



ARGENTUM  
EXPANDING SENIOR LIVING

# Workforce Projections for Senior Care Sectors

## 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. Since 1990, Argentum has advocated for choice, independence, dignity, and quality of life for all older adults. Argentum member companies operate senior living communities offering assisted living, independent living, continuing care, and memory care services. Along with its state partners, Argentum's membership represents approximately 75 percent of the senior living industry—an industry with a national economic impact of nearly a quarter of a trillion dollars and responsible for providing over 1.6 million jobs. These numbers will continue to grow as the U.S. population ages. Argentum's programs and initiatives are driven by its membership. For more information about joining Argentum, please visit [argentum.org/membership](https://www.argentum.org/membership). Learn more at [argentum.org](https://www.argentum.org).

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# EXECUTIVE SUMMARY

The senior population is increasing by 10,000 per day—more than at any other time in history. And the need for senior living and the socialization and care we provide in our communities will never be greater. The Baby Boomers are aging and will put a strain on our nation’s ability to provide senior care, supports and service. And, while our senior population grows, the American workforce is not keeping pace. We are facing a significant worker shortage across the economy generally but within senior care, in particular.

The *Workforce Projections for Senior Care* report, based on forecasts from the Bureau of Labor Statistics, presents a workforce outlook for the senior care industry in the United States, with a specific focus on the senior living, skilled nursing, home health care, and services for the elderly and persons with disabilities sectors.

## TOTAL SENIOR CARE EMPLOYMENT TRENDS

**Total employment in the combined senior care industry is projected to reach 8,296,300 by 2040.** The projected growth would represent an increase of 2,456,800 jobs—or 42.1%—from its 2021 employment level of 5,839,500. In addition to the 2,456,800 new long term care industry jobs that will be created by 2040, **there will be an additional 18 million job openings** that result when employees either exit the labor force or transfer to a different occupation. In total, **the combined senior care industry will need to fill more than 20.2 million occupational openings between 2021 and 2040.**

**8,296,300**

**Total employment in the combined senior care industry projection by 2040**

## SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES WORKFORCE

**Total employment in the services for the elderly and persons with disabilities sector is projected to reach 3,624,300 by 2040.** The projected growth would represent an increase of 1,562,200 jobs—or 75.8%—from its 2021 employment level of 2,062,100. In addition to the 1,562,200 new jobs that will be created in this sector by 2040, **there will be an additional 7.6 million job openings** that result when employees either exit the labor force or transfer to a different occupation. In total, **the services for the elderly and persons with disabilities sector will need to fill more than 9.1 million occupational openings between 2021 and 2040.**

**3,624,300**

**Total employment in the services for the elderly and persons with disabilities sector projection by 2040**

## SENIOR LIVING WORKFORCE PROJECTIONS

The Bureau of Labor Statistics expects senior living industry employment to rise in the years ahead—albeit at a slower pace than pre-pandemic growth rates. **Total employment in the senior living industry is projected to reach 1,181,000 by 2040.** The projected growth would represent an increase of 32.9% – from its 2021 employment level. In addition to the 292,500 new senior living industry jobs that will be created by 2040, there will be an additional 2.7 million job openings that result when employees either exit the labor force or transfer to a different occupation. In total, **the senior living industry will need to fill more than 3 million openings between 2021 and 2040.** These government numbers are specific to assisted living and continuing care retirement communities and does not capture independent living or other senior living sectors.

**1,181,000**

**Total employment in the senior living industry projection by 2040**

## SKILLED NURSING WORKFORCE PROJECTIONS

**Employment in the skilled nursing industry is projected to total 1,284,700 in 2040.** This would represent a decline of 89,900 jobs—or 6.5%—from its 2021 employment level of 1,374,600. Even though skilled nursing employment is projected to decline, there will still be **nearly 3.1 million job openings** that result when employees either exit the labor force or transfer to a different occupation. As a result, **the skilled nursing industry will need to fill nearly 3 million occupational openings between 2021 and 2040.**

**1,284,700**

**Total employment in the skilled nursing industry projection by 2040**

## HOME HEALTHCARE WORKFORCE PROJECTIONS

**Total employment in the home health care industry is projected to reach 2,206,300 by 2040.** The projected growth would represent an increase of 692,000 jobs—or 45.7%—from its 2021 employment level of 1,514,300. In addition to the 692,000 new home health care industry jobs that will be created by 2040, **there will be an additional 4.4 million job openings** that result when employees either exit the labor force or transfer to a different occupation. In total, **the home health care industry will need to fill more than 5 million occupational openings between 2021 and 2040.**

**2,206,300**

**Total employment in the home health care industry projection by 2040**

## LOOKING FORWARD TO THE DECADE AHEAD...

The next decade will certainly have its own set of challenges, but we are also faced with profound opportunities to shape how America cares for its seniors. With an aging population, growing demand for services, and a wide range of job openings that need to be filled, it is imperative that we, as an industry, attract **more than 1.3 million workers** to join the senior living industry over the next ten years. Speaking more broadly, senior living, home health and care, skilled nursing and the broader direct care workforce will need to attract **more than 8.6 million workers** over the next ten years.

The biggest challenge is that seniors will choose senior living communities based on the offered amenities, lifestyle, and support, not to mention the trust they have in our workers and management. The key to keeping seniors invested in our communities lies in attracting skilled workers and keeping up with seniors' growing needs and expectations. This comprehensive report provides detailed projections for each sector over the next two decades and will help you make informed decisions about staffing needs. The report will also be instrumental in informing lawmakers of the need to address the senior care labor crisis.

Now is the time to get your copy of *Workforce Projections for Senior Care Sectors* full report. Don't miss out on this invaluable resource—download your copy today!

## RELATED INFORMATION

### Argentum Strategic Vision

Argentum has developed an aspirational, yet achievable, ten-year vision to advance the senior living industry. This vision focuses on senior living being recognized by residents, families, workers, and the public as being the most effective, efficient, and compassionate care delivery system to meet the needs of America's seniors. The way we achieve this vision is to focus on the three main ideas - *People, Trust, and Choice* - that we need to get right as an industry if we are going to be successful.

After 12 months of planning, board meetings, discussions, focus groups, interviews, member surveys, roundtables, and a COVID Retrospective, the Argentum Strategic Planning Task Force developed the strategic plan built around four strategic imperatives. In particular, Argentum will place deliberate focus on advancing the industry by:



**Developing Our People** – We will engage, expand and support 2 million people by expanding the pipeline and retention of qualified and diverse talent to meet the needs of a growing senior population.



**Measuring What Matters** – We will demonstrate our value and maintain trust with residents, families, workers, partners, policymakers and the public through data, transparency, and best practices.



**Telling Our Story** – We will actively advocate and increase our impact as the voice of the senior living industry.



**Increasing Access** – We will facilitate the curation of new solutions and offerings to improve access to senior living communities.

The *Workforce Projections for Senior Care Sectors* report was developed to identify gaps in the senior living workforce and to support our efforts to develop our people and effectively tell our story to lawmakers and regulators across the country. To learn more about the Argentum Strategic Vision, visit [argentum.org/strategic-vision/](https://argentum.org/strategic-vision/).

# INTRODUCTION

This report presents a workforce outlook for the senior care industry in the United States, with a specific focus on the senior living, skilled nursing, home health care, and services for the elderly and persons with disabilities sectors. The industry divisions are based on the North American Industry Classification System (NAICS), which defines the sectors as follows:

## **CONTINUING CARE RETIREMENT COMMUNITIES AND ASSISTED LIVING FACILITIES FOR THE ELDERLY (NAICS 6233)**

[This sector is referred to as 'senior living' in this report.] This industry comprises establishments primarily engaged in providing residential and personal care services for (1) the elderly and other persons who are unable to fully care for themselves and/or (2) the elderly and other persons who do not desire to live independently. The care typically includes room, board, supervision, and assistance in daily living, such as housekeeping services. In some instances, these establishments provide skilled nursing care for residents in separate on-site facilities.

## **HOME HEALTH CARE SERVICES (NAICS 6216)**

This industry comprises establishments primarily engaged in providing skilled nursing services in the home, along with a range of the following: personal care services; homemaker and companion services; physical therapy; medical social services; medications; medical equipment and supplies; counseling; 24-hour home care; occupation and vocational therapy; dietary and nutritional services; speech therapy; audiology; and high-tech care, such as intravenous therapy.

## **SKILLED NURSING FACILITIES (NAICS 6231)**

This industry comprises establishments primarily engaged in providing inpatient nursing and rehabilitative services. The care is generally provided for an extended period of time to individuals requiring nursing care. These establishments have a permanent core staff of registered or licensed practical nurses who, along with other staff, provide nursing and continuous personal care services.

## **SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES (NAICS 62412)**

This industry comprises establishments primarily engaged in providing nonresidential social assistance services to improve the quality of life for the elderly or persons with intellectual and/or developmental disabilities. These establishments provide for the welfare of these individuals in such areas as day care, non-medical home care or homemaker services, social activities, group support, and companionship.

# DATA SOURCES AND METHODOLOGY

- The primary data source for this report is the Employment Projections program from the U.S. Department of Labor's Bureau of Labor Statistics. Each year, the Bureau of Labor Statistics publishes 10-year projections for occupations, industries and the labor force. The most recent projections are for the 2021 to 2031 period.
- To produce estimates for 2030, the 2021 to 2031 projections were interpolated to 2030. To produce estimates for 2040, the 2021 to 2031 projections were extrapolated to 2040.
- State projections were based on the national 2021 to 2031 projections, with state-level differences influenced by pre-pandemic employment trends and projected growth rates in the 65+ population.

## OCCUPATIONAL REPLACEMENT CALCULATIONS

In addition to the employment opportunities that result when a new job is created, job openings also arise when existing workers separate from their occupations. According to data from the Bureau of Labor Statistics, the vast majority of job openings result from existing workers leaving their occupations, as compared to from new jobs being created.

As part of its Employment Projections program, the Bureau of Labor Statistics produces occupational-specific estimates of the annual rates at which 1) workers exit the labor force, due to retirement or other reasons, and 2) workers transfer to different occupations. As would be expected, these rates vary significantly by occupation.

Based on the BLS labor force exit rates and occupational transfer rates, this report includes projections of the number of total senior care sector occupational separations that will occur between 2021 and both 2030 and 2040. These projections of separations were combined with the projections of employment growth to determine the total number of employees that the four senior care sectors will need to attract by 2030 and 2040.

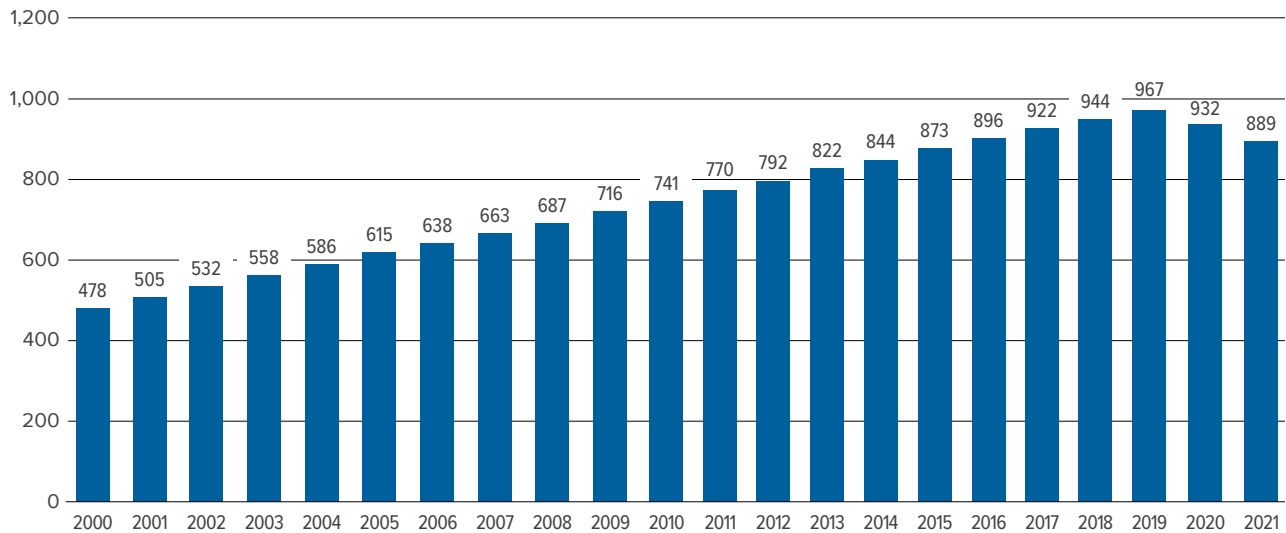
Note that these estimates of occupational openings do not count workers who change jobs but remain in the same occupation. For example, a nursing assistant who leaves a job at one employer to work as a nursing assistant at another employer.



## PANDEMIC HITS INCOME, BUT WEALTH IS HEALTHY

It's no secret that the COVID-19 pandemic has wreaked havoc on many industries across the U.S., and senior living communities, who were once an engine of job growth for our nation, definitely felt its effects. Even with a huge 102% jump in employment from 2000 to 2019 - 489,000 jobs created - these seniors industry sadly lost 107k positions between February 2020 and November 2021 due to falling staffing levels caused by the outbreak; leaving us far below pre-pandemic peaks even now.

Senior Living Industry Employment (thousands)



Source: Bureau of Labor Statistics

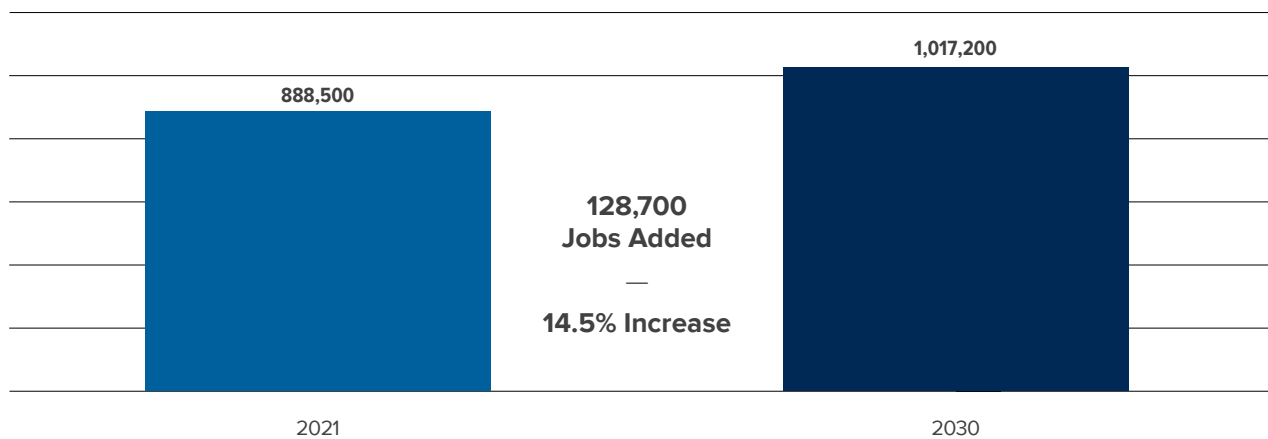
## SENIOR LIVING WORKFORCE PROJECTIONS: 2021 TO 2030

The Bureau of Labor Statistics expects senior living industry employment to rise in the years ahead—albeit at a slower pace than pre-pandemic growth rates. Total employment in the senior living industry is projected to reach 1,017,200 by 2030. The projected growth would represent an increase of 128,700 jobs—or 14.5%—from its 2021 employment level of 888,500.

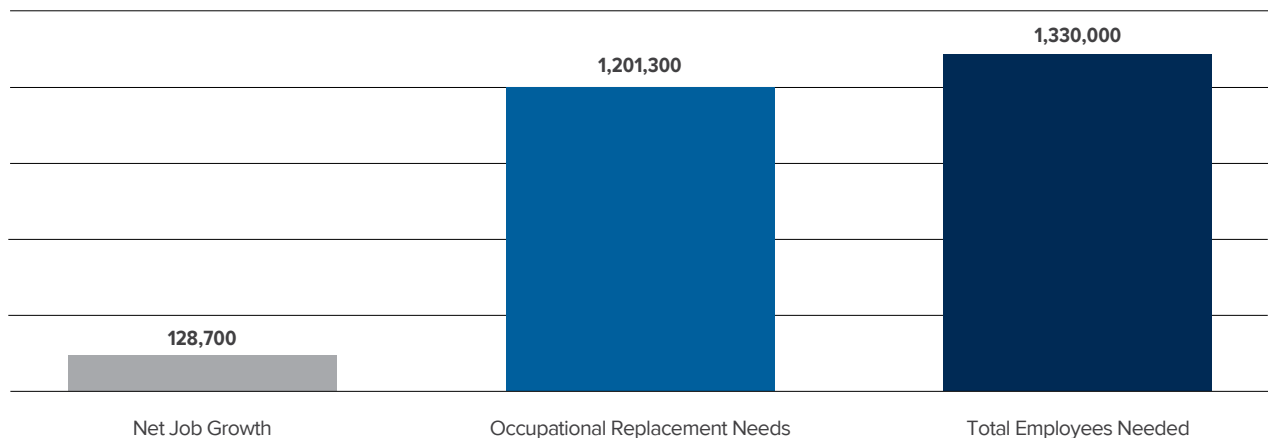
In addition to the 128,700 new senior living industry jobs that will be created by 2030, there will be an additional 1.2 million job openings that result when employees either exit the labor force or transfer to a different occupation.

In total, the senior living industry will need to fill more than 1.3 million occupational openings between 2021 and 2030.

Senior Living Industry Job Growth: 2021 to 2030



Senior Living Industry Workforce Projections: 2021 to 2030



Source: Argentum projections, based on data from the Bureau of Labor Statistics

## Projected Growth in Top Senior Living Industry Occupations: 2021 to 2030

Occupation	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs	Total Employees Needed
<b>TOTAL—All Occupations</b>	<b>888,500</b>	<b>1,017,200</b>	<b>128,700</b>	<b>1,201,300</b>	<b>1,330,000</b>
<b>Healthcare Practitioners and Technical Occupations</b>					
Registered Nurses	32,100	35,800	3,700	17,500	21,200
Licensed Practical & Licensed Vocational Nurses	45,100	50,300	5,200	34,900	40,100
<b>Healthcare Support Occupations</b>					
Home Health and Personal Care Aides	245,200	303,200	58,000	375,700	433,700
Nursing Assistants	140,400	156,600	16,200	201,500	217,700
Medical Assistants	7,600	9,200	1,600	10,500	12,100
<b>Foodservice Occupations</b>					
Food Servers, Non-restaurant	60,000	66,900	6,900	90,700	97,600
Cooks	43,700	48,800	5,100	64,000	69,100
Waiters & Waitresses	10,200	11,400	1,200	19,800	21,000
Food Preparation Workers	10,000	8,100	-1,900	14,000	12,100
Supervisors of Food Preparation & Serving Workers	12,500	13,900	1,400	18,400	19,800
<b>Management Occupations</b>	<b>35,200</b>	<b>41,400</b>	<b>6,200</b>	<b>28,800</b>	<b>35,000</b>
<b>Business &amp; Financial Operations Occupations</b>	<b>12,300</b>	<b>14,000</b>	<b>1,700</b>	<b>10,400</b>	<b>12,100</b>
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>					
Maids & Housekeeping Cleaners	41,500	46,300	4,800	55,600	60,400
<b>Personal Care &amp; Service Occupations</b>					
Recreation Workers	23,100	25,800	2,700	44,200	46,900
<b>Office &amp; Administrative Support Occupations</b>	<b>46,900</b>	<b>49,000</b>	<b>2,100</b>	<b>52,300</b>	<b>54,400</b>
<b>Installation, Maintenance, &amp; Repair Occupations</b>	<b>24,300</b>	<b>27,100</b>	<b>2,800</b>	<b>22,500</b>	<b>25,300</b>

