March 31, 2017

Sponsored by:

On)Shift

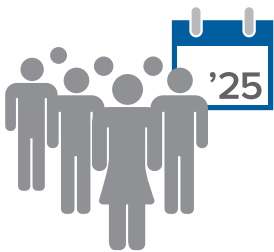


A QUARTERLY LOOK AT THE STATE OF THE SENIOR LIVING WORKFORCE

Trends in Jobs, Hours and Wages from January 1 to March 31, 2017

HIGHLIGHTS

- » The senior living industry continues to fuel the nation's economy, serving as one of its strongest job creators. From March 2010 through March 2017, the senior living industry added nearly 169,000 jobs, an increase of more than 23 percent.
- » Job growth in the senior living industry accelerated in the first quarter after posting a modest gain in the fourth quarter. Senior living communities added a net 3,500 jobs in the first quarter on a seasonally adjusted basis, up from a gain of just 1,100 jobs in the fourth quarter.
- » Among the related industries of home health, hospitals, skilled nursing, retail, and restaurants and accommodations, job growth was mixed in recent quarters. The home health care industry continued to be the strongest job creator among the related industries.
- » The number of hours worked by senior living employees continues to trend higher, with much of the growth coming from the assisted living sector. Assisted living employees worked nearly three hours per week longer than they did a year earlier.
- » Wage growth of employees in the senior living industry tracked closely with counterparts in the overall private sector in recent quarters. Average hourly earnings of senior living employees increased at a 2.8 percent rate between the first quarters of 2016 and 2017.
- » Average hourly earnings of restaurants and accommodations employees increased at a strong 4.1 percent between the first quarters of 2016 and 2017, more than a full percentage point above the 2.9 percent increase for all private sector employees.



ADDING **347,000**
NEW JOBS BY 2025,
 SENIOR LIVING EMPLOYMENT
 WILL EXCEED **1.1 MILLION**.



THE INDUSTRY
 WILL NEED
 TO RECRUIT **1.2**
MILLION NEW
 EMPLOYEES BY 2025.



THE INDUSTRY ADDED
168,900
 JOBS FROM
 MARCH 2010 - MARCH 2017

PART 1: JOBS

SENIOR LIVING CONTINUES TO BE TOP JOB CREATOR

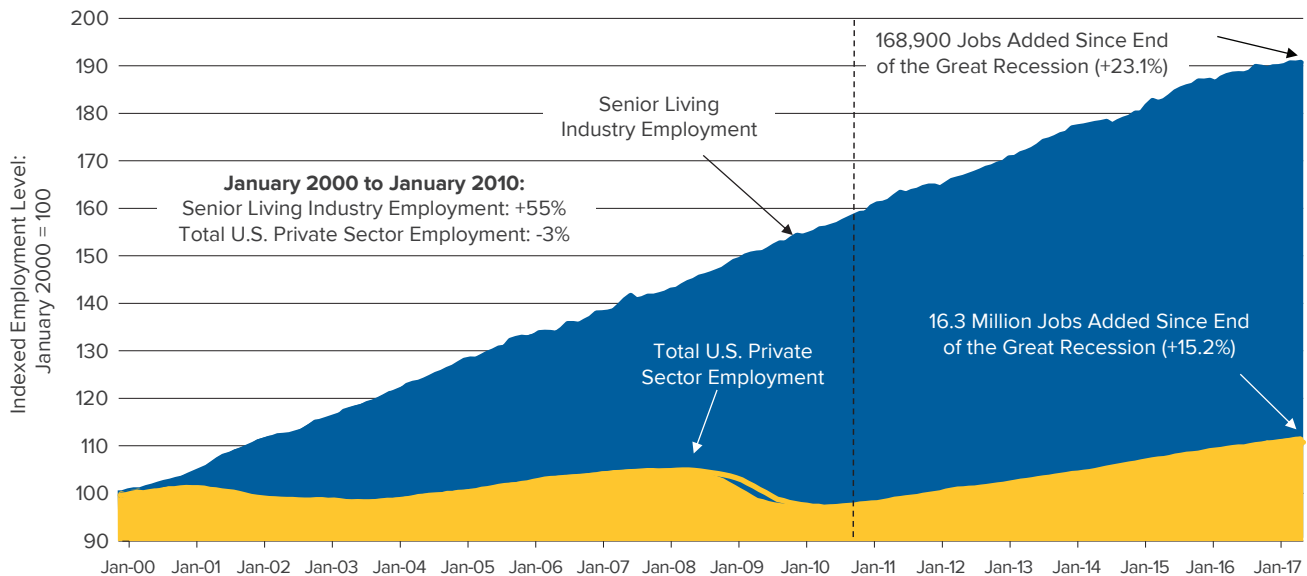
The senior living industry has been one of the most reliable sectors for job creation during the challenging economic environment in recent years. From the beginning of the employment recovery in March 2010 through March 2017, the senior living industry added 168,900 jobs. This represents an increase of more than 23 percent. In comparison, the overall private sector added a net 16.3 million jobs during the first seven years of the current expansion, which represented an increase of approximately 15 percent.