Source: Argentum projections, based on data from the Bureau of Labor Statistics

## SENIOR LIVING INDUSTRY

### Senior Living Industry Workforce Projections: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	7,400	8,000	600	9,700	10,300
Alaska	1,300	1,500	200	1,800	2,000
Arizona	21,900	26,900	5,000	30,800	35,800
Arkansas	4,300	4,600	300	5,600	5,900
California	93,500	107,900	14,400	127,000	141,400
Colorado	16,900	20,200	3,300	23,400	26,700
Connecticut	10,000	11,300	1,300	13,400	14,700
Delaware	3,300	4,000	700	4,600	5,300
District of Columbia	1,100	1,200	100	1,400	1,500
Florida	62,300	75,100	12,800	86,800	99,400
Georgia	19,400	22,800	3,400	26,600	30,000
Hawaii	2,900	3,300	400	3,900	4,300
Idaho	6,700	8,200	1,500	9,400	10,900
Illinois	34,900	38,400	3,500	46,200	49,700
Indiana	17,600	19,400	1,800	23,300	25,100
Iowa	13,800	15,400	1,600	18,400	20,000
Kansas	14,200	15,900	1,700	19,000	20,700
Kentucky	5,900	6,400	500	7,700	8,200
Louisiana	6,100	6,700	600	8,100	8,700
Maine	5,400	6,000	600	7,200	7,800
Maryland	21,700	24,400	2,700	29,100	31,800
Massachusetts	21,800	25,100	3,300	29,600	32,900
Michigan	31,000	33,800	2,800	40,800	43,600
Minnesota	24,900	28,900	4,000	33,900	37,900
Mississippi	3,700	4,000	300	4,900	5,200
Missouri	13,300	14,500	1,200	17,500	18,700
Montana	3,000	3,400	400	4,000	4,400

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	8,500	9,700	1,200	11,500	12,700
Nevada	4,000	5,000	1,000	5,700	6,700
New Hampshire	4,500	5,100	600	6,000	6,600
New Jersey	21,000	23,900	2,900	28,300	31,200
New Mexico	3,700	4,300	600	5,000	5,600
New York	28,800	32,900	4,100	38,900	43,000
North Carolina	31,300	36,600	5,300	42,800	48,100
North Dakota	2,700	3,000	300	3,600	3,900
Ohio	33,100	35,800	2,700	43,400	46,100
Oklahoma	6,300	6,700	400	8,200	8,600
Oregon	25,000	28,500	3,500	33,700	37,200
Pennsylvania	62,000	68,500	6,500	82,300	88,800
Rhode Island	2,800	3,200	400	3,800	4,200
South Carolina	13,600	16,000	2,400	18,700	21,100
South Dakota	3,300	3,800	500	4,500	5,000
Tennessee	14,100	15,600	1,500	18,700	20,200
Texas	49,700	59,000	9,300	68,500	77,800
Utah	7,800	9,600	1,800	11,000	12,800
Vermont	2,400	2,700	300	3,200	3,500
Virginia	29,200	33,800	4,600	39,700	44,300
Washington	30,400	35,600	5,200	41,600	46,800
West Virginia	3,000	3,200	200	3,900	4,100
Wisconsin	32,100	36,300	4,200	43,100	47,300
Wyoming	900	1,100	200	1,300	1,500

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

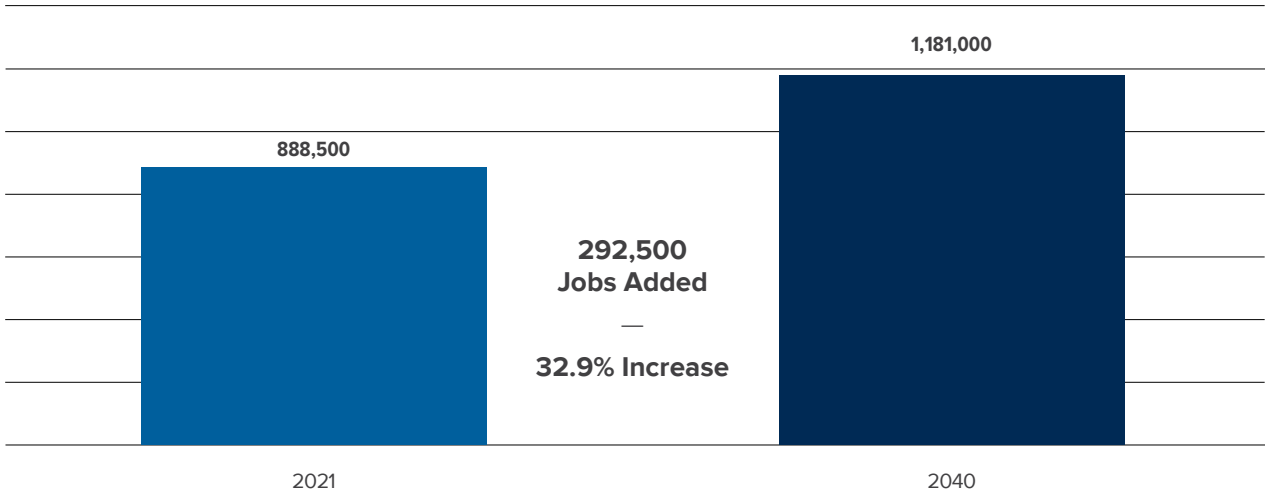
### SENIOR LIVING WORKFORCE PROJECTIONS: 2021 TO 2040

Total employment in the senior living industry is projected to reach 1,181,000 by 2040. The projected growth would represent an increase of 292,500 jobs—or 32.9% – from its 2021 employment level of 888,500.

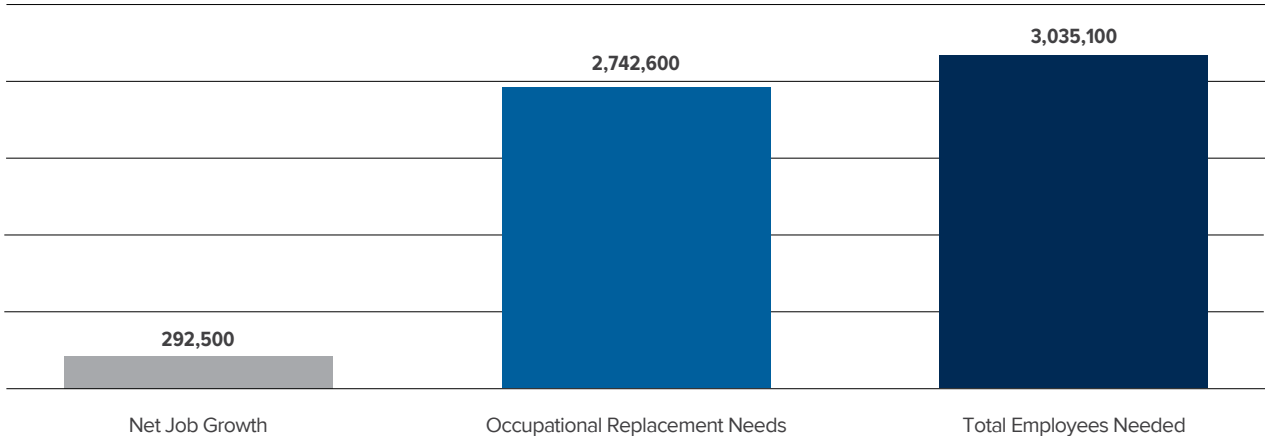
In addition to the 292,500 new senior living industry jobs that will be created by 2040, there will be an additional 2.7 million job openings that result when employees either exit the labor force or transfer to a different occupation.

In total, the senior living industry will need to fill more than 3 million occupational openings between 2021 and 2040.

Senior Living Industry Job Growth: 2021 to 2040



Senior Living Industry Workforce Projections: 2021 to 2040



Source: Argentum projections, based on data from the Bureau of Labor Statistics

## SENIOR LIVING INDUSTRY

### Projected Growth in Top Senior Living Industry Occupations: 2021 to 2040

Occupation	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs	Total Employees Needed
<b>TOTAL—All Occupations</b>	<b>888,500</b>	<b>1,181,000</b>	<b>292,500</b>	<b>2,742,600</b>	<b>3,035,100</b>
<b>Healthcare Practitioners and Technical Occupations</b>					
Registered Nurses	32,100	40,400	8,300	39,300	47,600
Licensed Practical & Licensed Vocational Nurses	45,100	56,700	11,600	78,500	90,100
<b>Healthcare Support Occupations</b>					
Home Health and Personal Care Aides	245,200	383,000	137,800	897,500	1,035,300
Nursing Assistants	140,400	176,600	36,200	452,600	488,800
Medical Assistants	7,600	11,500	3,900	24,900	28,800
<b>Foodservice Occupations</b>					
Food Servers, Non-restaurant	60,000	75,500	15,500	203,700	219,200
Cooks	43,700	55,100	11,400	143,800	155,200
Waiters & Waitresses	10,200	12,800	2,600	44,500	47,100
Food Preparation Workers	10,000	6,400	-3,600	26,400	22,800
Supervisors of Food Preparation & Serving Workers	12,500	15,700	3,200	41,300	44,500
<b>Management Occupations</b>	<b>35,200</b>	<b>49,500</b>	<b>14,300</b>	<b>66,800</b>	<b>81,100</b>
<b>Business &amp; Financial Operations Occupations</b>	<b>12,300</b>	<b>16,200</b>	<b>3,900</b>	<b>23,600</b>	<b>27,500</b>
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>					
Maids & Housekeeping Cleaners	41,500	52,200	10,700	124,900	135,600
<b>Personal Care &amp; Service Occupations</b>					
Recreation Workers	23,100	29,100	6,000	99,300	105,300
<b>Office &amp; Administrative Support Occupations</b>	<b>46,900</b>	<b>51,500</b>	<b>4,600</b>	<b>113,200</b>	<b>117,800</b>
<b>Installation, Maintenance, &amp; Repair Occupations</b>	<b>24,300</b>	<b>30,500</b>	<b>6,200</b>	<b>50,600</b>	<b>56,800</b>

Source: Argentum projections, based on data from the Bureau of Labor Statistics

## Senior Living Industry Workforce Projections: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	7,400	8,800	1,400	21,500	22,900
Alaska	1,300	1,800	500	4,100	4,600
Arizona	21,900	33,700	11,800	73,300	85,100
Arkansas	4,300	5,000	700	12,300	13,000
California	93,500	125,600	32,100	290,700	322,800
Colorado	16,900	24,500	7,600	54,700	62,300
Connecticut	10,000	13,000	3,000	30,400	33,400
Delaware	3,300	4,900	1,600	10,800	12,400
District of Columbia	1,100	1,300	200	3,200	3,400
Florida	62,300	91,600	29,300	203,500	232,800
Georgia	19,400	27,200	7,800	61,700	69,500
Hawaii	2,900	3,800	900	8,900	9,800
Idaho	6,700	10,200	3,500	22,300	25,800
Illinois	34,900	42,700	7,800	103,100	110,900
Indiana	17,600	21,600	4,000	52,000	56,000
Iowa	13,800	17,400	3,600	41,400	45,000
Kansas	14,200	18,000	3,800	42,800	46,600
Kentucky	5,900	7,000	1,100	17,100	18,200
Louisiana	6,100	7,500	1,400	18,100	19,500
Maine	5,400	6,700	1,300	16,100	17,400
Maryland	21,700	27,800	6,100	65,700	71,800
Massachusetts	21,800	29,300	7,500	67,700	75,200
Michigan	31,000	37,100	6,100	90,500	96,600
Minnesota	24,900	34,100	9,200	78,100	87,300
Mississippi	3,700	4,400	700	10,800	11,500
Missouri	13,300	15,900	2,600	38,800	41,400
Montana	3,000	4,000	1,000	9,200	10,200

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	8,500	11,200	2,700	26,200	28,900
Nevada	4,000	6,300	2,300	13,600	15,900
New Hampshire	4,500	5,900	1,400	13,700	15,100
New Jersey	21,000	27,600	6,600	64,400	71,000
New Mexico	3,700	5,100	1,400	11,600	13,000
New York	28,800	38,100	9,300	88,700	98,000
North Carolina	31,300	43,500	12,200	99,000	111,200
North Dakota	2,700	3,400	700	8,100	8,800
Ohio	33,100	39,100	6,000	95,900	101,900
Oklahoma	6,300	7,200	900	17,900	18,800
Oregon	25,000	33,000	8,000	76,800	84,800
Pennsylvania	62,000	76,500	14,500	184,000	198,500
Rhode Island	2,800	3,600	800	8,600	9,400
South Carolina	13,600	19,100	5,500	43,300	48,800
South Dakota	3,300	4,400	1,100	10,200	11,300
Tennessee	14,100	17,500	3,400	41,900	45,300
Texas	49,700	71,200	21,500	159,800	181,300
Utah	7,800	12,000	4,200	26,100	30,300
Vermont	2,400	3,100	700	7,300	8,000
Virginia	29,200	39,700	10,500	91,200	101,700
Washington	30,400	42,400	12,000	96,300	108,300
West Virginia	3,000	3,400	400	8,500	8,900
Wisconsin	32,100	41,500	9,400	97,700	107,100
Wyoming	900	1,300	400	3,000	3,400

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

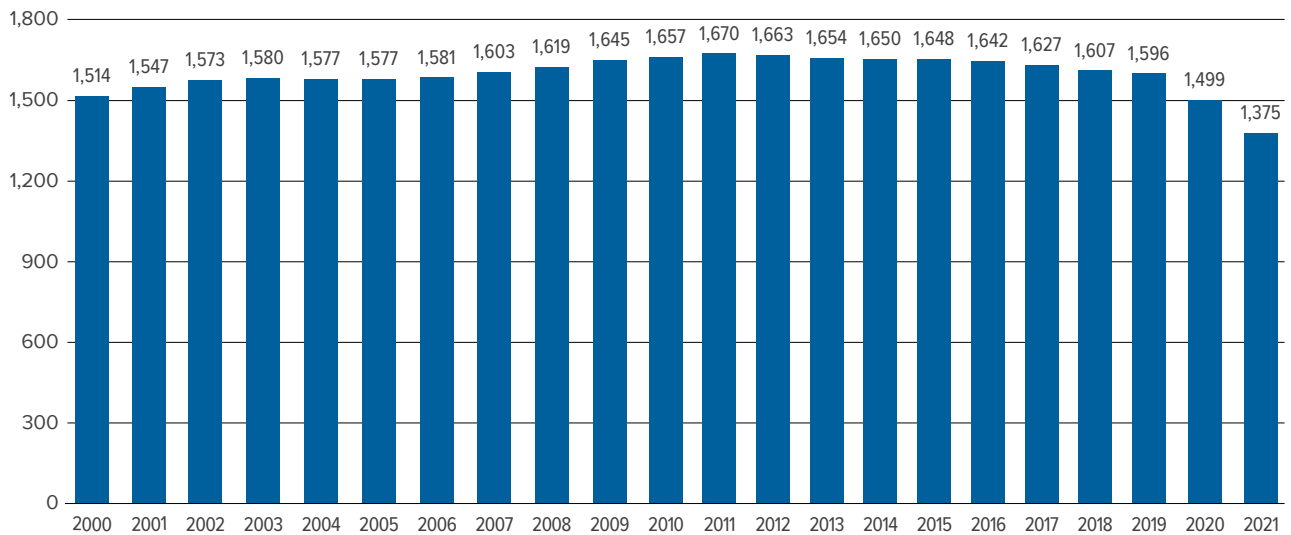
## SKILLED NURSING INDUSTRY EMPLOYMENT TRENDS

Employment in the skilled nursing sector has been trending lower for several years. After peaking in 2011 at 1,670,000, total employment in the skilled nursing industry declined in each of the next 8 years.

Job losses in the skilled nursing sector accelerated during the coronavirus pandemic. Between February 2020 and March 2022, the skilled nursing industry lost 242,000 jobs—or 15% of its employment base.

Staffing levels began trending higher in mid-2022, but total employment in the skilled nursing industry remains well below its pre-pandemic peak.

Skilled Nursing Industry Employment (thousands)



Source: Bureau of Labor Statistics



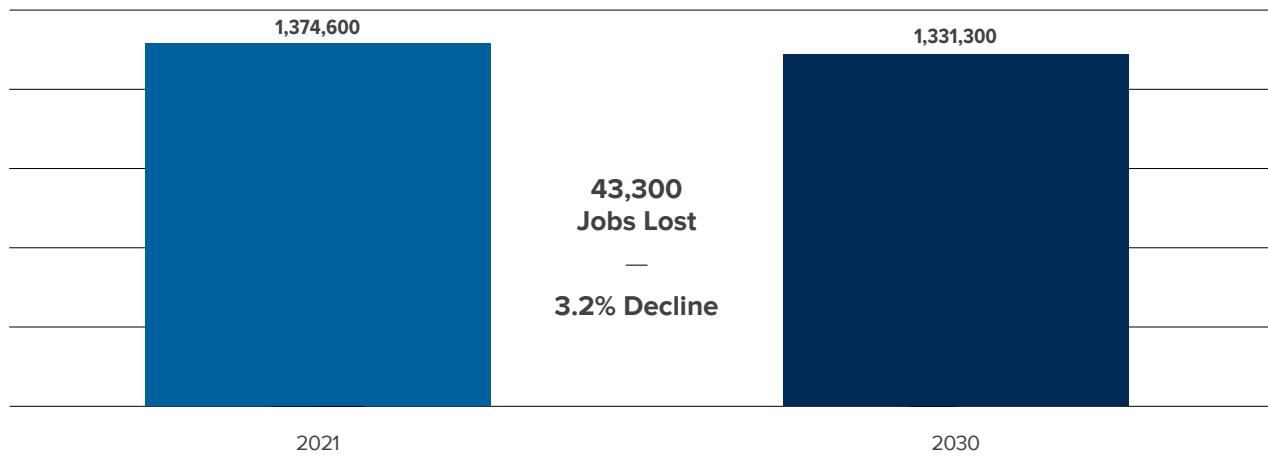
## SKILLED NURSING WORKFORCE PROJECTIONS: 2021 TO 2030

The Bureau of Labor Statistics expects skilled nursing industry employment to continue trending lower in the coming years. Employment in the skilled nursing industry is projected to total 1,331,300 in 2030. This would represent a decline of 43,300 jobs—or 3.2%— from its 2021 employment level of 1,374,600.

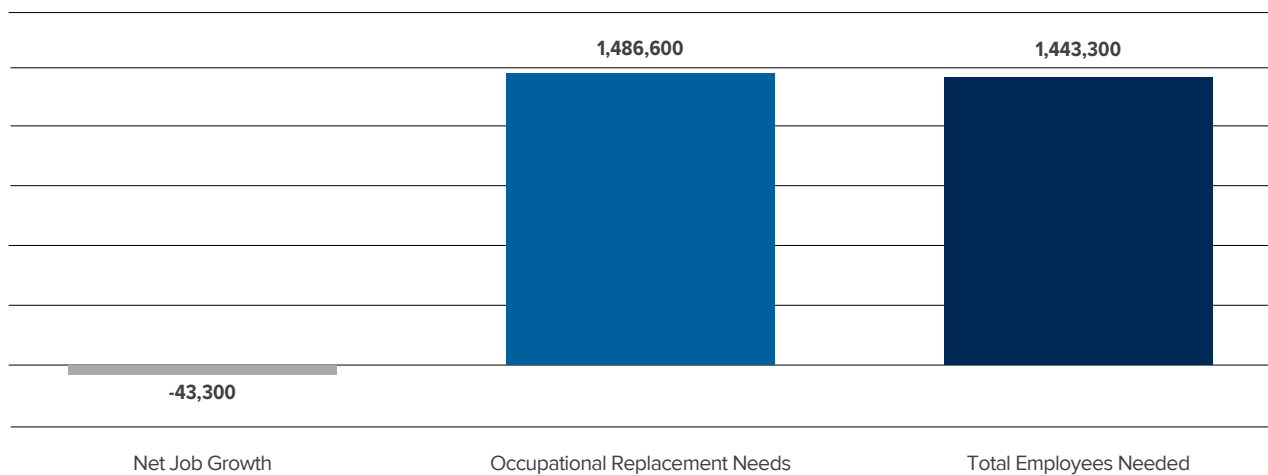
Even though skilled nursing employment is projected to decline in the years ahead, there will still be nearly 1.5 million job openings that result when employees either exit the labor force or transfer to a different occupation.

As a result, the skilled nursing industry will need to fill more than 1.4 million occupational openings between 2021 and 2030.