Within the related industries of home health, hospitals, skilled nursing, retail, and restaurants and accommodations, post-recession employment trends have been mixed. The home health care industry posted the strongest percent gains, with its workforce growing by 31 percent, or 330,000 jobs. Hospitals added 419,000 jobs during the employment recovery, which represented an increase of 9 percent. In contrast, the skilled nursing sector cut 8,000 jobs during the last seven years, which was a decline of nearly 1 percent.

Employment in the restaurants and accommodations sector gained 23 percent or about 2.5 million jobs since the end of the recession, while retail employment increased 10 percent, representing 1.5 million jobs.

Senior Living Continues to Show Steady Job Growth

Employment Trends from January 2000 to March 2017



SENIOR LIVING INDUSTRY JOB GROWTH ACCELERATES

Job growth in the senior living industry accelerated in the first quarter after posting a modest gain in the fourth quarter. Senior living communities added a net 3,500 jobs in the first quarter on a seasonally adjusted basis, up from a gain of just 1,100 jobs in the fourth quarter. The modest fourth quarter increase was the smallest quarterly employment gain since the data series began in 1990, and represented only the fourth time during that period that the senior living industry added fewer than 2,000 jobs in a quarter.

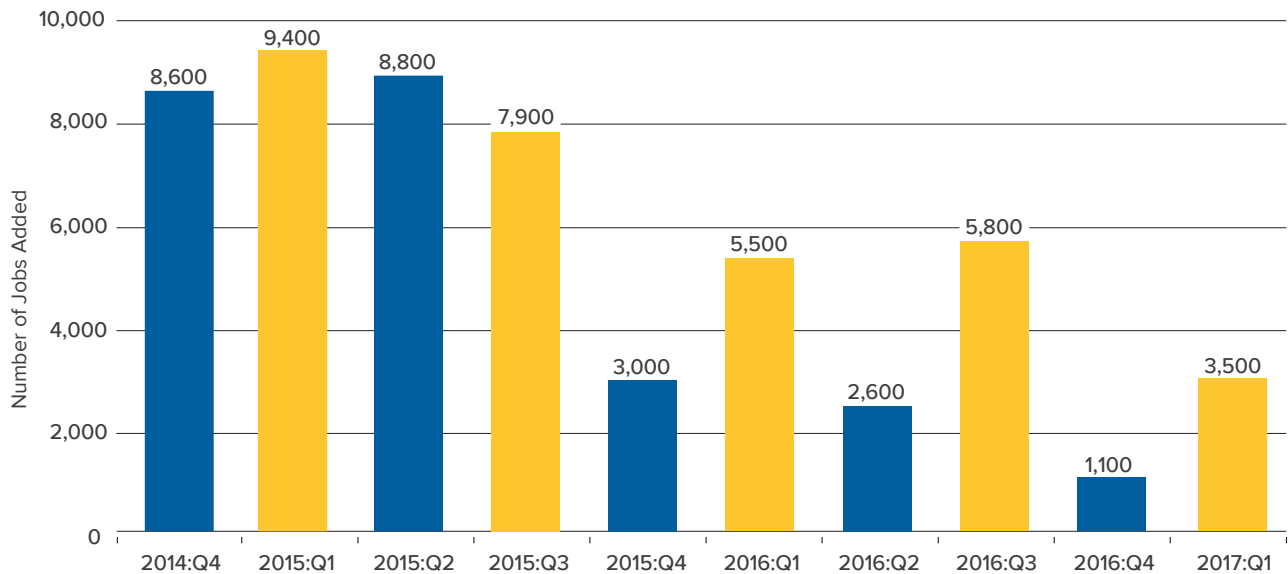
Despite the improvement in the first quarter, job growth in the senior living industry remained on a slowing trend. The senior living industry added jobs at a 1.4 percent rate