**Skilled Nursing Industry Job Growth: 2021 to 2030**



**Skilled Nursing Industry Workforce Projections: 2021 to 2030**



Source: Argentum projections, based on data from the Bureau of Labor Statistics

Projected Growth in Top Skilled Nursing Industry Occupations: 2021 to 2030

Occupation	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs	Total Employees Needed
<b>TOTAL—All Occupations</b>	<b>1,374,600</b>	<b>1,331,300</b>	<b>-43,300</b>	<b>1,486,600</b>	<b>1,443,300</b>
<b>Healthcare Practitioners and Technical Occupations</b>					
Therapists	31,400	31,200	-200	14,900	14,700
Registered Nurses	128,200	124,400	-3,800	64,700	60,900
Licensed Practical & Licensed Vocational Nurses	173,800	168,600	-5,200	124,600	119,400
<b>Healthcare Support Occupations</b>					
Home Health and Personal Care Aides	60,900	59,100	-1,800	81,400	79,600
Nursing Assistants	460,200	446,500	-13,700	611,000	597,300
Occupational Therapy & Physical Therapist Assistants	16,200	17,770	1,500	22,100	23,600
Medical Assistants	6,900	7,300	400	8,800	9,200
<b>Foodservice Occupations</b>					
Food Servers, Non-restaurant	55,200	53,600	-1,600	77,200	75,600
Cooks	44,300	43,000	-1,300	60,000	58,700
Food Preparation Workers	16,200	10,100	-6,100	19,700	13,600
Supervisors of Food Preparation & Serving Workers	11,200	10,400	-800	14,900	14,100
<b>Management Occupations</b>	<b>42,100</b>	<b>45,200</b>	<b>3,100</b>	<b>32,700</b>	<b>35,800</b>
<b>Business &amp; Financial Operations Occupations</b>	<b>17,500</b>	<b>17,000</b>	<b>-500</b>	<b>13,500</b>	<b>13,000</b>
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>					
Maids & Housekeeping Cleaners	61,300	59,500	-1,800	76,000	74,200
<b>Personal Care &amp; Service Occupations</b>					
Recreation Workers	33,100	32,100	-1,000	58,600	57,600
<b>Office &amp; Administrative Support Occupations</b>	<b>67,300</b>	<b>61,200</b>	<b>-6,100</b>	<b>69,600</b>	<b>63,500</b>
<b>Installation, Maintenance, &amp; Repair Occupations</b>	<b>25,800</b>	<b>25,000</b>	<b>-800</b>	<b>22,200</b>	<b>21,400</b>

Source: Argentum projections, based on data from the Bureau of Labor Statistics

Skilled Nursing Industry Workforce Projections: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	22,600	21,400	-1,200	24,200	23,000
Alaska	400	400	0	400	400
Arizona	15,100	14,800	-300	16,400	16,100
Arkansas	18,800	17,600	-1,200	20,000	18,800
California	128,400	129,100	700	141,500	142,200
Colorado	18,000	17,600	-400	19,600	19,200
Connecticut	27,000	26,100	-900	29,200	28,300
Delaware	4,000	3,900	-100	4,300	4,200
District of Columbia	2,500	2,400	-100	2,700	2,600
Florida	81,400	79,600	-1,800	88,500	86,700
Georgia	28,300	27,600	-700	30,700	30,000
Hawaii	4,300	4,200	-100	4,700	4,600
Idaho	4,900	4,900	0	5,400	5,400
Illinois	66,100	63,100	-3,000	71,000	68,000
Indiana	40,000	38,200	-1,800	43,000	41,200
Iowa	25,300	24,300	-1,000	27,300	26,300
Kansas	15,900	15,300	-600	17,100	16,500
Kentucky	23,300	22,100	-1,200	24,900	23,700
Louisiana	23,000	22,000	-1,000	24,700	23,700
Maine	7,300	7,000	-300	7,900	7,600
Maryland	21,900	21,100	-800	23,600	22,800
Massachusetts	39,300	38,100	-1,200	42,500	41,300
Michigan	34,900	33,100	-1,800	37,400	35,600
Minnesota	38,700	37,600	-1,100	41,900	40,800
Mississippi	14,400	14,300	-100	15,800	15,700
Missouri	37,700	35,700	-2,000	40,300	38,300
Montana	4,400	4,300	-100	4,800	4,700

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	12,800	12,400	-400	13,800	13,400
Nevada	6,700	7,000	300	7,500	7,800
New Hampshire	5,900	5,700	-200	6,400	6,200
New Jersey	39,900	38,600	-1,300	43,100	41,800
New Mexico	6,200	6,000	-200	6,700	6,500
New York	102,100	98,800	-3,300	110,400	107,100
North Carolina	35,500	34,500	-1,000	38,500	37,500
North Dakota	8,000	7,700	-300	8,600	8,300
Ohio	79,400	75,000	-4,400	84,800	80,400
Oklahoma	19,500	18,200	-1,300	20,700	19,400
Oregon	11,200	11,400	200	12,400	12,600
Pennsylvania	58,600	56,000	-2,600	63,000	60,400
Rhode Island	8,000	7,700	-300	8,600	8,300
South Carolina	16,900	17,200	300	18,700	19,000
South Dakota	6,200	6,000	-200	6,700	6,500
Tennessee	29,100	27,900	-1,200	31,300	30,100
Texas	90,400	88,200	-2,200	98,100	95,900
Utah	8,500	8,300	-200	9,200	9,000
Vermont	3,300	3,200	-100	3,600	3,500
Virginia	25,600	24,900	-700	27,700	27,000
Washington	17,500	17,000	-500	19,000	18,500
West Virginia	8,800	8,100	-700	9,300	8,600
Wisconsin	24,700	23,800	-900	26,600	25,700
Wyoming	1,900	1,900	0	2,100	2,100

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

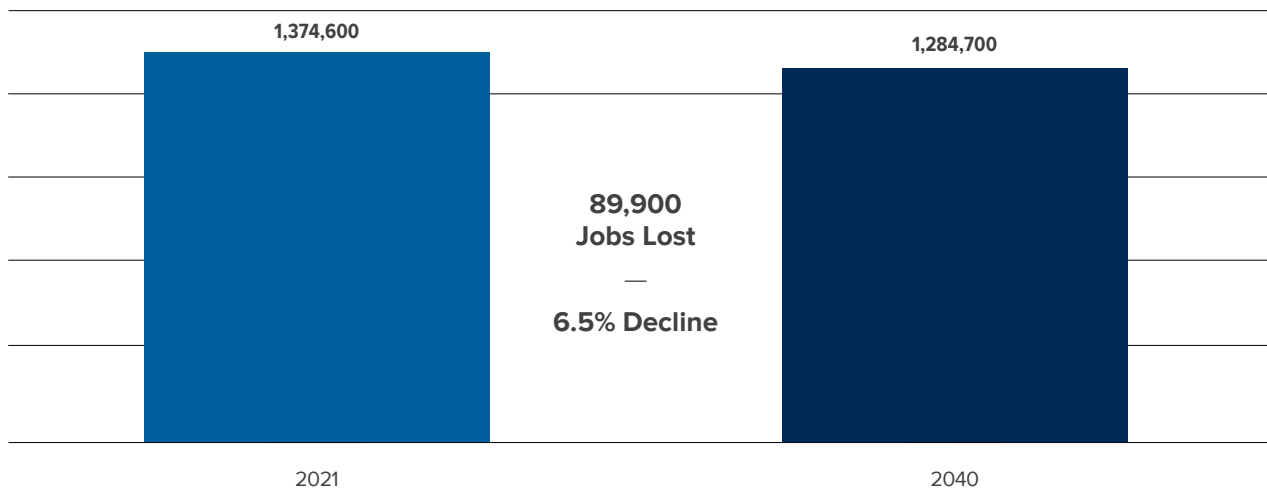
## SKILLED NURSING WORKFORCE PROJECTIONS: 2021 TO 2040

Employment in the skilled nursing industry is projected to total 1,284,700 in 2040. This would represent a decline of 89,900 jobs—or 6.5%—from its 2021 employment level of 1,374,600.

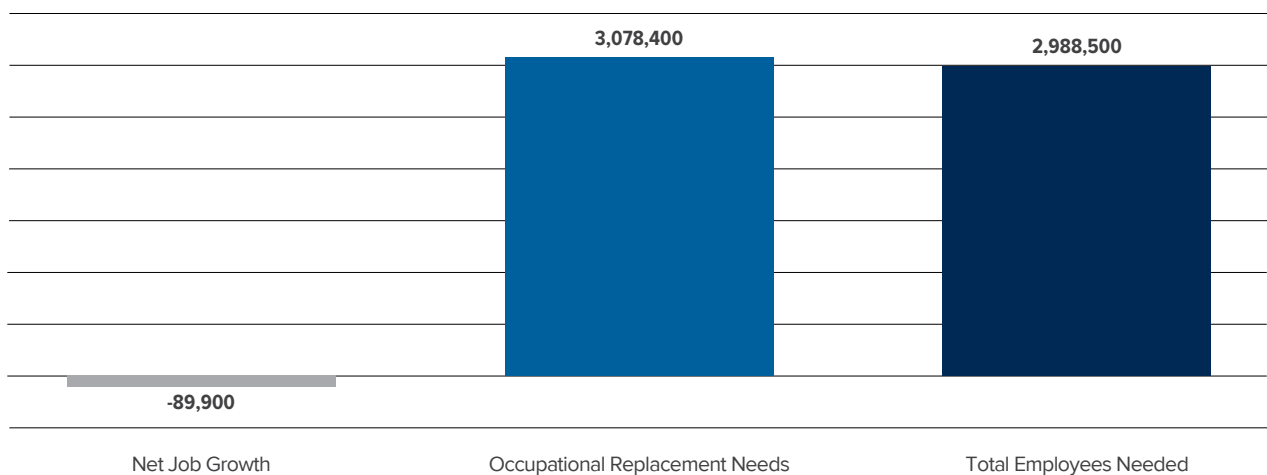
Even though skilled nursing employment is projected to decline, there will still be nearly 3.1 million job openings that result when employees either exit the labor force or transfer to a different occupation.

As a result, the skilled nursing industry will need to fill nearly 3 million occupational openings between 2021 and 2040.

Skilled Nursing Industry Job Growth: 2021 to 2040



Skilled Nursing Industry Workforce Projections: 2021 to 2040



Source: Argentum projections, based on data from the Bureau of Labor Statistics

## Projected Growth in Top Skilled Nursing Industry Occupations: 2021 to 2040

Occupation	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs	Total Employees Needed
<b>TOTAL—All Occupations</b>	<b>1,374,600</b>	<b>1,284,700</b>	<b>-89,900</b>	<b>3,078,400</b>	<b>2,988,500</b>
<b>Healthcare Practitioners and Technical Occupations</b>					
Therapists	31,400	31,000	-400	31,400	31,000
Registered Nurses	128,200	120,300	-7,900	134,300	126,400
Licensed Practical & Licensed Vocational Nurses	173,800	163,100	-10,700	258,700	248,000
<b>Healthcare Support Occupations</b>					
Home Health and Personal Care Aides	60,900	57,100	-3,800	169,000	165,200
Nursing Assistants	460,200	431,800	-28,400	1,268,600	1,240,200
Occupational Therapy & Physical Therapist Assistants	16,200	19,600	3,400	49,100	52,500
Medical Assistants	6,900	7,800	900	19,200	20,100
<b>Foodservice Occupations</b>					
Food Servers, Non-restaurant	55,200	51,800	-3,400	160,300	156,900
Cooks	44,300	41,600	-2,700	124,700	122,000
Food Preparation Workers	16,200	5,800	-10,400	32,900	22,500
Supervisors of Food Preparation & Serving Workers	11,200	9,600	-1,600	30,300	28,700
<b>Management Occupations</b>	<b>42,100</b>	<b>48,900</b>	<b>6,800</b>	<b>71,900</b>	<b>78,700</b>
<b>Business &amp; Financial Operations Occupations</b>	<b>17,500</b>	<b>16,500</b>	<b>-1,000</b>	<b>28,100</b>	<b>27,100</b>
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>					
Maids & Housekeeping Cleaners	61,300	57,500	-3,800	157,800	154,000
<b>Personal Care &amp; Service Occupations</b>					
Recreation Workers	33,100	31,100	-2,000	121,700	119,700
<b>Office &amp; Administrative Support Occupations</b>	<b>67,300</b>	<b>55,100</b>	<b>-12,200</b>	<b>139,600</b>	<b>127,400</b>
<b>Installation, Maintenance, &amp; Repair Occupations</b>	<b>25,800</b>	<b>24,200</b>	<b>-1,600</b>	<b>46,000</b>	<b>44,400</b>

Source: Argentum projections, based on data from the Bureau of Labor Statistics

Skilled Nursing Industry Workforce Projections: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	22,600	20,100	-2,500	49,500	47,000
Alaska	400	400	0	900	900
Arizona	15,100	14,500	-600	34,200	33,600
Arkansas	18,800	16,400	-2,400	40,700	38,300
California	128,400	129,300	900	298,700	299,600
Colorado	18,000	17,100	-900	40,700	39,800
Connecticut	27,000	25,100	-1,900	60,400	58,500
Delaware	4,000	3,800	-200	9,000	8,800
District of Columbia	2,500	2,300	-200	5,600	5,400
Florida	81,400	78,000	-3,400	184,400	181,000
Georgia	28,300	26,800	-1,500	63,800	62,300
Hawaii	4,300	4,100	-200	9,700	9,500
Idaho	4,900	4,800	-100	11,300	11,200
Illinois	66,100	59,900	-6,200	145,800	139,600
Indiana	40,000	36,300	-3,700	88,300	84,600
Iowa	25,300	23,300	-2,000	56,300	54,300
Kansas	15,900	14,600	-1,300	35,300	34,000
Kentucky	23,300	20,800	-2,500	51,000	48,500
Louisiana	23,000	20,900	-2,100	50,800	48,700
Maine	7,300	6,700	-600	16,200	15,600
Maryland	21,900	20,200	-1,700	48,700	47,000
Massachusetts	39,300	36,800	-2,500	88,100	85,600
Michigan	34,900	31,200	-3,700	76,500	72,800
Minnesota	38,700	36,400	-2,300	86,900	84,600
Mississippi	14,400	14,000	-400	33,000	32,600
Missouri	37,700	33,600	-4,100	82,500	78,400
Montana	4,400	4,200	-200	10,000	9,800

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	12,800	11,900	-900	28,600	27,700
Nevada	6,700	7,300	600	16,200	16,800
New Hampshire	5,900	5,500	-400	13,200	12,800
New Jersey	39,900	37,200	-2,700	89,200	86,500
New Mexico	6,200	5,800	-400	13,900	13,500
New York	102,100	95,300	-6,800	228,500	221,700
North Carolina	35,500	33,500	-2,000	79,900	77,900
North Dakota	8,000	7,300	-700	17,700	17,000
Ohio	79,400	70,400	-9,000	173,300	164,300
Oklahoma	19,500	16,800	-2,700	42,000	39,300
Oregon	11,200	11,600	400	26,400	26,800
Pennsylvania	58,600	53,300	-5,300	129,500	124,200
Rhode Island	8,000	7,400	-600	17,800	17,200
South Carolina	16,900	17,500	600	39,800	40,400
South Dakota	6,200	5,800	-400	13,900	13,500
Tennessee	29,100	26,600	-2,500	64,500	62,000
Texas	90,400	86,000	-4,400	204,100	199,700
Utah	8,500	8,100	-400	19,200	18,800
Vermont	3,300	3,100	-200	7,400	7,200
Virginia	25,600	24,100	-1,500	57,500	56,000
Washington	17,500	16,500	-1,000	39,400	38,400
West Virginia	8,800	7,400	-1,400	18,700	17,300
Wisconsin	24,700	22,900	-1,800	55,000	53,200
Wyoming	1,900	1,800	-100	4,400	4,300

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

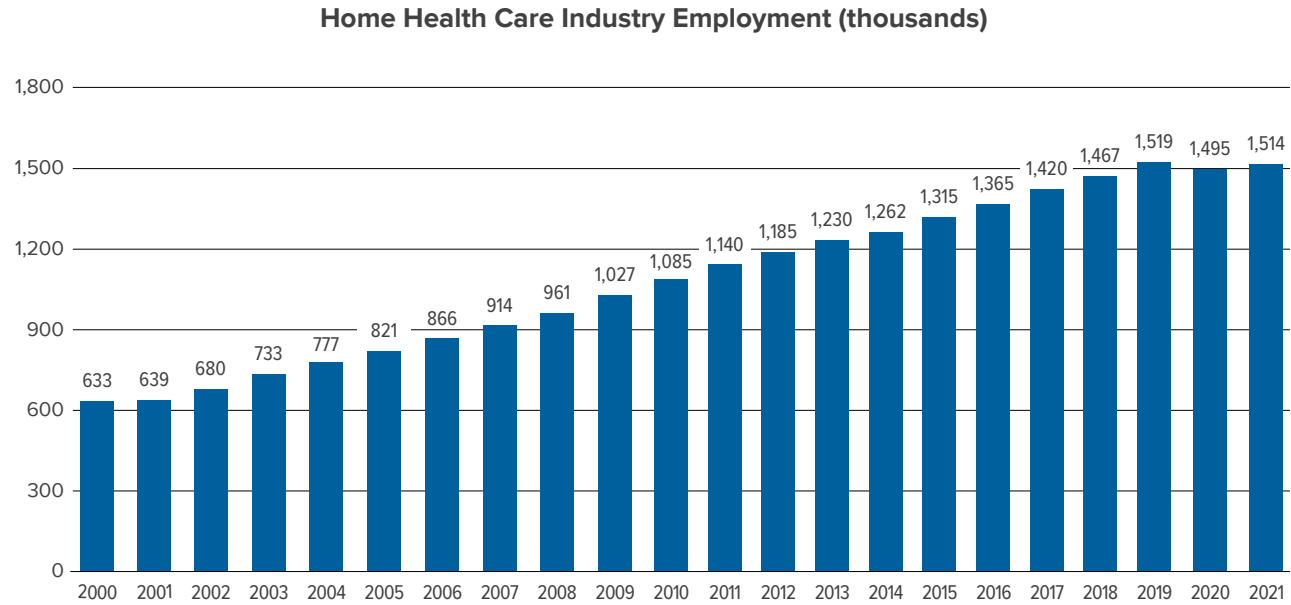
## HOME HEALTH CARE INDUSTRY EMPLOYMENT TRENDS

Prior to the coronavirus pandemic, the home health care industry was one of the strongest job creators in the U.S. economy. Total employment in the home health care industry soared 140% between 2000 and 2019, an increase of more than 885,000 jobs.

During this same period, total U.S. employment rose by only 14%.

Employment in the home health care sector declined during the early months of the coronavirus pandemic. Between February 2020 and April 2020, the home health care industry lost 109,500 jobs—or 7% of its employment base.

Staffing levels rose in the months that followed, with total employment in the home health care industry surpassing the pre-pandemic peak in early 2022.



Source: Bureau of Labor Statistics

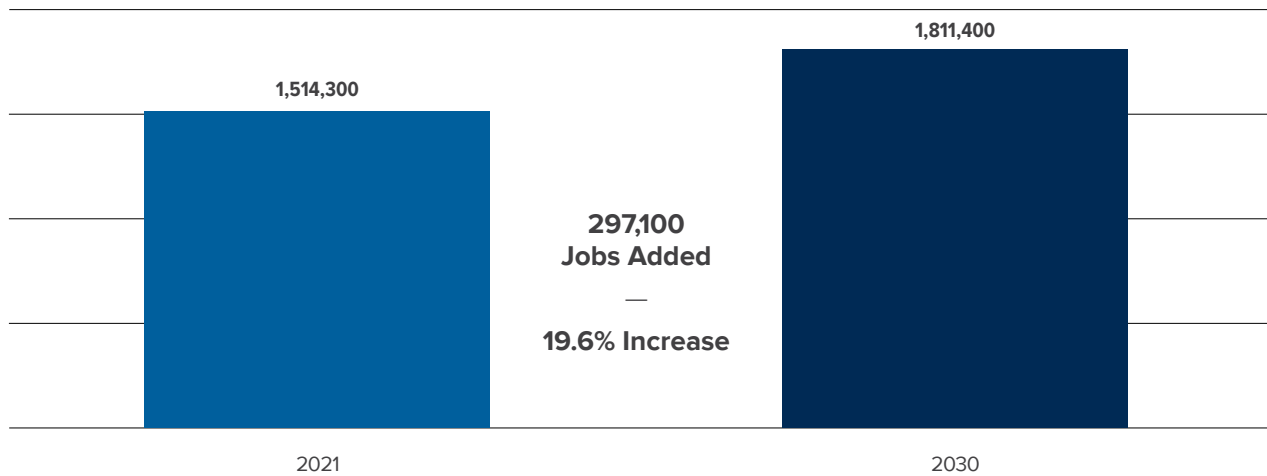
## HOME HEALTH CARE WORKFORCE PROJECTIONS: 2021 TO 2030

The Bureau of Labor Statistics expects home health care industry employment to rise steadily in the coming years. Total employment in the home health care industry is projected to reach 1,811,400 by 2030. The projected growth would represent an increase of 297,100 jobs—or 19.6%—from its 2021 employment level of 1,514,300.