between the first quarters of 2016 and 2017, which represented the third consecutive quarter with job growth below 2 percent. In addition, it fell short of the 1.7 percent gain in total private sector employment during the same period.

Within the senior living industry, continuing care retirement communities added jobs at a 1.6 percent rate between the first quarters of 2016 and 2017. This was up from a 1.2 percent gain in the fourth quarter, but still represented the third consecutive quarter with job growth of less than 2 percent.

Assisted living communities added jobs at a modest 1.1 percent rate between the first quarters of 2016 and 2017, the smallest gain in more than eight years.

Total Senior Living Industry Employment Growth



Source: Argentum analysis of data from the Bureau of Labor Statistics; figures are seasonally adjusted

JOB GROWTH MIXED IN RELATED INDUSTRIES; HOME HEALTH CONTINUES GAINS

Among the related industries, job growth was mixed in recent quarters. The home health care industry continued to be the strongest job creator among the related industries, as payrolls expanded 3.1 percent between the first quarters of 2016 and 2017. This represented the 10th consecutive quarter in which the home health care industry registered job growth of at least 3 percent. It also was more than a full percentage point above the 1.7 percent gain in total U.S. private sector employment.

Hospitals also continued to outpace private sector job growth, though it slowed for the third consecutive quarter. Hospitals added jobs at a 2.1 percent rate between the first quarters of 2016 and 2017, which ranked second out of the five related industries. The gain represented the eighth consecutive quarter with job growth of at least 2 percent, but the smallest four-quarter gain since the second quarter of 2015.

Employment in the skilled nursing sector remained essentially flat in recent years. The skilled nursing sector added jobs at a 0.2 percent rate between the first quarters of 2016 and 2017, which ranked last out of the five related industries. Although the gain was modest, it did represent the first time the skilled nursing sector expanded payrolls since the fourth quarter of 2015.

The restaurants and accommodations industry added jobs at a 1.9 percent rate between the first quarters of 2016 and 2017, which came in slightly above employment growth in the overall private sector. Although gains remained positive overall, job growth in the restaurants and accommodations industry slowed for the fourth consecutive quarter, and the 1.9 percent increase was the smallest gain since the fourth quarter of 2010.

The retail sector added jobs at a 0.8 percent rate between the first quarters of 2016 and 2017, which ranked fourth out of the five related industries. It also represented the retail sector's slowest job growth since the third quarter of 2012.

Trends in Employment Across Related Industries

	Number of Jobs: Q1 2017	Q1 2016 to Q1 2017	2015 to 2016	2014 to 2015
Senior Living Industry	897,000	1.4%	2.1%	3.5%
Continuing Care Retirement Communities	478,900	1.6%	2.1%	3.8%
Assisted Living Communities	418,100	1.1%	2.2%	3.1%
Skilled Nursing	1,637,500	0.2%	-0.3%	-0.1%
Hospitals	5,079,100	2.1%	2.6%	2.3%
Home Health Care	1,380,400	3.1%	3.6%	4.1%
Retail Trade	15,686,900	0.8%	1.4%	1.6%
Restaurants and Accommodations	13,170,700	1.9%	3.0%	3.2%
Total U.S. Private Sector	121.7 million	1.7%	1.9%	2.3%

Source: Argentum analysis of data from the Bureau of Labor Statistics; figures are seasonally adjusted

PART 2: HOURS

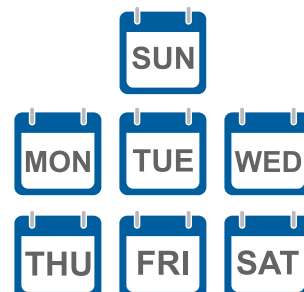
ASSISTED LIVING EMPLOYEE WEEKLY HOURS TREND HIGHER

The average workweek of employees in the senior living industry rose sharply in recent quarters. Senior living employees worked an average of 33.2 hours per week during the first quarter of 2017. This was up 5.2 percent from an average workweek of 31.6 hours during the first quarter of 2016.

The average workweek of all private sector employees only rose 0.1 percent between the first quarters of 2016 and 2017.

Employees at assisted living communities saw the largest gains in their average hours worked in recent quarters. They worked an average of 33.6 hours a week during the first quarter of 2017, which was a strong 8.3 percent increase from the average workweek of 31 hours during the first quarter of 2016.

The average workweek of employees at continuing care retirement communities also expanded at a rate well above that of the private sector in recent quarters. CCRC employees worked at average of 32.9 hours during the first quarter of 2017, up 2.6 percent from an average workweek of 32.1 hours during the first quarter of 2016.



THE **AVERAGE WORKWEEK** OF EMPLOYEES AT **CONTINUING CARE RETIREMENT COMMUNITIES** ALSO EXPANDED AT A **RATE WELL ABOVE** THAT OF THE PRIVATE SECTOR IN RECENT QUARTERS.

Trends in Average Weekly Hours of Senior Living Employees

	Average Weekly Hours: Q1 2017	Q1 2016 to Q1 2017	2015 to 2016	2014 to 2015
Senior Living Industry	33.2	5.2%	2.8%	0.6%
Continuing Care Retirement Communities	32.9	2.6%	1.6%	0.9%
Assisted Living Communities	33.6	8.3%	4.5%	0.3%
Total U.S. Private Sector	34.2	0.1%	-0.3%	0.0%

Source: Argentum analysis of data from the Bureau of Labor Statistics; figures are seasonally adjusted

PART 3: WAGES

SENIOR LIVING WAGES TRACK WITH OVERALL PRIVATE SECTOR

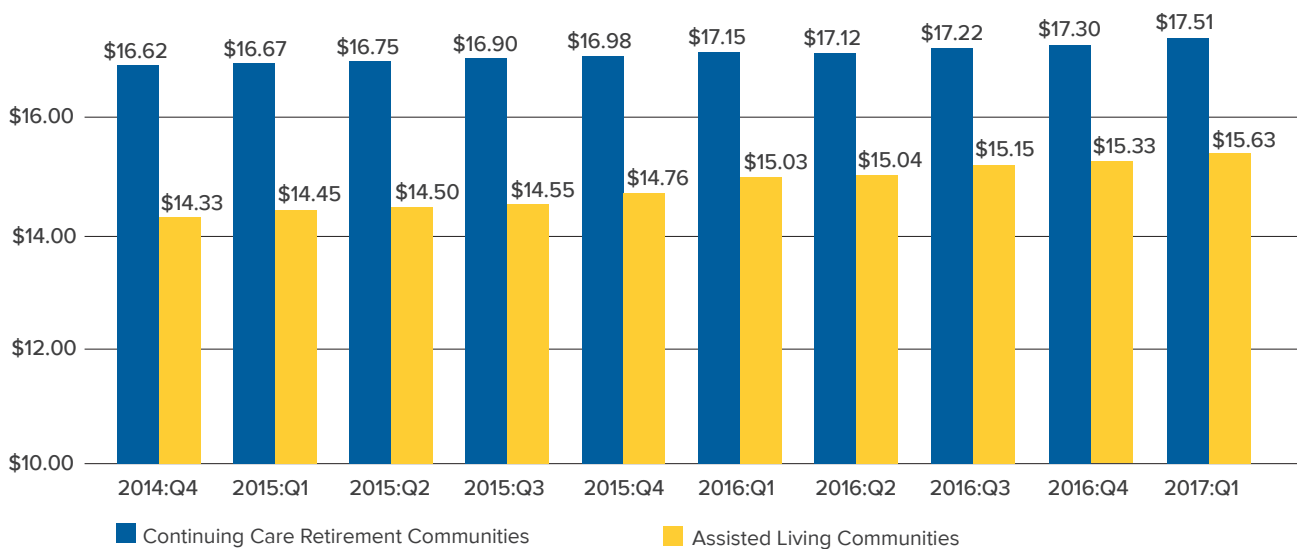
Wage growth of employees in the senior living industry tracked closely with their counterparts in the overall private sector in recent quarters. Average hourly earnings of senior living employees increased at a 2.8 percent rate between the first quarters of 2016 and 2017, which nearly matched the 2.9 percent gain in the average hourly earnings of all private sector employees.