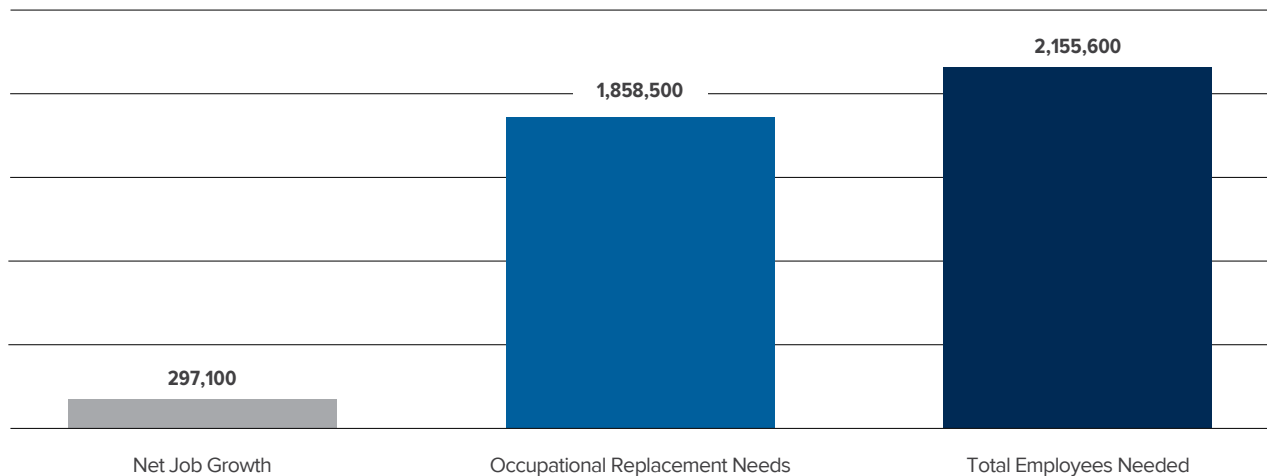
In addition to the 297,100 new home health care industry jobs that will be created by 2030, there will be an additional 1.9 million job openings that result when employees either exit the labor force or transfer to a different occupation.

In total, the home health care industry will need to fill nearly 2.2 million occupational openings between 2021 and 2030.

**Home Health Care Industry Job Growth: 2021 to 2030**



**Home Health Care Industry Workforce Projections: 2021 to 2030**



Source: Argentum projections, based on data from the Bureau of Labor Statistics



## Projected Growth in Top Home Health Care Industry Occupations: 2021 to 2030

Occupation	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs	Total Employees Needed
<b>TOTAL—All Occupations</b>	<b>1,514,300</b>	<b>1,811,400</b>	<b>297,100</b>	<b>1,858,500</b>	<b>2,155,600</b>
<b>Healthcare Practitioners and Technical Occupations</b>					
Therapists	45,100	54,600	9,500	24,000	33,500
Registered Nurses	173,700	207,800	34,100	98,600	132,700
Licensed Practical & Licensed Vocational Nurses	89,200	106,700	17,500	71,900	89,400
<b>Healthcare Support Occupations</b>					
Home Health and Personal Care Aides	861,400	1,030,400	169,000	1,294,900	1,463,900
Nursing Assistants	83,500	99,900	16,400	124,700	141,100
Occupational Therapy & Physical Therapist Assistants	13,700	19,000	5,300	21,400	26,700
<b>Community and Social Service Occupations</b>					
	38,800	46,400	7,600	37,500	45,100
<b>Management Occupations</b>					
	41,300	54,400	13,100	36,100	49,200
<b>Business &amp; Financial Operations Occupations</b>					
	23,100	28,000	4,900	20,200	25,100
<b>Office &amp; Administrative Support Occupations</b>					
	90,700	100,200	9,500	104,400	113,900

Source: Argentum projections, based on data from the Bureau of Labor Statistics

## Home Health Care Industry Workforce Projections: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	11,600	12,900	1,300	13,700	15,000
Alaska	1,900	2,300	400	2,300	2,700
Arizona	26,400	34,000	7,600	33,700	41,300
Arkansas	6,500	7,100	600	7,600	8,200
California	107,400	129,000	21,600	132,100	153,700
Colorado	22,700	28,700	6,000	28,700	34,700
Connecticut	12,700	15,000	2,300	15,500	17,800
Delaware	4,700	6,000	1,300	6,000	7,300
District of Columbia	5,400	6,000	600	6,400	7,000
Florida	76,900	97,500	20,600	97,500	118,100
Georgia	30,500	37,700	7,200	38,100	45,300
Hawaii	4,200	5,100	900	5,200	6,100
Idaho	10,100	12,900	2,800	12,900	15,700
Illinois	45,700	52,000	6,300	54,600	60,900
Indiana	22,800	26,000	3,200	27,300	30,500
Iowa	6,600	7,700	1,100	8,000	9,100
Kansas	7,800	9,000	1,200	9,400	10,600
Kentucky	8,700	9,700	1,000	10,300	11,300
Louisiana	19,100	21,800	2,700	22,900	25,600
Maine	3,900	4,500	600	4,700	5,300
Maryland	25,600	29,900	4,300	31,000	35,300
Massachusetts	40,800	48,700	7,900	50,000	57,900
Michigan	37,300	41,800	4,500	44,200	48,700
Minnesota	24,100	29,400	5,300	29,900	35,200
Mississippi	7,000	7,900	900	8,300	9,200
Missouri	18,200	20,300	2,100	21,500	23,600
Montana	3,000	3,600	600	3,700	4,300

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	4,600	5,500	900	5,600	6,500
Nevada	6,100	8,100	2,000	7,900	9,900
New Hampshire	3,900	4,600	700	4,700	5,400
New Jersey	44,500	52,900	8,400	54,400	62,800
New Mexico	14,700	18,000	3,300	18,300	21,600
New York	275,500	325,900	50,400	336,100	386,500
North Carolina	41,800	51,400	9,600	52,100	61,700
North Dakota	800	900	100	900	1,000
Ohio	59,300	65,900	6,600	70,000	76,600
Oklahoma	11,700	12,800	1,100	13,700	14,800
Oregon	6,100	7,300	1,200	7,500	8,700
Pennsylvania	67,300	76,900	9,600	80,600	90,200
Rhode Island	4,800	5,600	800	5,800	6,600
South Carolina	17,600	21,800	4,200	22,000	26,200
South Dakota	2,000	2,400	400	2,500	2,900
Tennessee	20,700	23,800	3,100	24,900	28,000
Texas	263,800	327,400	63,600	330,400	394,000
Utah	8,700	11,400	2,700	11,200	13,900
Vermont	2,300	2,700	400	2,800	3,200
Virginia	35,700	43,300	7,600	44,100	51,700
Washington	11,300	13,900	2,600	14,100	16,700
West Virginia	6,100	6,600	500	7,100	7,600
Wisconsin	12,600	14,800	2,200	15,300	17,500
Wyoming	800	1,000	200	1,000	1,200

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

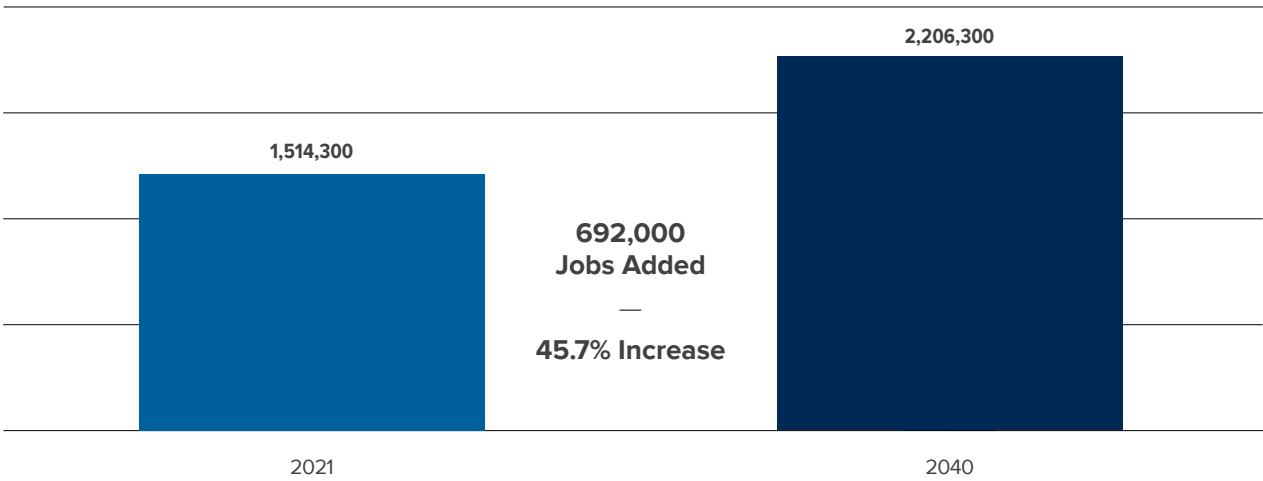
## HOME HEALTH CARE WORKFORCE PROJECTIONS: 2021 TO 2040

Total employment in the home health care industry is projected to reach 2,206,300 by 2040. The projected growth would represent an increase of 692,000 jobs—or 45.7%—from its 2021 employment level of 1,514,300.

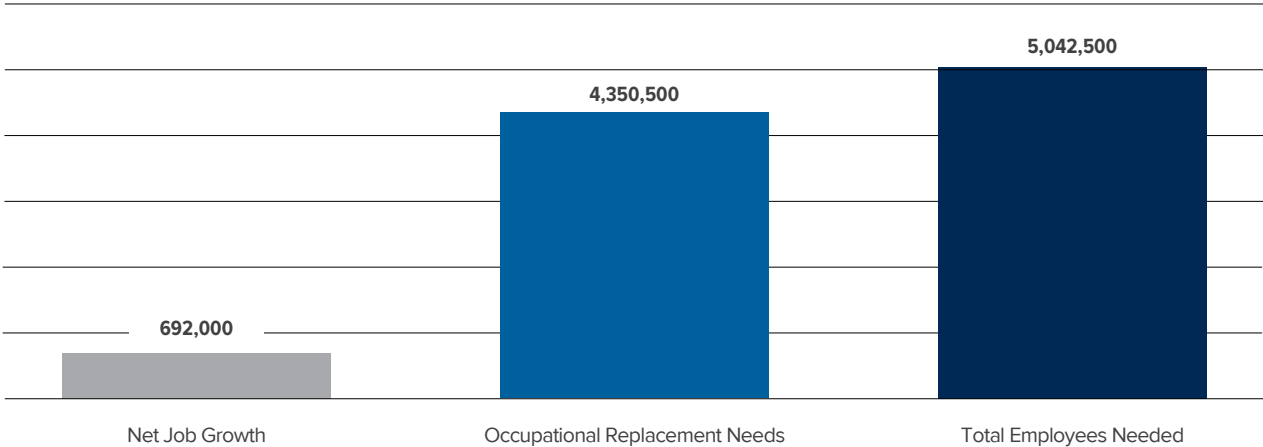
In addition to the 692,000 new home health care industry jobs that will be created by 2040, there will be an additional 4.4 million job openings that result when employees either exit the labor force or transfer to a different occupation.

In total, the home health care industry will need to fill more than 5 million occupational openings between 2021 and 2040.

Home Health Care Industry Job Growth: 2021 to 2040



Home Health Care Industry Workforce Projections: 2021 to 2040



Source: Argentum projections, based on data from the Bureau of Labor Statistics

## Projected Growth in Top Home Health Care Industry Occupations: 2021 to 2040

Occupation	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs	Total Employees Needed
<b>TOTAL—All Occupations</b>	<b>1,514,300</b>	<b>2,206,300</b>	<b>692,000</b>	<b>4,350,500</b>	<b>5,042,500</b>
<b>Healthcare Practitioners and Technical Occupations</b>					
Therapists	45,100	67,400	22,300	56,500	78,800
Registered Nurses	173,700	253,100	79,400	230,800	310,200
Licensed Practical & Licensed Vocational Nurses	89,200	130,000	40,800	168,400	209,200
<b>Healthcare Support Occupations</b>					
Home Health and Personal Care Aides	861,400	1,255,000	393,600	3,031,900	3,425,500
Nursing Assistants	83,500	121,700	38,200	292,000	330,200
Occupational Therapy & Physical Therapist Assistants	13,700	27,100	13,400	54,800	68,200
<b>Community and Social Service Occupations</b>					
	38,800	56,600	17,800	87,800	105,600
<b>Management Occupations</b>					
	41,300	73,500	32,200	89,600	121,800
<b>Business &amp; Financial Operations Occupations</b>					
	23,100	34,600	11,500	47,600	59,100
<b>Office &amp; Administrative Support Occupations</b>					
	90,700	111,800	21,100	233,200	254,300

Source: Argentum projections, based on data from the Bureau of Labor Statistics

## Home Health Care Industry Workforce Projections: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	11,600	14,600	3,000	30,800	33,800
Alaska	1,900	2,800	900	5,500	6,400
Arizona	26,400	45,600	19,200	83,100	102,300
Arkansas	6,500	7,900	1,400	16,900	18,300
California	107,400	156,500	49,100	309,200	358,300
Colorado	22,700	36,600	13,900	69,200	83,100
Connecticut	12,700	18,000	5,300	36,000	41,300
Delaware	4,700	7,900	3,200	14,600	17,800
District of Columbia	5,400	6,800	1,400	14,300	15,700
Florida	76,900	125,200	48,300	235,600	283,900
Georgia	30,500	47,000	16,500	90,600	107,100
Hawaii	4,200	6,300	2,100	12,300	14,400
Idaho	10,100	17,200	7,100	31,600	38,700
Illinois	45,700	59,900	14,200	124,000	138,200
Indiana	22,800	30,000	7,200	62,000	69,200
Iowa	6,600	9,100	2,500	18,400	20,900
Kansas	7,800	10,600	2,800	21,600	24,400
Kentucky	8,700	11,000	2,300	23,100	25,400
Louisiana	19,100	25,200	6,100	52,000	58,100
Maine	3,900	5,200	1,300	10,700	12,000
Maryland	25,600	35,500	9,900	71,600	81,500
Massachusetts	40,800	59,000	18,200	116,800	135,000
Michigan	37,300	47,400	10,100	99,500	109,600
Minnesota	24,100	36,600	12,500	70,800	83,300
Mississippi	7,000	9,000	2,000	18,800	20,800
Missouri	18,200	23,000	4,800	48,400	53,200
Montana	3,000	4,400	1,400	8,700	10,100

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	4,600	6,600	2,000	13,100	15,100
Nevada	6,100	11,100	5,000	19,800	24,800
New Hampshire	3,900	5,600	1,700	11,000	12,700
New Jersey	44,500	63,500	19,000	126,600	145,600
New Mexico	14,700	22,500	7,800	43,400	51,200
New York	275,500	391,000	115,600	780,800	896,400
North Carolina	41,800	64,200	22,400	123,800	146,200
North Dakota	800	1,100	300	2,100	2,400
Ohio	59,300	74,100	14,800	156,800	171,600
Oklahoma	11,700	14,100	2,400	30,400	32,800
Oregon	6,100	8,800	2,700	17,500	20,200
Pennsylvania	67,300	89,000	21,700	183,500	205,200
Rhode Island	4,800	6,700	1,900	13,400	15,300
South Carolina	17,600	27,500	9,900	52,600	62,500
South Dakota	2,000	2,900	900	5,800	6,700
Tennessee	20,700	27,700	7,000	56,800	63,800
Texas	263,800	415,800	152,000	791,400	943,400
Utah	8,700	15,300	6,600	27,800	34,400
Vermont	2,300	3,200	900	6,500	7,400
Virginia	35,700	53,500	17,800	104,100	121,900
Washington	11,300	17,500	6,200	33,600	39,800
West Virginia	6,100	7,200	1,100	15,700	16,800
Wisconsin	12,600	17,700	5,100	35,500	40,600
Wyoming	800	1,300	500	2,400	2,900

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

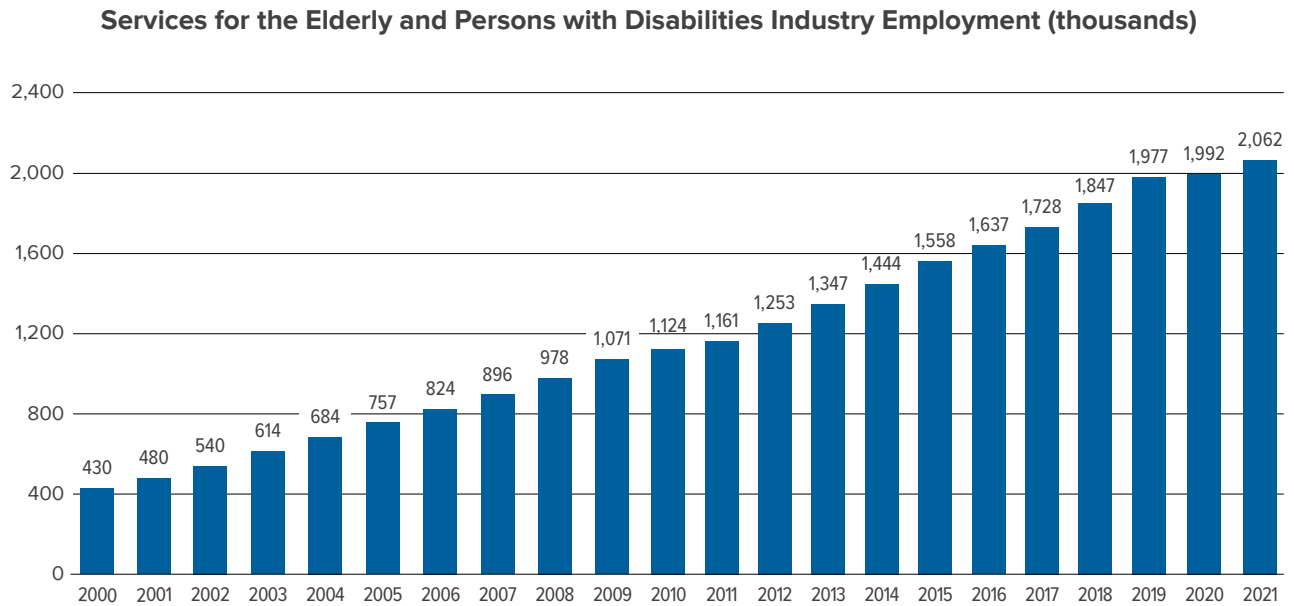
## SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES INDUSTRY EMPLOYMENT TRENDS

For the last two decades, the services for the elderly and persons with disabilities sector was one of the top job creators the U.S. economy. Total employment in the services for the elderly and persons with disabilities industry jumped 360% between 2000 and 2019, an increase of more than 1.5 million jobs.

During this same period, total U.S. employment rose by only 14%.

Employment in the services for the elderly and persons with disabilities sector continued to rise during the coronavirus pandemic, even as most other industries were laying off or furloughing employees.

The sector registered a single month of job losses early in the pandemic—190,000 jobs in April 2020—before resuming its upward trend.



Source: Bureau of Labor Statistics

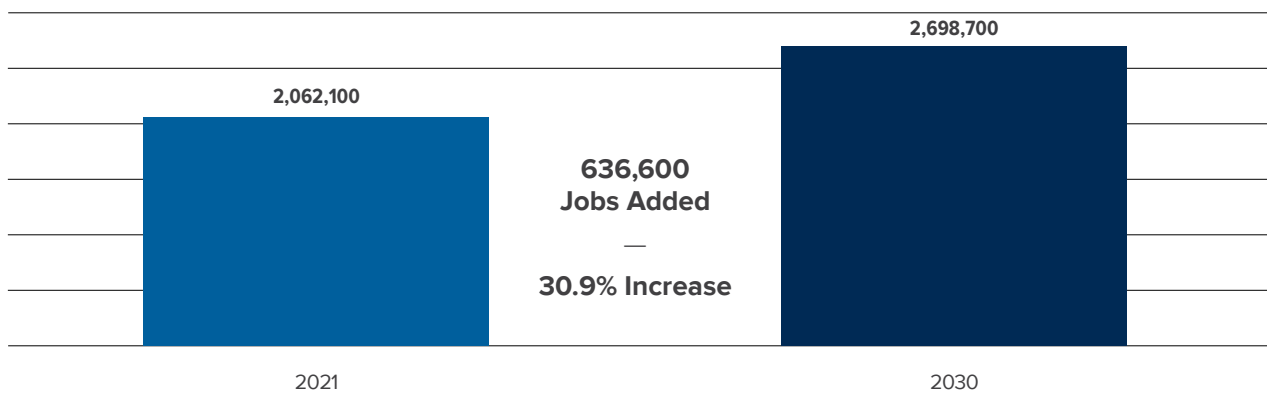
## SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES WORKFORCE PROJECTIONS: 2021 TO 2030

The Bureau of Labor Statistics expects employment in this sector to increase sharply in the years ahead. Total employment in the services for the elderly and persons with disabilities sector is projected to reach 2,698,700 by 2030. The projected growth would represent an increase of 636,600 jobs—or 30.9%—from its 2021 employment level of 2,062,100.