Within the senior living industry, employees at assisted living communities saw the largest wage growth in recent quarters. Average hourly earnings of assisted living employees

increased 4 percent between the first quarters of 2016 and 2017, which represented the sixth consecutive quarter with wage gains of at least 3 percent.

Average hourly earnings of employees at continuing care retirement communities increased at a 2.1 percent rate between the first quarters of 2016 and 2017. Although the growth was only half that of employees at assisted living communities, it represented the strongest wage increase for employees at continuing care retirement communities in three quarters.

Average Hourly Earnings of Senior Living Employees



Source: Argentum analysis of data from the Bureau of Labor Statistics; figures are not seasonally adjusted

RESTAURANTS AND ACCOMMODATIONS SECTORS SEE STRONGEST WAGE GROWTH

Wage growth was uneven in the related industries in recent quarters. Average hourly earnings of employees in the restaurants and accommodations sector increased at a strong 4.1 percent rate between the first quarters of 2016 and 2017, which was more than a full percentage point above the 2.9 percent wage increase for all private sector employees. It also represented the sector's third consecutive quarter with wage growth of at least 4 percent.

The skilled nursing segment also posted solid wage growth in recent quarters. Average hourly earnings of skilled nursing employees increased 3.5 percent between the first quarters of 2016 and 2017. This marked the fourth consecutive quarter in which skilled nursing employees enjoyed wage growth of at least 3 percent.

Wage growth of home health care employees slowed dramatically in the first quarter. Average hourly earnings of home health care employees increased at a modest 1 percent rate between the first quarters of 2016 and 2017, which was down from the 3.1 percent gain registered in the fourth quarter.

Average hourly wages of hospital employees increased at a 1.5 percent rate between the first quarters of 2016 and 2017. Although this was only half of the wage growth experienced by all private sector employees, it marked the strongest wage gain for hospital employees in three quarters.

Average hourly earnings of employees in the retail sector increased 1.5 percent between the first quarters of 2016 and 2017.

Trends in Average Hourly Earnings Across Related Industries*

	Average Hourly Earnings Q1 2017	Q1 2016 to Q1 2017	2015 to 2016	2014 to 2015
Senior Living Industry	\$16.63	2.8%	2.8%	2.6%
Continuing Care Retirement Communities	\$17.51	2.1%	2.2%	2.1%
Assisted Living Communities	\$15.63	4.0%	3.9%	3.3%
Skilled Nursing	\$18.33	3.5%	3.4%	1.8%
Hospitals	\$31.59	1.5%	1.6%	2.3%
Home Health Care	\$19.52	1.0%	4.3%	0.1%
Retail Trade	\$18.05	1.5%	2.0%	3.1%
Restaurants and Accommodations	\$14.41	4.1%	3.9%	3.1%
Total U.S. Private Sector	\$26.23	2.9%	2.5%	2.2%

Source: Argentum analysis of data from the Bureau of Labor Statistics; figures are not seasonally adjusted

*BLS data includes both salaried and hourly workers in its average hourly earnings data

CAREER PATHS IN SENIOR LIVING

An interview with OnShift CEO Mark Woodka

Offering potential employees *careers* in the senior living industry is crucial to boosting recruitment levels at a time when it is looking to fill thousands of positions, says Mark Woodka, CEO of OnShift, a healthcare workforce management solution provider.