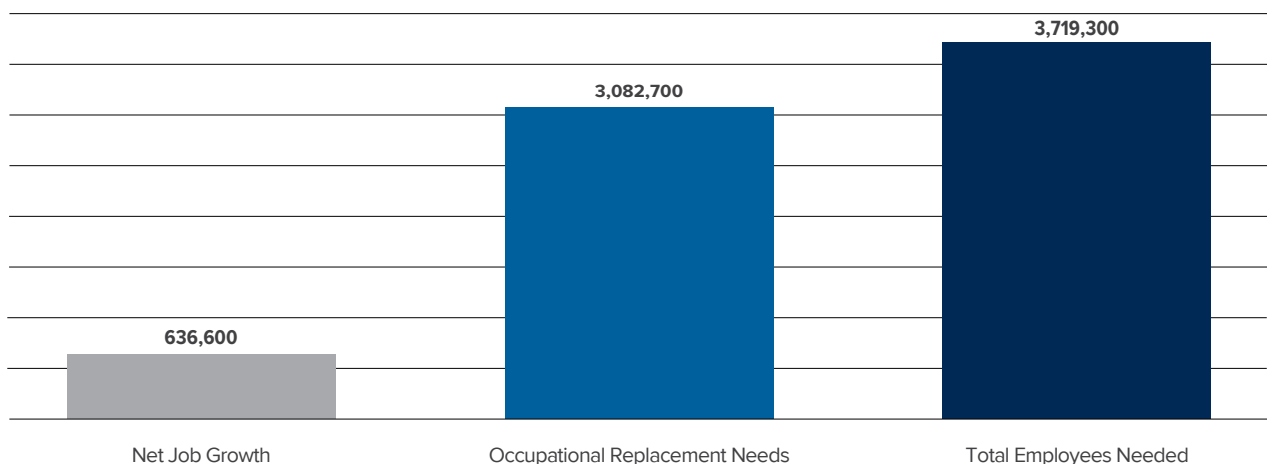
In addition to the 636,600 new jobs that will be created in this sector by 2030, there will be an additional 3.1 million job openings that result when employees either exit the labor force or transfer to a different occupation.

In total, the services for the elderly and persons with disabilities sector will need to fill more than 3.7 million occupational openings between 2021 and 2030.

**Services for the Elderly and Persons with Disabilities Industry Job Growth: 2021 to 2030**



**Services for the Elderly and Persons with Disabilities Industry Workforce Projections: 2021 to 2030**



Source: Argentum projections, based on data from the Bureau of Labor Statistics

## SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES

### Projected Growth in Top Services for the Elderly and Persons with Disabilities Occupations: 2021 to 2030

Occupation	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs	Total Employees Needed
<b>TOTAL—All Occupations</b>	<b>2,062,100</b>	<b>2,698,700</b>	<b>636,600</b>	<b>3,082,700</b>	<b>3,719,300</b>
<b>Healthcare Practitioners and Technical Occupations</b>					
Therapists	6,700	9,100	2,400	3,800	6,200
Registered Nurses	18,800	24,700	5,900	11,300	17,200
Licensed Practical & Licensed Vocational Nurses	6,900	9,100	2,200	5,900	8,100
<b>Healthcare Support Occupations</b>					
Home Health and Personal Care Aides	1,661,800	2,180,800	519,000	2,634,500	3,153,500
Nursing Assistants	35,800	47,000	11,200	56,400	67,600
<b>Foodservice Occupations</b>					
	13,300	17,500	4,200	25,800	30,000
<b>Community and Social Service Occupations</b>					
	84,300	110,800	26,500	85,900	112,400
<b>Management Occupations</b>					
	34,600	46,400	11,800	30,500	42,300
<b>Business &amp; Financial Operations Occupations</b>					
	19,900	26,100	6,200	18,200	24,400
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>					
	8,900	11,700	2,800	12,600	15,400
<b>Personal Care &amp; Service Occupations</b>					
	52,600	69,000	16,400	94,400	110,800
<b>Transportation Occupations</b>					
	17,600	23,100	5,500	25,300	30,800
<b>Office &amp; Administrative Support Occupations</b>					
	68,800	81,300	12,500	82,300	94,800

Source: Argentum projections, based on data from the Bureau of Labor Statistics



## SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES

### Services for the Elderly and Persons with Disabilities Industry Workforce Projections: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	10,700	12,600	1,900	15,100	17,000
Alaska	2,700	3,600	900	4,100	5,000
Arizona	29,400	43,600	14,200	47,300	61,500
Arkansas	16,600	19,100	2,500	23,100	25,600
California	635,000	843,000	208,000	957,000	1,165,000
Colorado	28,100	39,700	11,600	43,900	55,500
Connecticut	30,700	39,500	8,800	45,500	54,300
Delaware	5,300	7,600	2,300	8,400	10,700
District of Columbia	4,200	5,000	800	6,000	6,800
Florida	30,900	44,200	13,300	48,600	61,900
Georgia	16,800	23,000	6,200	25,800	32,000
Hawaii	5,800	7,700	1,900	8,700	10,600
Idaho	6,500	9,600	3,100	10,400	13,500
Illinois	57,400	69,800	12,400	82,400	94,800
Indiana	20,700	25,200	4,500	29,700	34,200
Iowa	11,900	14,900	3,000	17,400	20,400
Kansas	19,100	23,900	4,800	27,800	32,600
Kentucky	18,300	21,700	3,400	25,900	29,300
Louisiana	24,900	30,400	5,500	35,800	41,300
Maine	9,600	11,800	2,200	13,900	16,100
Maryland	13,100	16,600	3,500	19,200	22,700
Massachusetts	77,700	103,800	26,100	117,500	143,600
Michigan	24,500	29,200	4,700	34,800	39,500
Minnesota	56,400	75,900	19,500	85,700	105,200
Mississippi	11,700	14,000	2,300	16,600	18,900
Missouri	58,900	69,800	10,900	83,300	94,200
Montana	3,800	5,000	1,200	5,700	6,900

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	5,800	7,500	1,700	8,600	10,300
Nevada	11,900	18,100	6,200	19,400	25,600
New Hampshire	5,600	7,200	1,600	8,300	9,900
New Jersey	31,800	41,300	9,500	47,300	56,800
New Mexico	21,100	28,500	7,400	32,100	39,500
New York	185,100	242,800	57,700	277,100	334,800
North Carolina	24,200	33,000	8,800	37,000	45,800
North Dakota	3,300	4,100	800	4,800	5,600
Ohio	41,100	48,300	7,200	57,900	65,100
Oklahoma	9,900	11,300	1,400	13,700	15,100
Oregon	34,400	44,700	10,300	51,200	61,500
Pennsylvania	132,100	162,800	30,700	190,900	221,600
Rhode Island	3,500	4,400	900	5,100	6,000
South Carolina	17,000	23,300	6,300	26,100	32,400
South Dakota	1,100	1,500	400	1,700	2,100
Tennessee	21,600	26,600	5,000	31,200	36,200
Texas	94,500	133,600	39,100	147,700	186,800
Utah	8,600	12,800	4,200	13,900	18,100
Vermont	6,400	8,200	1,800	9,500	11,300
Virginia	33,800	45,100	11,300	51,100	62,400
Washington	77,400	106,700	29,300	119,200	148,500
West Virginia	11,400	12,800	1,400	15,700	17,100
Wisconsin	46,700	59,600	12,900	68,800	81,700
Wyoming	3,100	4,300	1,200	4,800	6,000

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

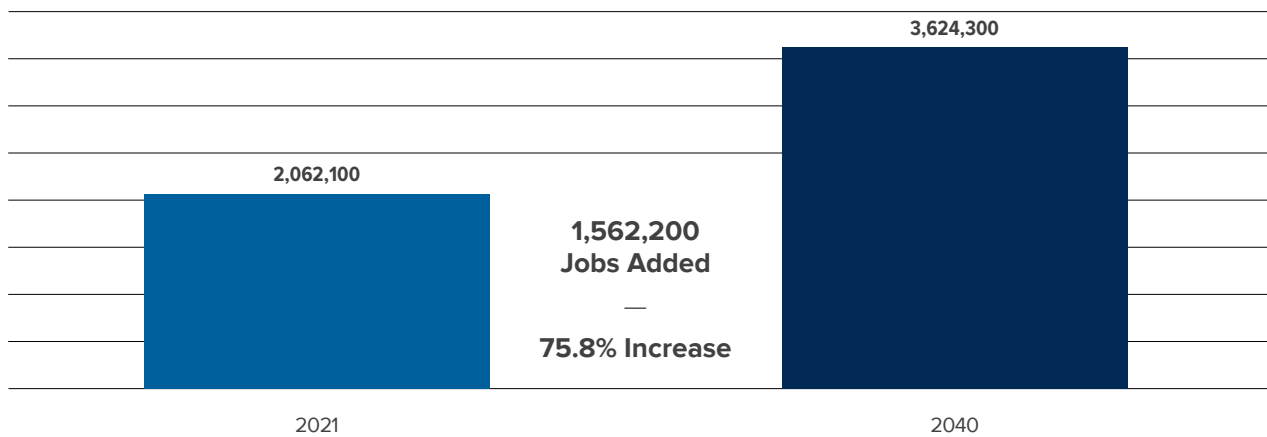
## SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES WORKFORCE PROJECTIONS: 2021 TO 2040

Total employment in the services for the elderly and persons with disabilities sector is projected to reach 3,624,300 by 2040. The projected growth would represent an increase of 1,562,200 jobs—or 75.8%—from its 2021 employment level of 2,062,100.

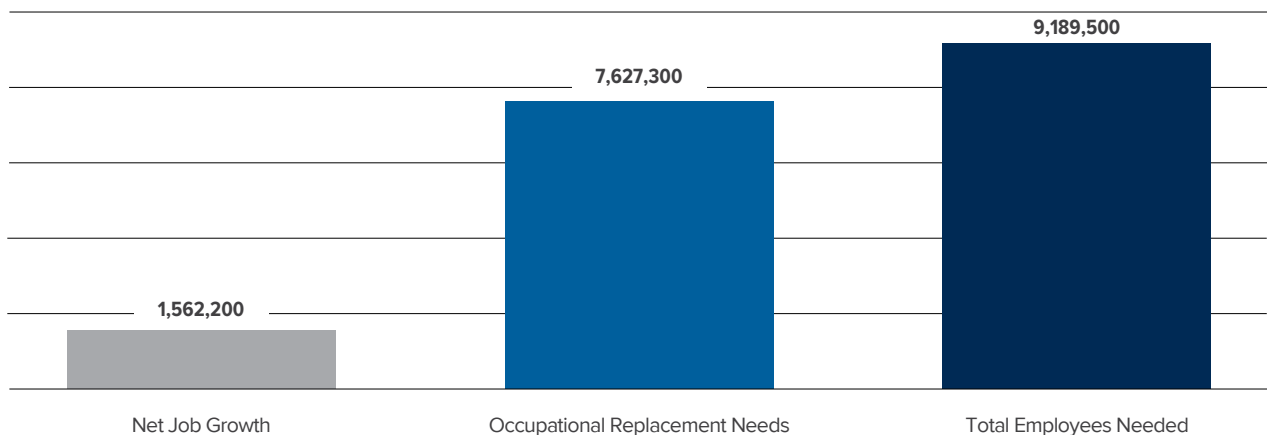
In addition to the 1,562,200 new jobs that will be created in this sector by 2040, there will be an additional 7.6 million job openings that result when employees either exit the labor force or transfer to a different occupation.

In total, the services for the elderly and persons with disabilities sector will need to fill more than 9.1 million occupational openings between 2021 and 2040.

**Services for the Elderly and Persons with Disabilities Industry Job Growth: 2021 to 2040**



**Services for the Elderly and Persons with Disabilities Industry Workforce Projections: 2021 to 2040**



Source: Argentum projections, based on data from the Bureau of Labor Statistics

Projected Growth in Top Services for the Elderly and Persons with Disabilities Occupations: 2021 to 2040

Occupation	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs	Total Employees Needed
<b>TOTAL—All Occupations</b>	<b>2,062,100</b>	<b>3,624,300</b>	<b>1,562,200</b>	<b>7,627,300</b>	<b>9,189,500</b>
<b>Healthcare Practitioners and Technical Occupations</b>					
Therapists	6,700	12,600	5,900	9,600	15,500
Registered Nurses	18,800	33,200	14,400	27,900	42,300
Licensed Practical & Licensed Vocational Nurses	6,900	12,200	5,300	14,600	19,900
<b>Healthcare Support Occupations</b>					
Home Health and Personal Care Aides	1,661,800	2,937,500	1,275,700	6,527,900	7,803,600
Nursing Assistants	35,800	63,300	27,500	139,700	167,200
<b>Foodservice Occupations</b>					
	13,300	23,500	10,200	64,000	74,200
<b>Community and Social Service Occupations</b>					
	84,300	149,400	65,100	213,100	278,200
<b>Management Occupations</b>					
	34,600	64,000	29,400	76,700	106,100
<b>Business &amp; Financial Operations Occupations</b>					
	19,900	35,200	15,300	45,100	60,400
<b>Building &amp; Grounds Cleaning &amp; Maintenance Occupations</b>					
	8,900	15,700	6,800	31,200	38,000
<b>Personal Care &amp; Service Occupations</b>					
	52,600	93,000	40,400	234,000	274,400
<b>Transportation Occupations</b>					
	17,600	31,100	13,500	62,700	76,200
<b>Office &amp; Administrative Support Occupations</b>					
	68,800	97,700	28,900	191,300	220,200

Source: Argentum projections, based on data from the Bureau of Labor Statistics

## SERVICES FOR THE ELDERLY AND PERSONS WITH DISABILITIES

### Services for the Elderly and Persons with Disabilities Industry Workforce Projections: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	10,700	15,100	4,400	35,000	39,400
Alaska	2,700	4,900	2,200	10,200	12,400
Arizona	29,400	67,000	37,600	126,800	164,400
Arkansas	16,600	22,300	5,700	52,900	58,600
California	635,000	1,147,000	512,000	2,387,300	2,899,300
Colorado	28,100	57,900	29,800	114,100	143,900
Connecticut	30,700	52,000	21,300	111,300	132,600
Delaware	5,300	11,300	6,000	22,000	28,000
District of Columbia	4,200	6,000	1,800	13,900	15,700
Florida	30,900	65,400	34,500	127,400	161,900
Georgia	16,800	32,500	15,700	65,900	81,400
Hawaii	5,800	10,500	4,700	21,800	26,500
Idaho	6,500	14,600	8,100	27,800	35,900
Illinois	57,400	86,500	29,100	194,700	223,800
Indiana	20,700	31,300	10,600	70,300	80,900
Iowa	11,900	19,100	7,200	41,800	49,000
Kansas	19,100	30,500	11,400	66,900	78,300
Kentucky	18,300	26,200	7,900	60,300	68,200
Louisiana	24,900	37,800	12,900	84,800	97,700
Maine	9,600	14,800	5,200	33,000	38,200
Maryland	13,100	21,500	8,400	46,600	55,000
Massachusetts	77,700	141,000	63,300	293,400	356,700
Michigan	24,500	35,400	10,900	81,200	92,100
Minnesota	56,400	105,000	48,600	215,700	264,300
Mississippi	11,700	17,000	5,300	38,900	44,200
Missouri	58,900	84,200	25,300	194,000	219,300
Montana	3,800	6,700	2,900	14,100	17,000

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	5,800	9,900	4,100	21,100	25,200
Nevada	11,900	28,500	16,600	52,900	69,500
New Hampshire	5,600	9,500	3,900	20,300	24,200
New Jersey	31,800	55,000	23,200	116,500	139,700
New Mexico	21,100	39,700	18,600	81,100	99,700
New York	185,100	325,200	140,100	685,300	825,400
North Carolina	24,200	46,300	22,100	94,000	116,100
North Dakota	3,300	5,200	1,900	11,500	13,400
Ohio	41,100	57,700	16,600	134,100	150,700
Oklahoma	9,900	13,100	3,200	31,200	34,400
Oregon	34,400	59,600	25,200	126,200	151,400
Pennsylvania	132,100	203,200	71,100	454,000	525,100
Rhode Island	3,500	5,700	2,200	12,400	14,600
South Carolina	17,000	32,900	15,900	66,500	82,400
South Dakota	1,100	2,000	900	4,200	5,100
Tennessee	21,600	33,500	11,900	74,400	86,300
Texas	94,500	193,000	98,500	382,400	480,900
Utah	8,600	19,700	11,100	37,300	48,400
Vermont	6,400	10,700	4,300	23,100	27,400
Virginia	33,800	61,800	28,000	127,900	155,900
Washington	77,400	150,100	72,700	303,800	376,500
West Virginia	11,400	14,500	3,100	35,300	38,400
Wisconsin	46,700	77,900	31,200	167,600	198,800
Wyoming	3,100	6,100	3,000	12,300	15,300

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

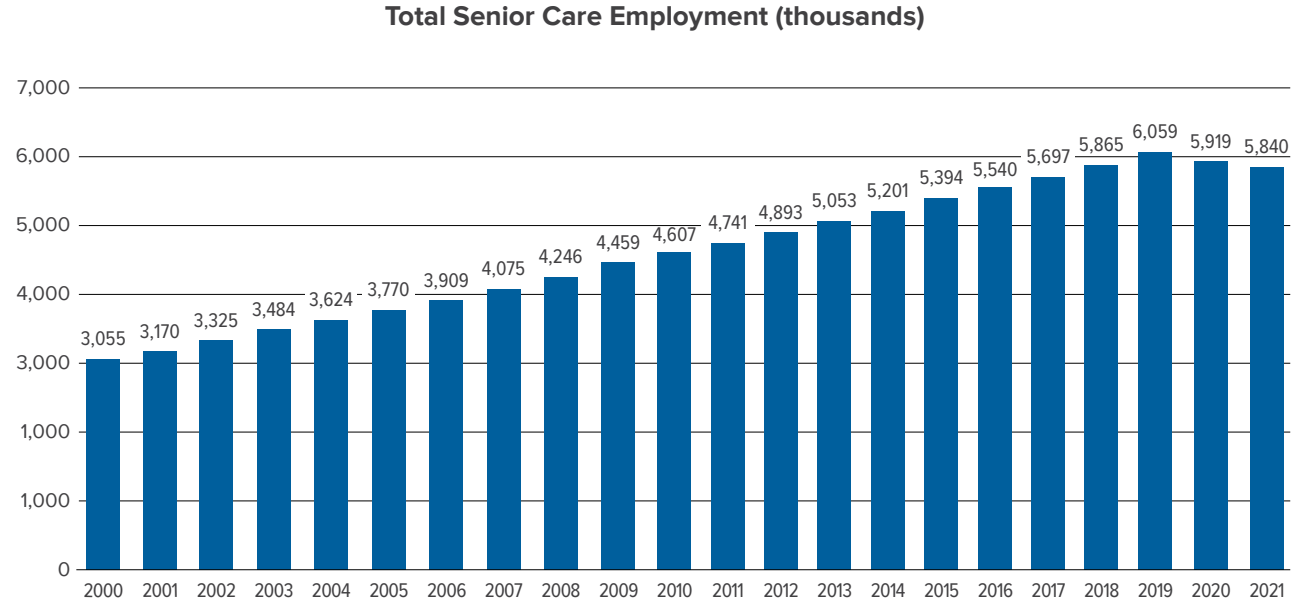
## TOTAL SENIOR CARE EMPLOYMENT TRENDS

Prior to the coronavirus pandemic, the senior care sector was an engine of job growth for the U.S. economy. Total employment in the combined senior care industry nearly doubled (+98%) between 2000 and 2019, an increase of more than 3 million jobs.

During this same period, total U.S. employment rose by only 14%.

Like most other industries, employment in the senior care sector declined during the early months of the coronavirus pandemic. Between February 2020 and May 2020, the combined senior care sector lost 402,000 jobs—or nearly 7% of its employment base.

Although employment levels began trending higher in the months that followed, the total number of jobs in the combined senior care sector was still below its pre-pandemic peak as of September 2022.



Source: Bureau of Labor Statistics

## TOTAL SENIOR CARE

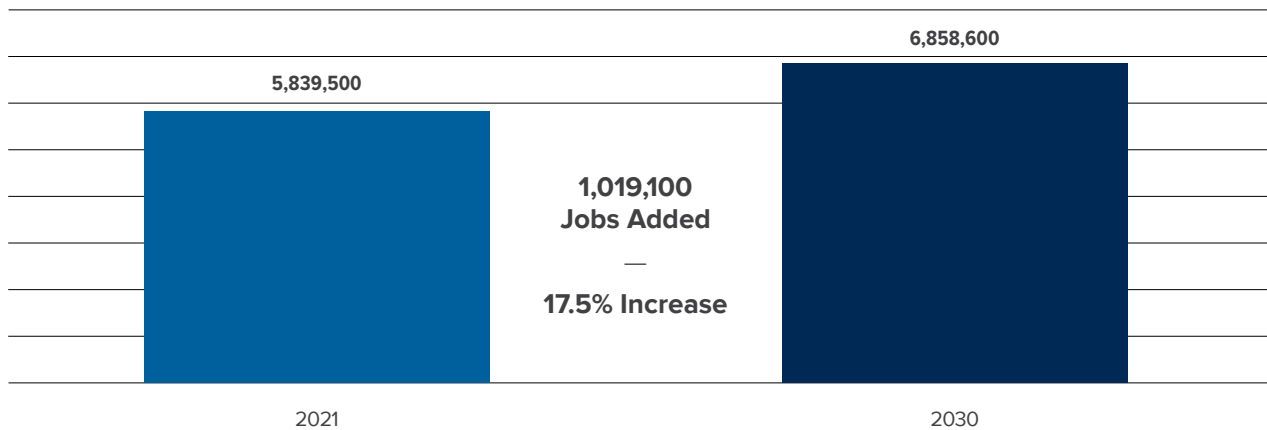
### TOTAL SENIOR CARE WORKFORCE PROJECTIONS: 2021 TO 2030

The Bureau of Labor Statistics expects total senior care employment to rise steadily in the years ahead. Total employment in the senior care industry is projected to reach 6,858,600 by 2030. The projected growth would represent an increase of 1,019,100 jobs—or 17.5%—from its 2021 employment level of 5,839,500.

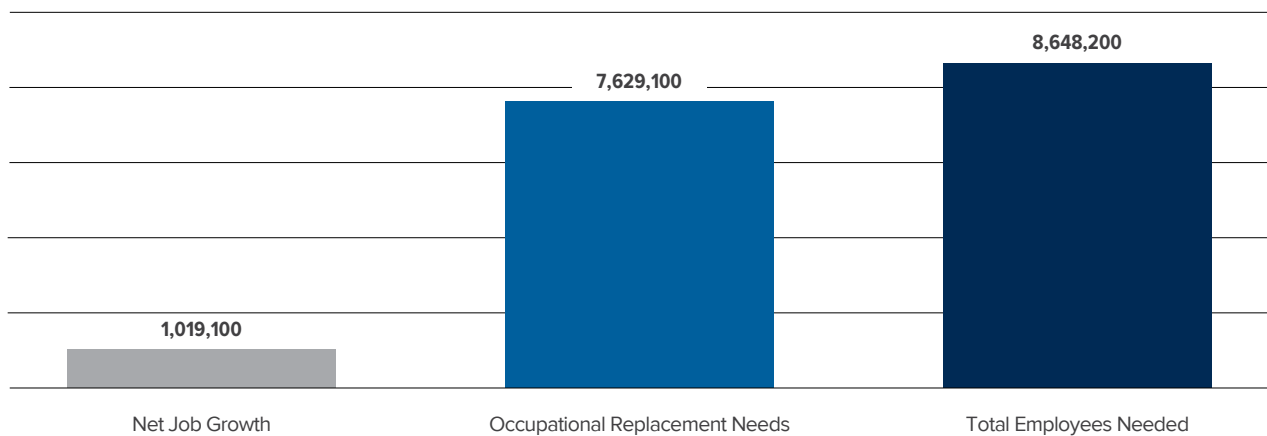
In addition to the 1,019,100 new senior care industry jobs that will be created by 2030, there will be an additional 7.6 million job openings that result when employees either exit the labor force or transfer to a different occupation.

In total, the senior care industry will need to fill more than 8.6 million occupational openings between 2021 and 2030.

**Total Senior Care Job Growth: 2021 to 2030**



**Total Senior Care Workforce Projections: 2021 to 2030**



Source: Argentum projections, based on data from the Bureau of Labor Statistics

## Total Senior Care Workforce Projections: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	52,300	54,900	2,600	62,700	65,300
Alaska	6,300	7,800	1,500	8,600	10,100
Arizona	92,800	119,300	26,500	128,200	154,700
Arkansas	46,200	48,400	2,200	56,300	58,500
California	964,300	1,209,000	244,700	1,357,600	1,602,300
Colorado	85,700	106,200	20,500	115,600	136,100
Connecticut	80,400	91,900	11,500	103,600	115,100
Delaware	17,300	21,500	4,200	23,300	27,500
District of Columbia	13,200	14,600	1,400	16,500	17,900
Florida	251,500	296,400	44,900	321,200	366,100
Georgia	95,000	111,100	16,100	121,200	137,300
Hawaii	17,200	20,300	3,100	22,500	25,600
Idaho	28,200	35,600	7,400	38,100	45,500
Illinois	204,100	223,300	19,200	254,200	273,400
Indiana	101,100	108,800	7,700	123,300	131,000
Iowa	57,600	62,300	4,700	71,100	75,800
Kansas	57,000	64,100	7,100	73,300	80,400
Kentucky	56,200	59,900	3,700	68,800	72,500
Louisiana	73,100	80,900	7,800	91,500	99,300
Maine	26,200	29,300	3,100	33,700	36,800
Maryland	82,300	92,000	9,700	102,900	112,600
Massachusetts	179,600	215,700	36,100	239,600	275,700
Michigan	127,700	137,900	10,200	157,200	167,400
Minnesota	144,100	171,800	27,700	191,400	219,100
Mississippi	36,800	40,200	3,400	45,600	49,000
Missouri	128,100	140,300	12,200	162,600	174,800
Montana	14,200	16,300	2,100	18,200	20,300

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	31,700	35,100	3,400	39,500	42,900
Nevada	28,700	38,200	9,500	40,500	50,000
New Hampshire	19,900	22,600	2,700	25,400	28,100
New Jersey	137,200	156,700	19,500	173,100	192,600
New Mexico	45,700	56,800	11,100	62,100	73,200
New York	591,500	700,400	108,900	762,500	871,400
North Carolina	132,800	155,500	22,700	170,400	193,100
North Dakota	14,800	15,700	900	17,900	18,800
Ohio	212,900	225,000	12,100	256,100	268,200
Oklahoma	47,400	49,000	1,600	56,300	57,900
Oregon	76,700	91,900	15,200	104,800	120,000
Pennsylvania	320,000	364,200	44,200	416,800	461,000
Rhode Island	19,100	20,900	1,800	23,300	25,100
South Carolina	65,100	78,300	13,200	85,500	98,700
South Dakota	12,600	13,700	1,100	15,400	16,500
Tennessee	85,500	93,900	8,400	106,100	114,500
Texas	498,400	608,200	109,800	644,700	754,500
Utah	33,600	42,100	8,500	45,300	53,800
Vermont	14,400	16,800	2,400	19,100	21,500
Virginia	124,300	147,100	22,800	162,600	185,400
Washington	136,600	173,200	36,600	193,900	230,500
West Virginia	29,300	30,700	1,400	36,000	37,400
Wisconsin	116,100	134,500	18,400	153,800	172,200
Wyoming	6,700	8,300	1,600	9,200	10,800

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

## TOTAL SENIOR CARE

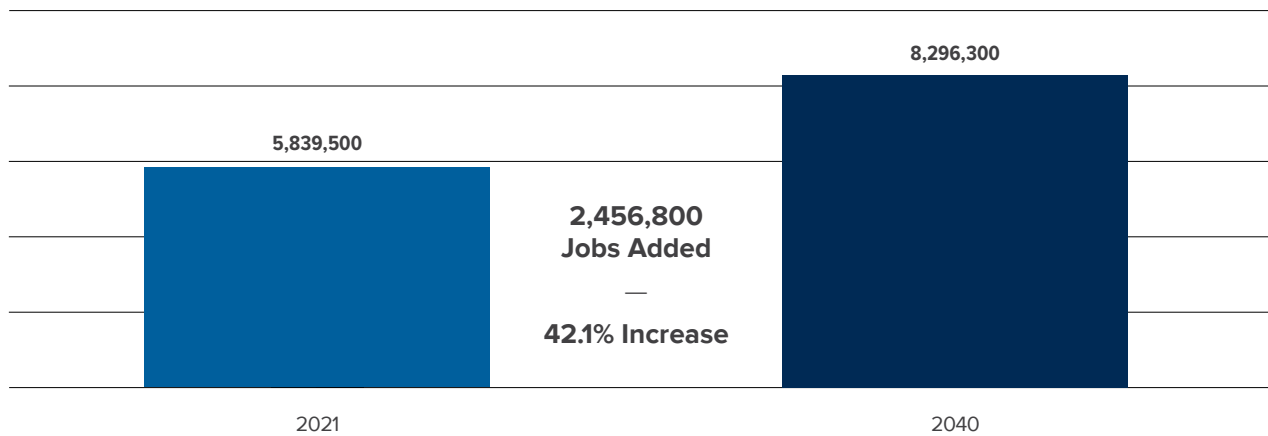
### TOTAL SENIOR CARE WORKFORCE PROJECTIONS: 2021 TO 2040

Total employment in the combined senior care industry is projected to reach 8,296,300 by 2040. The projected growth would represent an increase of 2,456,800 jobs—or 42.1%—from its 2021 employment level of 5,839,500.

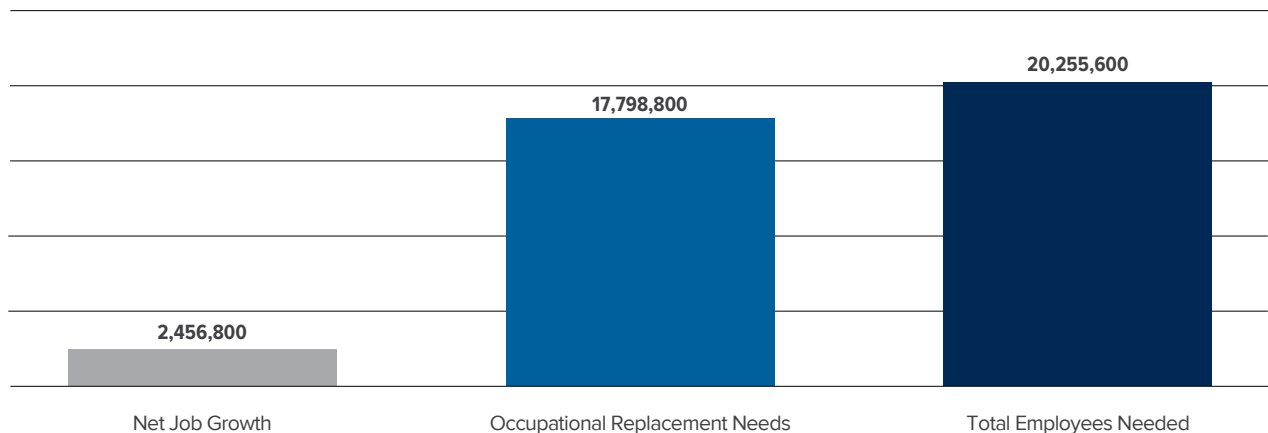
In addition to the 2,456,800 new senior care industry jobs that will be created by 2040, there will be an additional 18 million job openings that result when employees either exit the labor force or transfer to a different occupation.

In total, the combined senior care industry will need to fill more than 20.2 million occupational openings between 2021 and 2040.

**Total Senior Care Job Growth: 2021 to 2040**



**Total Senior Care Workforce Projections: 2021 to 2040**



Source: Argentum projections, based on data from the Bureau of Labor Statistics



## Total Senior Care Workforce Projections: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Alabama	52,300	58,600	6,300	136,800	143,100
Alaska	6,300	9,900	3,600	20,700	24,300
Arizona	92,800	160,800	68,000	317,400	385,400
Arkansas	46,200	51,600	5,400	122,800	128,200
California	964,300	1,558,400	594,100	3,285,900	3,880,000
Colorado	85,700	136,100	50,400	278,700	329,100
Connecticut	80,400	108,100	27,700	238,100	265,800
Delaware	17,300	27,900	10,600	56,400	67,000
District of Columbia	13,200	16,400	3,200	37,000	40,200
Florida	251,500	360,200	108,700	750,900	859,600
Georgia	95,000	133,500	38,500	281,800	320,300
Hawaii	17,200	24,700	7,500	52,700	60,200
Idaho	28,200	46,800	18,600	93,000	111,600
Illinois	204,100	249,000	44,900	567,600	612,500
Indiana	101,100	119,200	18,100	272,600	290,700
Iowa	57,600	68,900	11,300	157,900	169,200
Kansas	57,000	73,700	16,700	166,600	183,300
Kentucky	56,200	65,000	8,800	151,500	160,300
Louisiana	73,100	91,400	18,300	205,700	224,000
Maine	26,200	33,400	7,200	76,000	83,200
Maryland	82,300	105,000	22,700	232,600	255,300
Massachusetts	179,600	266,100	86,500	566,000	652,500
Michigan	127,700	151,100	23,400	347,700	371,100
Minnesota	144,100	212,100	68,000	451,500	519,500
Mississippi	36,800	44,400	7,600	101,500	109,100
Missouri	128,100	156,700	28,600	363,700	392,300
Montana	14,200	19,300	5,100	42,000	47,100

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Nebraska	31,700	39,600	7,900	89,000	96,900
Nevada	28,700	53,200	24,500	102,500	127,000
New Hampshire	19,900	26,500	6,600	58,200	64,800
New Jersey	137,200	183,300	46,100	396,700	442,800
New Mexico	45,700	73,100	27,400	150,000	177,400
New York	591,500	849,700	258,200	1,783,300	2,041,500
North Carolina	132,800	187,500	54,700	396,700	451,400
North Dakota	14,800	17,000	2,200	39,400	41,600
Ohio	212,900	241,300	28,400	560,100	588,500
Oklahoma	47,400	51,200	3,800	121,500	125,300
Oregon	76,700	113,000	36,300	246,900	283,200
Pennsylvania	320,000	422,000	102,000	951,000	1,053,000
Rhode Island	19,100	23,400	4,300	52,200	56,500
South Carolina	65,100	97,000	31,900	202,200	234,100
South Dakota	12,600	15,100	2,500	34,100	36,600
Tennessee	85,500	105,300	19,800	237,600	257,400
Texas	498,400	766,000	267,600	1,537,700	1,805,300
Utah	33,600	55,100	21,500	110,400	131,900
Vermont	14,400	20,100	5,700	44,300	50,000
Virginia	124,300	179,100	54,800	380,700	435,500
Washington	136,600	226,500	89,900	473,100	563,000
West Virginia	29,300	32,500	3,200	78,200	81,400
Wisconsin	116,100	160,000	43,900	355,800	399,700
Wyoming	6,700	10,500	3,800	22,100	25,900

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior living sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

# STATE OCCUPATIONAL EMPLOYMENT PROJECTIONS

This section presents state-level employment estimates and projections for the nine largest occupations within the four combined long-term care sectors (senior living, skilled nursing, home health care, and services for the elderly and persons with disabilities). The combined long-term care sector provides at least 100,000 jobs in each of these occupational categories. The occupational categories are based on the Office of Management and Budget's 2018 Standard Occupational Classification (SOC) system, which defines them as follows:

### REGISTERED NURSES

Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required. Includes Clinical Nurse Specialists. Excludes Nurse Anesthetists, Nurse Midwives and Nurse Practitioners.

### LICENSED PRACTICAL AND LICENSED VOCATIONAL NURSES

Care for ill, injured, or convalescing patients or persons with disabilities in hospitals, nursing homes, clinics, private homes, group homes, and similar institutions. May work under the supervision of a registered nurse. Licensing required.

### HOME HEALTH AND PERSONAL CARE AIDES

#### Home Health Aides:

Monitor the health status of an individual with disabilities or illness, and address their health-related needs, such as changing bandages, dressing wounds, or administering medication. Work is performed under the direction of offsite or intermittent onsite licensed nursing staff. Provide assistance with routine healthcare tasks or activities of daily living, such as feeding, bathing, toileting, or ambulation. May also help with tasks such as preparing meals, doing light housekeeping, and doing laundry depending on the patient's abilities.

#### Personal Care Aides:

Provide personalized assistance to individuals with disabilities or illness who require help with personal care and activities of daily living support (e.g., feeding, bathing, dressing, grooming, toileting, and ambulation). May also provide help with tasks such as preparing meals, doing light housekeeping, and doing laundry. Work is performed in various settings depending on the needs of the care recipient and may include locations such as their home, place of work, out in the community, or at a daytime nonresidential facility.

### NURSING ASSISTANTS

Provide or assist with basic care or support under the direction of onsite licensed nursing staff. Perform duties such as monitoring of health status, feeding, bathing, dressing, grooming, toileting, or ambulation of patients in a health or nursing facility. May include medication administration and other health-related tasks. Includes nursing care attendants, nursing aides, and nursing attendants. Excludes Home Health Aides, Personal Care Aides, Orderlies and Psychiatric Aides.

### FOODSERVICE OCCUPATIONS

This broad category includes food preparation and serving related occupations such as food servers, cooks, food preparation workers, waiters and waitresses, bartenders, dishwashers, and supervisors of food preparation and serving workers.

**COMMUNITY AND SOCIAL SERVICE  
OCCUPATIONS**

This broad category includes occupations such as counselors, social workers and religious workers.

**MANAGEMENT OCCUPATIONS**

This broad category includes occupations such as chief executives, general and operations managers, medical and health services managers, foodservice managers, and social and community service managers.

**MAIDS AND HOUSEKEEPING CLEANERS**

Perform any combination of light cleaning duties to maintain private households or commercial establishments, such as hotels and hospitals, in a clean and orderly manner. Duties may include making beds, replenishing linens, cleaning rooms and halls, and vacuuming.

**OFFICE AND ADMINISTRATIVE SUPPORT  
OCCUPATIONS**

This broad category includes occupations such as financial clerks, information and record clerks, office clerks and administrative assistants.