The millennial generation places a high premium on career advancement when looking for jobs, according to an Argentum survey released last fall. That's important to note because millennials made up the majority of new senior living hires in the past year.

Recruiters in the senior living industry ought to make the pitch that the jobs that they are offering could be just the first step in an evolving career. "If you're a high-school educated person, you could join an organization and get an entry-level job and become a department supervisor, or an assistant executive director, and that's a good job," Woodka said in an interview.

Woodka points to Argentum's research, which projects that the industry needs to recruit 1.2 million employees by 2025 (see seniorliving2025.org). That makes the need to improve the way the industry recruits urgent.

Career paths don't always have to end up at the CEO's office, notes Woodka, who is also a member of Argentum's Workforce Development Committee. Organizations can provide employees with new opportunities and skill development at different levels of their enterprises. He points to retail as one of the few industries that have successfully used this strategy to retain and invest in shift-based workers.

The work of an academic researcher at the Massachusetts Institute of Technology's Sloan School of Management backs up his argument. Zeynep Ton, an adjunct associate professor of operations management, argues that investing

in workers and capitalizing on the knowledge that they glean working on the ground floor of companies ultimately makes those firms more efficient, and in turn more profitable. She's the author of "The Good Jobs Strategy: How the Smartest Companies Invest in Employees to Lower Costs and Boost Profits."

"If you look at this from a retention perspective, creating a career path is important, but it's not a silver bullet," says Woodka. "I think there's also improving communications and recognizing good employees. Things like that really move the needle."

Career paths don't always have to end up at the CEO's office

That's why OnShift created its newest software, OnShift Engage, which helps boost organizational culture by strengthening staff and management relationships. The product was developed partly in response to the finding that many managers in the industry find it difficult to connect personally with each and every individual on their team.

OnShift's new software utilizes quick hit pulse surveys to solicit employee feedback and measure satisfaction in real-time, recognizes and rewards staff for their contributions, and tracks employee work habits to prompt managers to check-in with their employees. As the name suggests, the key to successful transformation of the senior living industry is the cultivation of an engaged workforce, which means happy, motivated, and empowered employees.

WORKFORCE ISSUES? WE'VE GOT YOU COVERED

OnShift delivers cloud-based software and proactive services to solve everyday workforce challenges in senior living. Our suite of award-winning products for hiring, scheduling and employee engagement are built for the senior living workforce, prioritizing ease-of-use for all users—from employees to executives.



BECAUSE AN ENGAGED WORKFORCE WORKS™

We believe employees are your greatest asset. From dining and housekeeping, to care associates and executive directors—it's the people that make a community.

Take a proactive approach to workforce management and employee engagement with OnShift. Our software drives quality care, lower costs and higher performance by empowering senior living providers to staff consistently and efficiently.

- » **Measure staff satisfaction** in real-time with quick & easy pulse surveys
- » **Strengthen relationships** by connecting employees, teams & managers
- » **Increase staff satisfaction** with a points-based recognition & reward system
- » **Reduce labor costs** with predictive analytics for overtime
- » **Increase efficiencies** by quickly filling call-offs & open shifts
- » **Improve executive director engagement** by streamlining scheduling & monitoring employee performance
- » **Advance work/life balance** by giving employees more control over their schedules

ONSHIFT'S COMMITMENT TO SENIOR LIVING

As Argentum's Corporate Partner for Workforce Development, OnShift is dedicated to helping solve the most significant workforce issues facing senior living today.

We work with thousands of senior living organizations each day to ensure they have the right tools and practices to continuously improve labor management and employee engagement.



Get Proven Workforce Best Practices in Senior Living
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