## STATE OCCUPATIONAL EMPLOYMENT

### Projected Growth in Registered Nurse Jobs within Senior Care Sectors: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>352,800</b>	<b>392,700</b>	<b>39,900</b>	<b>192,100</b>	<b>232,000</b>
Alabama	3,800	3,900	100	2,000	2,100
Alaska	300	400	100	200	300
Arizona	5,500	6,600	1,100	3,100	4,200
Arkansas	2,800	2,800	0	1,400	1,400
California	33,600	38,400	4,800	18,500	23,300
Colorado	5,100	6,000	900	2,900	3,800
Connecticut	4,600	4,900	300	2,500	2,800
Delaware	1,100	1,300	200	600	800
District of Columbia	900	1,000	100	500	600
Florida	18,900	21,600	2,700	10,400	13,100
Georgia	7,000	7,900	900	3,800	4,700
Hawaii	1,000	1,200	200	600	800
Idaho	1,900	2,300	400	1,100	1,500
Illinois	13,200	13,900	700	7,000	7,700
Indiana	7,200	7,500	300	3,800	4,100
Iowa	3,700	3,800	100	1,900	2,000
Kansas	3,100	3,200	100	1,600	1,700
Kentucky	3,500	3,600	100	1,800	1,900
Louisiana	4,800	5,100	300	2,500	2,800
Maine	1,400	1,500	100	700	800
Maryland	5,900	6,400	500	3,200	3,700
Massachusetts	9,800	11,000	1,200	5,400	6,600
Michigan	8,900	9,400	500	4,700	5,200
Minnesota	7,800	8,600	800	4,200	5,000
Mississippi	2,400	2,500	100	1,300	1,400
Missouri	6,600	6,800	200	3,500	3,700

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	900	1,000	100	500	600
Nebraska	2,100	2,200	100	1,100	1,200
Nevada	1,600	1,900	300	900	1,200
New Hampshire	1,200	1,300	100	600	700
New Jersey	9,900	10,900	1,000	5,300	6,300
New Mexico	2,600	3,000	400	1,400	1,800
New York	44,000	50,000	6,000	24,200	30,200
North Carolina	9,500	10,700	1,200	5,200	6,400
North Dakota	1,000	1,000	0	500	500
Ohio	15,800	16,300	500	8,300	8,800
Oklahoma	3,500	3,500	0	1,800	1,800
Oregon	3,000	3,300	300	1,600	1,900
Pennsylvania	16,600	18,000	1,400	9,000	10,400
Rhode Island	1,400	1,500	100	800	900
South Carolina	4,200	4,900	700	2,300	3,000
South Dakota	900	1,000	100	500	600
Tennessee	5,800	6,100	300	3,100	3,400
Texas	41,300	49,100	7,800	23,300	31,100
Utah	2,200	2,500	300	1,200	1,500
Vermont	700	800	100	400	500
Virginia	7,800	8,900	1,100	4,300	5,400
Washington	4,700	5,400	700	2,600	3,300
West Virginia	1,700	1,700	0	900	900
Wisconsin	5,300	5,700	400	2,900	3,300
Wyoming	300	400	100	200	300

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## Projected Growth in Registered Nurse Jobs within Senior Care Sectors: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>352,800</b>	<b>447,000</b>	<b>94,200</b>	<b>432,300</b>	<b>526,500</b>
Alabama	3,800	4,000	200	4,200	4,400
Alaska	300	500	200	400	600
Arizona	5,500	8,100	2,600	7,400	10,000
Arkansas	2,800	2,800	0	3,000	3,000
California	33,600	45,000	11,400	42,400	53,800
Colorado	5,100	7,200	2,100	6,700	8,800
Connecticut	4,600	5,400	800	5,400	6,200
Delaware	1,100	1,500	400	1,400	1,800
District of Columbia	900	1,100	200	1,100	1,300
Florida	18,900	25,300	6,400	23,900	30,300
Georgia	7,000	9,200	2,200	8,700	10,900
Hawaii	1,000	1,300	300	1,300	1,600
Idaho	1,900	2,800	900	2,600	3,500
Illinois	13,200	14,800	1,600	15,100	16,700
Indiana	7,200	7,900	700	8,200	8,900
Iowa	3,700	4,000	300	4,200	4,500
Kansas	3,100	3,500	400	3,500	3,900
Kentucky	3,500	3,700	200	3,900	4,100
Louisiana	4,800	5,500	700	5,500	6,200
Maine	1,400	1,600	200	1,600	1,800
Maryland	5,900	7,100	1,200	7,000	8,200
Massachusetts	9,800	12,500	2,700	12,100	14,800
Michigan	8,900	10,000	1,100	10,200	11,300
Minnesota	7,800	9,700	1,900	9,500	11,400
Mississippi	2,400	2,700	300	2,700	3,000
Missouri	6,600	7,100	500	7,400	7,900

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	900	1,100	200	1,100	1,300
Nebraska	2,100	2,400	300	2,400	2,700
Nevada	1,600	2,400	800	2,100	2,900
New Hampshire	1,200	1,400	200	1,400	1,600
New Jersey	9,900	12,300	2,400	12,000	14,400
New Mexico	2,600	3,600	1,000	3,400	4,400
New York	44,000	58,300	14,300	55,200	69,500
North Carolina	9,500	12,400	2,900	11,800	14,700
North Dakota	1,000	1,000	0	1,100	1,100
Ohio	15,800	17,100	1,300	17,800	19,100
Oklahoma	3,500	3,600	100	3,800	3,900
Oregon	3,000	3,800	800	3,600	4,400
Pennsylvania	16,600	19,800	3,200	19,700	22,900
Rhode Island	1,400	1,600	200	1,700	1,900
South Carolina	4,200	5,700	1,500	5,400	6,900
South Dakota	900	1,100	200	1,100	1,300
Tennessee	5,800	6,600	800	6,700	7,500
Texas	41,300	59,400	18,100	54,500	72,600
Utah	2,200	3,100	900	2,800	3,700
Vermont	700	900	200	900	1,100
Virginia	7,800	10,300	2,500	9,800	12,300
Washington	4,700	6,300	1,600	6,000	7,600
West Virginia	1,700	1,800	100	1,900	2,000
Wisconsin	5,300	6,300	1,000	6,300	7,300
Wyoming	300	400	100	400	500

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## STATE OCCUPATIONAL EMPLOYMENT

### Projected Growth in Licensed Practical and Licensed Vocational Nurse Jobs within Senior Care Sectors: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>315,000</b>	<b>334,700</b>	<b>19,700</b>	<b>237,300</b>	<b>257,000</b>
Alabama	4,000	3,900	-100	2,900	2,800
Alaska	200	300	100	200	300
Arizona	4,700	5,300	600	3,700	4,300
Arkansas	3,000	2,900	-100	2,200	2,100
California	29,500	32,200	2,700	22,400	25,100
Colorado	4,600	5,000	400	2,500	3,900
Connecticut	4,800	4,900	100	3,500	3,600
Delaware	1,000	1,100	100	700	800
District of Columbia	700	700	0	500	500
Florida	18,100	19,700	1,600	13,800	15,400
Georgia	6,400	6,900	500	4,900	5,400
Hawaii	900	1,000	100	700	800
Idaho	1,600	1,800	200	1,200	1,400
Illinois	13,000	13,200	200	9,600	9,800
Indiana	7,300	7,400	100	5,400	5,500
Iowa	4,300	4,300	0	3,200	3,200
Kansas	3,200	3,300	100	2,400	2,500
Kentucky	3,800	3,800	0	2,800	2,800
Louisiana	4,400	4,500	100	3,200	3,300
Maine	1,500	1,500	0	1,100	1,100
Maryland	5,400	5,700	300	4,100	4,400
Massachusetts	8,700	9,300	600	6,600	7,200
Michigan	8,300	8,500	200	6,100	6,300
Minnesota	7,800	8,200	400	5,800	6,200
Mississippi	2,500	2,500	0	1,800	1,800
Missouri	6,700	6,700	0	4,900	4,900

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	900	900	0	700	700
Nebraska	2,300	2,400	100	1,700	1,800
Nevada	1,500	1,700	200	1,100	1,300
New Hampshire	1,200	1,300	100	900	1,000
New Jersey	8,800	9,300	500	6,600	7,100
New Mexico	1,900	2,100	200	1,500	1,700
New York	31,200	34,200	3,000	23,900	26,900
North Carolina	8,600	9,300	700	6,500	7,200
North Dakota	1,200	1,200	0	900	900
Ohio	15,300	15,400	100	11,200	11,300
Oklahoma	3,500	3,400	-100	2,500	2,400
Oregon	3,200	3,400	200	2,400	2,600
Pennsylvania	15,000	15,600	600	11,200	11,800
Rhode Island	1,400	1,500	100	1,100	1,200
South Carolina	3,900	4,300	400	3,000	3,400
South Dakota	1,100	1,100	0	800	800
Tennessee	5,700	5,800	100	4,200	4,300
Texas	30,000	33,800	3,800	23,300	27,100
Utah	2,000	2,200	200	1,500	1,700
Vermont	700	700	0	500	500
Virginia	6,900	7,500	600	5,300	5,900
Washington	4,700	5,100	400	3,600	4,000
West Virginia	1,700	1,600	-100	1,200	1,100
Wisconsin	5,600	5,900	300	4,200	4,500
Wyoming	300	400	100	300	400

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## Projected Growth in Licensed Practical and Licensed Vocational Nurse Jobs within Senior Care Sectors: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>315,000</b>	<b>362,000</b>	<b>47,000</b>	<b>520,200</b>	<b>567,200</b>
Alabama	4,000	3,900	-100	6,000	5,900
Alaska	200	300	100	400	500
Arizona	4,700	6,200	1,500	8,400	9,900
Arkansas	3,000	2,900	-100	4,500	4,400
California	29,500	35,600	6,100	50,000	56,100
Colorado	4,600	5,700	1,100	7,900	9,000
Connecticut	4,800	5,100	300	7,500	7,800
Delaware	1,000	1,200	200	1,700	1,900
District of Columbia	700	800	100	1,100	1,200
Florida	18,100	21,700	3,600	30,600	34,200
Georgia	6,400	7,600	1,200	10,800	12,000
Hawaii	900	1,100	200	1,600	1,800
Idaho	1,600	2,100	500	2,800	3,300
Illinois	13,000	13,600	600	20,400	21,000
Indiana	7,300	7,600	300	11,500	11,800
Iowa	4,300	4,400	100	6,700	6,800
Kansas	3,200	3,500	300	5,200	5,500
Kentucky	3,800	3,700	-100	5,800	5,700
Louisiana	4,400	4,700	300	7,000	7,300
Maine	1,500	1,600	100	2,300	2,400
Maryland	5,400	6,100	700	8,800	9,500
Massachusetts	8,700	10,000	1,300	14,400	15,700
Michigan	8,300	8,700	400	13,100	13,500
Minnesota	7,800	8,700	900	12,700	13,600
Mississippi	2,500	2,600	100	3,900	4,000
Missouri	6,700	6,700	0	10,300	10,300

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	900	1,000	100	1,500	1,600
Nebraska	2,300	2,500	200	3,700	3,900
Nevada	1,500	1,900	400	2,600	3,000
New Hampshire	1,200	1,300	100	2,000	2,100
New Jersey	8,800	10,000	1,200	14,500	15,700
New Mexico	1,900	2,400	500	3,300	3,800
New York	31,200	38,200	7,000	53,300	60,300
North Carolina	8,600	10,200	1,600	14,500	16,100
North Dakota	1,200	1,200	0	1,800	1,800
Ohio	15,300	15,500	200	23,700	23,900
Oklahoma	3,500	3,400	-100	5,300	5,200
Oregon	3,200	3,800	600	5,300	5,900
Pennsylvania	15,000	16,500	1,500	24,200	25,700
Rhode Island	1,400	1,500	100	2,300	2,400
South Carolina	3,900	4,800	900	6,700	7,600
South Dakota	1,100	1,100	0	1,700	1,700
Tennessee	5,700	6,000	300	9,000	9,300
Texas	30,000	39,200	9,200	53,000	62,200
Utah	2,000	2,500	500	3,500	4,000
Vermont	700	800	100	1,100	1,200
Virginia	6,900	8,300	1,400	11,700	13,100
Washington	4,700	5,600	900	7,900	8,800
West Virginia	1,700	1,600	-100	2,500	2,400
Wisconsin	5,600	6,200	600	9,100	9,700
Wyoming	300	400	100	600	700

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## STATE OCCUPATIONAL EMPLOYMENT

### Projected Growth in Home Health and Personal Care Aide Jobs within Senior Care Sectors: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>2,829,300</b>	<b>3,573,500</b>	<b>744,200</b>	<b>4,386,500</b>	<b>5,130,700</b>
Alabama	18,300	20,800	2,500	26,700	29,200
Alaska	3,600	4,700	1,100	5,700	6,800
Arizona	45,400	63,600	18,200	74,700	92,900
Arkansas	19,100	21,600	2,500	27,800	30,300
California	604,300	792,700	188,400	957,500	1,145,900
Colorado	41,000	55,400	14,400	66,000	80,400
Connecticut	35,900	44,900	9,000	55,400	64,400
Delaware	8,000	11,000	3,000	13,000	16,000
District of Columbia	6,900	7,900	1,000	10,100	11,100
Florida	89,400	117,700	28,300	141,800	170,100
Georgia	37,500	48,100	10,600	58,600	69,200
Hawaii	8,100	10,300	2,200	12,600	14,800
Idaho	13,000	17,800	4,800	21,200	26,000
Illinois	84,800	99,900	15,100	126,600	141,700
Indiana	36,300	42,500	6,200	54,000	60,200
Iowa	18,300	22,000	3,700	27,600	31,300
Kansas	24,400	29,800	5,400	37,200	42,600
Kentucky	22,400	25,900	3,500	33,000	36,500
Louisiana	33,600	39,900	6,300	50,400	56,700
Maine	11,800	14,200	2,400	17,800	20,200
Maryland	32,100	38,600	6,500	48,400	54,900
Massachusetts	93,600	120,800	27,200	146,900	174,100
Michigan	51,100	58,600	7,500	75,100	82,600
Minnesota	67,700	88,400	20,700	107,000	127,700
Mississippi	15,100	17,600	2,500	22,400	24,900
Missouri	63,200	73,700	10,500	93,800	104,300

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	5,800	7,300	1,500	9,000	10,500
Nebraska	10,200	12,600	2,400	15,600	18,000
Nevada	14,500	21,100	6,600	24,400	31,000
New Hampshire	8,200	10,200	2,000	12,600	14,600
New Jersey	58,500	72,300	13,800	89,600	103,400
New Mexico	26,700	34,800	8,100	42,100	50,200
New York	318,400	395,800	77,400	489,100	566,500
North Carolina	53,400	68,500	15,100	83,500	98,600
North Dakota	4,200	5,000	800	6,300	7,100
Ohio	79,500	90,200	10,700	116,200	126,900
Oklahoma	17,200	19,100	1,900	24,900	26,800
Oregon	38,600	49,200	10,600	60,200	70,800
Pennsylvania	164,400	197,700	33,300	248,200	281,500
Rhode Island	6,700	8,000	1,300	10,100	11,400
South Carolina	28,200	36,800	8,600	44,600	53,200
South Dakota	3,200	4,000	800	4,900	5,700
Tennessee	34,400	40,800	6,400	51,500	57,900
Texas	243,900	316,100	72,200	383,500	455,700
Utah	14,400	20,200	5,800	23,700	29,500
Vermont	7,300	9,100	1,800	11,200	13,000
Virginia	56,700	72,300	15,600	88,400	104,000
Washington	78,000	105,700	27,700	125,900	153,600
West Virginia	13,900	15,400	1,500	20,000	21,500
Wisconsin	54,800	68,400	13,600	84,400	98,000
Wyoming	3,300	4,500	1,200	5,300	6,500

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.



## Projected Growth in Home Health and Personal Care Aide Jobs within Senior Care Sectors: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>2,829,300</b>	<b>4,632,600</b>	<b>1,803,300</b>	<b>10,626,300</b>	<b>12,429,600</b>
Alabama	18,300	24,300	6,000	60,700	66,700
Alaska	3,600	6,200	2,600	14,000	16,600
Arizona	45,400	89,300	43,900	191,900	235,800
Arkansas	19,100	25,100	6,000	62,900	68,900
California	604,300	1,065,200	460,900	2,372,400	2,833,300
Colorado	41,000	75,700	34,700	166,300	201,000
Connecticut	35,900	57,900	22,000	133,500	155,500
Delaware	8,000	15,100	7,100	33,000	40,100
District of Columbia	6,900	9,400	2,500	23,200	25,700
Florida	89,400	156,900	67,500	351,800	419,300
Georgia	37,500	63,000	25,500	143,400	168,900
Hawaii	8,100	13,500	5,400	30,700	36,100
Idaho	13,000	24,600	11,600	53,700	65,300
Illinois	84,800	121,500	36,700	293,900	330,600
Indiana	36,300	51,300	15,000	124,900	139,900
Iowa	18,300	27,400	9,100	65,000	74,100
Kansas	24,400	37,400	13,000	88,100	101,100
Kentucky	22,400	30,900	8,500	75,800	84,300
Louisiana	33,600	48,800	15,200	117,400	132,600
Maine	11,800	17,600	5,800	41,800	47,600
Maryland	32,100	47,600	15,500	113,700	129,200
Massachusetts	93,600	159,800	66,200	360,500	426,700
Michigan	51,100	69,300	18,200	171,700	189,900
Minnesota	67,700	118,000	50,300	264,300	314,600
Mississippi	15,100	21,200	6,100	51,600	57,700
Missouri	63,200	88,900	25,700	216,200	241,900

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	5,800	9,400	3,600	21,700	25,300
Nebraska	10,200	16,100	5,900	37,400	43,300
Nevada	14,500	30,600	16,100	64,200	80,300
New Hampshire	8,200	13,000	4,800	30,200	35,000
New Jersey	58,500	91,700	33,200	214,100	247,300
New Mexico	26,700	46,500	19,800	104,100	123,900
New York	318,400	504,900	186,500	1,173,700	1,360,200
North Carolina	53,400	89,400	36,000	203,900	239,900
North Dakota	4,200	6,200	2,000	14,900	16,900
Ohio	79,500	105,200	25,700	263,400	289,100
Oklahoma	17,200	21,800	4,600	55,700	60,300
Oregon	38,600	64,600	26,000	146,700	172,700
Pennsylvania	164,400	245,400	81,000	583,400	664,400
Rhode Island	6,700	9,900	3,200	23,700	26,900
South Carolina	28,200	49,000	20,800	110,000	130,800
South Dakota	3,200	5,100	1,900	11,800	13,700
Tennessee	34,400	50,000	15,600	120,200	135,800
Texas	243,900	416,300	172,400	942,700	1,115,100
Utah	14,400	28,300	13,900	60,900	74,800
Vermont	7,300	11,700	4,400	27,000	31,400
Virginia	56,700	94,300	37,600	215,300	252,900
Washington	78,000	145,700	67,700	317,800	385,500
West Virginia	13,900	17,500	3,600	44,700	48,300
Wisconsin	54,800	87,900	33,100	203,000	236,100
Wyoming	3,300	6,200	2,900	13,400	16,300

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## STATE OCCUPATIONAL EMPLOYMENT

### Projected Growth in Nursing Assistant Jobs within Senior Care Sectors: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>719,900</b>	<b>750,000</b>	<b>30,100</b>	<b>993,600</b>	<b>1,023,700</b>
Alabama	9,600	9,400	-200	12,800	12,600
Alaska	500	500	0	700	700
Arizona	10,500	11,700	1,200	15,000	16,200
Arkansas	7,600	7,400	-200	10,100	9,900
California	74,800	81,500	6,700	105,700	112,400
Colorado	10,400	11,300	900	14,700	15,600
Connecticut	11,900	12,000	100	16,100	16,200
Delaware	2,200	2,400	200	3,100	3,300
District of Columbia	1,400	1,400	0	1,900	1,900
Florida	42,000	44,300	2,300	58,200	60,500
Georgia	14,500	15,200	700	20,100	20,800
Hawaii	2,200	2,300	100	3,100	3,200
Idaho	3,400	3,800	400	4,800	5,200
Illinois	31,200	31,200	0	42,100	42,100
Indiana	17,800	17,700	-100	24,000	23,900
Iowa	11,200	11,200	0	15,200	15,200
Kansas	8,300	8,500	200	11,400	11,600
Kentucky	9,500	9,300	-200	12,700	12,500
Louisiana	10,100	10,100	0	13,700	13,700
Maine	3,700	3,700	0	5,000	5,000
Maryland	12,400	12,800	400	17,000	17,400
Massachusetts	20,200	21,100	900	27,900	28,800
Michigan	19,100	19,200	100	25,800	25,900
Minnesota	19,200	20,000	800	26,500	27,300
Mississippi	6,000	6,100	100	8,200	8,300
Missouri	16,700	16,600	-100	22,500	22,400

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	2,200	2,300	100	3,000	3,100
Nebraska	6,000	6,100	100	8,200	8,300
Nevada	3,400	3,900	500	4,900	5,400
New Hampshire	3,000	3,100	100	4,100	4,200
New Jersey	19,700	20,300	600	27,000	27,600
New Mexico	3,800	4,200	400	5,400	5,800
New York	57,100	60,300	3,200	79,500	82,700
North Carolina	19,600	20,600	1,000	27,100	28,100
North Dakota	3,200	3,200	0	4,300	4,300
Ohio	35,800	35,200	-600	48,000	47,400
Oklahoma	8,300	8,100	-200	11,100	10,900
Oregon	8,600	9,400	800	12,200	13,000
Pennsylvania	35,400	36,500	1,100	48,600	49,700
Rhode Island	3,400	3,500	100	4,700	4,800
South Carolina	9,100	9,800	700	12,800	13,500
South Dakota	2,700	2,800	100	3,700	3,800
Tennessee	13,500	13,600	100	18,300	18,400
Texas	54,400	58,900	4,500	76,600	81,100
Utah	4,700	5,100	400	6,600	7,000
Vermont	1,700	1,800	100	2,400	2,500
Virginia	15,700	16,700	1,000	22,000	23,000
Washington	12,600	13,800	1,200	17,900	19,100
West Virginia	3,900	3,800	-100	5,200	5,100
Wisconsin	14,800	15,400	600	20,500	21,100
Wyoming	900	900	0	1,200	1,200

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## Projected Growth in Nursing Assistant Jobs within Senior Care Sectors: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>719,900</b>	<b>793,400</b>	<b>73,500</b>	<b>2,152,900</b>	<b>2,226,400</b>
Alabama	9,600	9,200	-400	26,700	26,300
Alaska	500	600	100	1,600	1,700
Arizona	10,500	13,300	2,800	33,800	36,600
Arkansas	7,600	7,100	-500	20,900	20,400
California	74,800	91,000	16,200	235,500	251,700
Colorado	10,400	12,400	2,000	32,500	34,500
Connecticut	11,900	12,300	400	34,400	34,800
Delaware	2,200	2,600	400	6,900	7,300
District of Columbia	1,400	1,500	100	4,000	4,100
Florida	42,000	47,500	5,500	127,200	132,700
Georgia	14,500	16,200	1,700	43,700	45,400
Hawaii	2,200	2,500	300	6,700	7,000
Idaho	3,400	4,300	900	10,900	11,800
Illinois	31,200	31,500	300	89,200	89,500
Indiana	17,800	17,700	-100	50,500	50,400
Iowa	11,200	11,300	100	32,000	32,100
Kansas	8,300	8,800	500	24,300	24,800
Kentucky	9,500	9,200	-300	26,600	26,300
Louisiana	10,100	10,200	100	29,000	29,100
Maine	3,700	3,800	100	10,700	10,800
Maryland	12,400	13,300	900	36,600	37,500
Massachusetts	20,200	22,500	2,300	60,700	63,000
Michigan	19,100	19,500	400	54,800	55,200
Minnesota	19,200	21,100	1,900	57,400	59,300
Mississippi	6,000	6,200	200	17,400	17,600
Missouri	16,700	16,500	-200	47,300	47,100

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	2,200	2,400	200	6,500	6,700
Nebraska	6,000	6,200	200	17,400	17,600
Nevada	3,400	4,400	1,000	11,200	12,200
New Hampshire	3,000	3,200	200	8,800	9,000
New Jersey	19,700	21,100	1,400	58,100	59,500
New Mexico	3,800	4,600	800	12,000	12,800
New York	57,100	65,100	8,000	173,800	181,800
North Carolina	19,600	22,000	2,400	59,200	61,600
North Dakota	3,200	3,100	-100	9,000	8,900
Ohio	35,800	34,800	-1,000	100,500	99,500
Oklahoma	8,300	7,800	-500	23,000	22,500
Oregon	8,600	10,400	1,800	27,000	28,800
Pennsylvania	35,400	38,100	2,700	104,600	107,300
Rhode Island	3,400	3,500	100	9,900	10,000
South Carolina	9,100	10,800	1,700	28,200	29,900
South Dakota	2,700	2,800	100	7,900	8,000
Tennessee	13,500	13,700	200	38,700	38,900
Texas	54,400	65,400	11,000	170,200	181,200
Utah	4,700	5,600	900	14,700	15,600
Vermont	1,700	1,900	200	5,100	5,300
Virginia	15,700	18,000	2,300	48,100	50,400
Washington	12,600	15,400	2,800	39,800	42,600
West Virginia	3,900	3,700	-200	10,900	10,700
Wisconsin	14,800	16,300	1,500	44,300	45,800
Wyoming	900	1,000	100	2,700	2,800

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## STATE OCCUPATIONAL EMPLOYMENT

### Projected Growth in Foodservice Jobs within Senior Care Sectors: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>315,300</b>	<b>324,900</b>	<b>9,600</b>	<b>533,300</b>	<b>542,900</b>
Alabama	3,700	3,500	-200	6,000	5,800
Alaska	300	300	0	500	500
Arizona	5,700	6,300	600	10,000	10,600
Arkansas	2,800	2,600	-200	4,500	4,300
California	34,200	37,400	3,200	59,600	62,800
Colorado	5,100	5,500	400	8,800	9,200
Connecticut	4,800	4,800	0	8,000	8,000
Delaware	1,000	1,100	100	1,800	1,900
District of Columbia	500	500	0	800	800
Florida	19,900	21,000	1,100	34,000	35,100
Georgia	6,500	6,800	300	11,100	11,400
Hawaii	1,000	1,000	0	1,700	1,700
Idaho	1,800	2,000	200	3,100	3,300
Illinois	13,500	13,200	-300	22,200	21,900
Indiana	7,400	7,200	-200	12,200	12,000
Iowa	5,100	5,100	0	8,600	8,600
Kansas	4,300	4,400	100	7,200	7,300
Kentucky	3,600	3,400	-200	5,800	5,600
Louisiana	3,600	3,500	-100	6,000	5,900
Maine	1,800	1,800	0	3,000	3,000
Maryland	6,200	6,400	200	10,500	10,700
Massachusetts	8,500	8,800	300	14,400	14,700
Michigan	9,300	9,300	0	15,500	15,500
Minnesota	8,800	9,200	400	15,000	15,400
Mississippi	2,200	2,300	100	3,700	3,800
Missouri	6,600	6,400	-200	10,900	10,700

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	1,000	1,000	0	1,700	1,700
Nebraska	2,900	2,900	0	4,800	4,800
Nevada	1,500	1,700	200	2,700	2,900
New Hampshire	1,500	1,500	0	2,400	2,400
New Jersey	8,100	8,200	100	13,600	13,700
New Mexico	1,400	1,500	100	2,500	2,600
New York	17,300	17,400	100	28,800	28,900
North Carolina	9,500	9,900	400	16,100	16,500
North Dakota	1,300	1,300	0	2,200	2,200
Ohio	14,400	13,800	-600	23,400	22,800
Oklahoma	3,200	3,000	-200	5,100	4,900
Oregon	5,800	6,400	600	10,200	10,800
Pennsylvania	18,000	18,400	400	30,400	30,800
Rhode Island	1,300	1,300	0	2,200	2,200
South Carolina	4,300	4,700	400	7,500	7,900
South Dakota	1,200	1,300	100	2,100	2,200
Tennessee	5,700	5,600	-100	9,400	9,300
Texas	19,300	20,100	800	32,700	33,500
Utah	2,300	2,500	200	4,100	4,300
Vermont	800	800	0	1,400	1,400
Virginia	8,100	8,600	500	13,900	14,400
Washington	7,700	8,400	700	13,500	14,200
West Virginia	1,500	1,400	-100	2,400	2,300
Wisconsin	8,600	9,000	400	14,600	15,000
Wyoming	400	400	0	700	700

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## Projected Growth in Foodservice Jobs within Senior Care Sectors: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>315,300</b>	<b>339,400</b>	<b>24,100</b>	<b>1,148,400</b>	<b>1,172,500</b>
Alabama	3,700	3,300	-400	12,400	12,000
Alaska	300	400	100	1,200	1,300
Arizona	5,700	7,100	1,400	22,500	23,900
Arkansas	2,800	2,400	-400	9,100	8,700
California	34,200	41,700	7,500	132,800	140,300
Colorado	5,100	6,000	900	19,400	20,300
Connecticut	4,800	4,800	0	16,800	16,800
Delaware	1,000	1,200	200	4,000	4,200
District of Columbia	500	500	0	1,700	1,700
Florida	19,900	22,600	2,700	74,300	77,000
Georgia	6,500	7,200	700	24,100	24,800
Hawaii	1,000	1,100	100	3,700	3,800
Idaho	1,800	2,200	400	7,000	7,400
Illinois	13,500	13,200	-300	46,700	46,400
Indiana	7,400	7,100	-300	25,500	25,200
Iowa	5,100	5,100	0	18,000	18,000
Kansas	4,300	4,500	200	15,500	15,700
Kentucky	3,600	3,200	-400	11,800	11,400
Louisiana	3,600	3,400	-200	12,400	12,200
Maine	1,800	1,800	0	6,300	6,300
Maryland	6,200	6,600	400	22,600	23,000
Massachusetts	8,500	9,200	700	31,100	31,800
Michigan	9,300	9,300	0	32,700	32,700
Minnesota	8,800	9,700	900	32,400	33,300
Mississippi	2,200	2,300	100	7,900	8,000
Missouri	6,600	6,200	-400	22,500	22,100

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	1,000	1,100	100	3,700	3,800
Nebraska	2,900	3,000	100	10,400	10,500
Nevada	1,500	2,000	500	6,100	6,600
New Hampshire	1,500	1,500	0	5,200	5,200
New Jersey	8,100	8,400	300	29,000	29,300
New Mexico	1,400	1,600	200	5,400	5,600
New York	17,300	17,800	500	61,400	61,900
North Carolina	9,500	10,500	1,000	35,100	36,100
North Dakota	1,300	1,300	0	4,500	4,500
Ohio	14,400	13,100	-1,300	48,300	47,000
Oklahoma	3,200	2,700	-500	10,400	9,900
Oregon	5,800	7,000	1,200	22,600	23,800
Pennsylvania	18,000	19,000	1,000	65,000	66,000
Rhode Island	1,300	1,300	0	4,700	4,700
South Carolina	4,300	5,200	900	16,600	17,500
South Dakota	1,200	1,300	100	4,400	4,500
Tennessee	5,700	5,600	-100	19,700	19,600
Texas	19,300	21,400	2,100	71,100	73,200
Utah	2,300	2,800	500	9,000	9,500
Vermont	800	900	100	3,000	3,100
Virginia	8,100	9,200	1,100	30,400	31,500
Washington	7,700	9,300	1,600	30,000	31,600
West Virginia	1,500	1,300	-200	4,900	4,700
Wisconsin	8,600	9,500	900	31,700	32,600
Wyoming	400	500	100	1,400	1,500

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## STATE OCCUPATIONAL EMPLOYMENT

### Projected Growth in Community and Social Service Jobs within Senior Care Sectors: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>151,600</b>	<b>186,000</b>	<b>34,400</b>	<b>148,400</b>	<b>182,800</b>
Alabama	1,100	1,200	100	1,000	1,100
Alaska	200	200	0	200	200
Arizona	2,300	3,100	800	2,400	3,200
Arkansas	1,200	1,300	100	1,100	1,200
California	31,500	40,800	9,300	31,800	41,100
Colorado	2,100	2,800	700	2,200	2,900
Connecticut	2,100	2,500	400	2,000	2,400
Delaware	400	500	100	400	500
District of Columbia	400	400	0	300	300
Florida	5,000	6,200	1,200	4,900	6,100
Georgia	2,100	2,500	400	2,000	2,400
Hawaii	400	500	100	400	500
Idaho	700	900	200	700	900
Illinois	4,800	5,500	700	4,500	5,200
Indiana	2,200	2,500	300	2,000	2,300
Iowa	1,200	1,300	100	1,100	1,200
Kansas	1,300	1,600	300	1,300	1,600
Kentucky	1,400	1,500	100	1,300	1,400
Louisiana	1,900	2,200	300	1,800	2,100
Maine	600	700	100	600	700
Maryland	1,700	2,000	300	1,600	1,900
Massachusetts	5,000	6,300	1,300	5,000	6,300
Michigan	2,800	3,100	300	2,500	2,800
Minnesota	3,700	4,700	1,000	3,700	4,700
Mississippi	900	1,000	100	800	900
Missouri	3,600	4,100	500	3,300	3,800

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	300	400	100	300	400
Nebraska	600	700	100	600	700
Nevada	800	1,100	300	800	1,100
New Hampshire	400	500	100	400	500
New Jersey	3,200	3,900	700	3,100	3,800
New Mexico	1,400	1,800	400	1,400	1,800
New York	16,400	20,100	3,700	16,100	19,800
North Carolina	2,900	3,500	600	2,800	3,400
North Dakota	300	300	0	300	300
Ohio	4,700	5,100	400	4,300	4,700
Oklahoma	1,100	1,100	0	1,000	1,000
Oregon	1,900	2,400	500	1,900	2,200
Pennsylvania	8,500	10,100	1,600	8,200	9,800
Rhode Island	400	500	100	400	500
South Carolina	1,500	1,900	400	1,500	1,900
South Dakota	200	200	0	200	200
Tennessee	2,000	2,300	300	1,900	2,200
Texas	12,400	15,700	3,300	12,400	15,700
Utah	800	1,000	200	800	1,000
Vermont	400	500	100	400	500
Virginia	2,900	3,600	700	2,900	3,600
Washington	4,000	5,300	1,300	4,100	5,400
West Virginia	800	900	100	700	800
Wisconsin	2,900	3,500	600	2,800	3,400
Wyoming	200	200	0	200	200

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## Projected Growth in Community and Social Service Jobs within Senior Care Sectors: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>151,600</b>	<b>235,200</b>	<b>83,600</b>	<b>354,000</b>	<b>437,600</b>
Alabama	1,100	1,400	300	2,300	2,600
Alaska	200	300	100	400	500
Arizona	2,300	4,300	2,000	6,000	8,000
Arkansas	1,200	1,400	200	2,400	2,600
California	31,500	54,200	22,700	78,300	101,000
Colorado	2,100	3,700	1,600	5,400	7,000
Connecticut	2,100	3,100	1,000	4,700	5,700
Delaware	400	700	300	1,100	1,400
District of Columbia	400	500	100	800	900
Florida	5,000	7,700	2,700	11,700	14,400
Georgia	2,100	3,200	1,100	4,800	5,900
Hawaii	400	700	300	1,000	1,300
Idaho	700	1,200	500	1,700	2,200
Illinois	4,800	6,400	1,600	10,300	11,900
Indiana	2,200	2,800	600	4,600	5,200
Iowa	1,200	1,500	300	2,500	2,800
Kansas	1,300	1,900	600	3,000	3,600
Kentucky	1,400	1,800	400	2,900	3,300
Louisiana	1,900	2,600	700	4,100	4,800
Maine	600	900	300	1,400	1,700
Maryland	1,700	2,300	600	3,700	4,300
Massachusetts	5,000	8,200	3,200	12,000	15,200
Michigan	2,800	3,500	700	5,700	6,400
Minnesota	3,700	6,100	2,400	9,000	11,400
Mississippi	900	1,200	300	1,900	2,200
Missouri	3,600	4,800	1,200	7,600	8,800

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	300	500	200	700	900
Nebraska	600	900	300	1,400	1,700
Nevada	800	1,600	800	2,100	2,900
New Hampshire	400	700	300	1,000	1,300
New Jersey	3,200	4,700	1,500	7,300	8,800
New Mexico	1,400	2,300	900	3,400	4,300
New York	16,400	25,300	8,900	38,200	47,100
North Carolina	2,900	4,400	1,500	6,700	8,200
North Dakota	300	400	100	600	700
Ohio	4,700	5,700	1,000	9,600	10,600
Oklahoma	1,100	1,200	100	2,100	2,200
Oregon	1,900	3,100	1,200	4,600	5,800
Pennsylvania	8,500	12,300	3,800	19,100	22,900
Rhode Island	400	500	100	900	1,000
South Carolina	1,500	2,500	1,000	3,600	4,600
South Dakota	200	300	100	500	600
Tennessee	2,000	2,700	700	4,200	4,900
Texas	12,400	20,300	7,900	30,000	37,900
Utah	800	1,400	600	2,000	2,600
Vermont	400	600	200	900	1,100
Virginia	2,900	4,600	1,700	6,900	8,600
Washington	4,000	7,200	3,200	10,200	13,400
West Virginia	800	900	100	1,600	1,700
Wisconsin	2,900	4,400	1,500	6,600	8,100
Wyoming	200	300	100	500	600

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## STATE OCCUPATIONAL EMPLOYMENT

### Projected Growth in Management Jobs within Senior Care Sectors: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>153,200</b>	<b>187,400</b>	<b>34,200</b>	<b>128,100</b>	<b>162,300</b>
Alabama	1,500	1,600	100	1,200	1,300
Alaska	200	200	0	100	100
Arizona	2,500	3,400	900	2,300	3,200
Arkansas	1,200	1,300	100	900	1,000
California	21,100	27,100	6,000	18,200	24,200
Colorado	2,300	3,000	700	2,000	2,700
Connecticut	2,100	2,500	400	1,700	2,100
Delaware	500	600	100	400	500
District of Columbia	300	400	100	300	400
Florida	7,600	9,600	2,000	6,500	8,500
Georgia	2,700	3,400	700	2,300	3,000
Hawaii	500	600	100	400	500
Idaho	800	1,100	300	700	1,000
Illinois	5,600	6,400	800	4,500	5,300
Indiana	2,900	3,300	400	2,300	2,700
Iowa	1,700	1,900	200	1,400	1,600
Kansas	1,600	1,800	200	1,300	1,500
Kentucky	1,500	1,700	200	1,200	1,400
Louisiana	1,900	2,200	300	1,500	1,800
Maine	700	800	100	600	700
Maryland	2,400	2,900	500	2,000	2,500
Massachusetts	4,500	5,600	1,100	3,800	4,900
Michigan	3,700	4,200	500	3,000	3,500
Minnesota	3,800	4,700	900	3,200	4,100
Mississippi	1,000	1,200	200	800	1,000
Missouri	3,200	3,600	400	2,500	2,900

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	400	500	100	300	400
Nebraska	1,000	1,100	100	800	900
Nevada	700	1,000	300	700	1,000
New Hampshire	600	700	100	500	600
New Jersey	3,800	4,600	800	3,200	4,000
New Mexico	1,100	1,400	300	900	1,200
New York	14,900	18,600	3,700	12,600	16,300
North Carolina	3,900	4,800	900	3,300	4,200
North Dakota	400	500	100	300	400
Ohio	6,000	6,700	700	4,800	5,500
Oklahoma	1,300	1,400	100	1,000	1,100
Oregon	2,100	2,500	400	1,700	2,100
Pennsylvania	8,300	9,700	1,400	6,800	8,200
Rhode Island	500	600	100	400	500
South Carolina	1,800	2,200	400	1,500	1,900
South Dakota	400	500	100	300	400
Tennessee	2,400	2,700	300	1,900	2,200
Texas	13,500	17,800	4,300	11,800	16,100
Utah	1,000	1,300	300	800	1,100
Vermont	400	400	0	300	300
Virginia	3,500	4,300	800	2,900	3,700
Washington	3,300	4,300	1,000	2,900	3,900
West Virginia	700	800	100	600	700
Wisconsin	3,200	3,700	500	2,600	3,100
Wyoming	200	200	0	100	100

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.



## Projected Growth in Management Jobs within Senior Care Sectors: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>153,200</b>	<b>235,900</b>	<b>82,700</b>	<b>305,000</b>	<b>387,700</b>
Alabama	1,500	1,800	300	2,600	2,900
Alaska	200	300	100	300	400
Arizona	2,500	4,700	2,200	5,700	7,900
Arkansas	1,200	1,500	300	2,100	2,400
California	21,100	35,600	14,500	44,400	58,900
Colorado	2,300	4,000	1,700	4,900	6,600
Connecticut	2,100	3,000	900	4,000	4,900
Delaware	500	800	300	1,000	1,300
District of Columbia	300	500	200	600	800
Florida	7,600	12,400	4,800	15,700	20,500
Georgia	2,700	4,400	1,700	5,600	7,300
Hawaii	500	700	200	900	1,100
Idaho	800	1,500	700	1,800	2,500
Illinois	5,600	7,500	1,900	10,300	12,200
Indiana	2,900	3,800	900	5,200	6,100
Iowa	1,700	2,200	500	3,100	3,600
Kansas	1,600	2,200	600	3,000	3,600
Kentucky	1,500	1,900	400	2,700	3,100
Louisiana	1,900	2,600	700	3,500	4,200
Maine	700	1,000	300	1,300	1,600
Maryland	2,400	3,500	1,100	4,600	5,700
Massachusetts	4,500	7,100	2,600	9,100	11,700
Michigan	3,700	4,800	1,100	6,700	7,800
Minnesota	3,800	5,900	2,100	7,600	9,700
Mississippi	1,000	1,500	500	2,000	2,500
Missouri	3,200	4,100	900	5,700	6,600
Montana	400	600	200	800	1,000
Nebraska	1,000	1,300	300	1,800	2,100
Nevada	700	1,400	700	1,700	2,400
New Hampshire	600	800	200	1,100	1,300
New Jersey	3,800	5,700	1,900	7,400	9,300
New Mexico	1,100	1,900	800	2,300	3,100
New York	14,900	24,000	9,100	30,400	39,500
North Carolina	3,900	6,100	2,200	7,800	10,000
North Dakota	400	500	100	800	900
Ohio	6,000	7,600	1,600	10,700	12,300
Oklahoma	1,300	1,600	300	2,300	2,600
Oregon	2,100	3,100	1,000	4,100	5,100
Pennsylvania	8,300	11,700	3,400	15,700	19,100
Rhode Island	500	700	200	1,000	1,200
South Carolina	1,800	2,900	1,100	3,700	4,800
South Dakota	400	500	100	700	800
Tennessee	2,400	3,200	800	4,400	5,200
Texas	13,500	23,800	10,300	29,200	39,500
Utah	1,000	1,700	700	2,100	2,800
Vermont	400	500	100	700	800
Virginia	3,500	5,500	2,000	7,000	9,000
Washington	3,300	5,700	2,400	7,100	9,500
West Virginia	700	900	200	1,300	1,500
Wisconsin	3,200	4,600	1,400	6,100	7,500
Wyoming	200	300	100	400	500

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## STATE OCCUPATIONAL EMPLOYMENT

### Projected Growth in Maids and Housekeeping Cleaners Jobs within Senior Care Sectors: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>108,300</b>	<b>112,900</b>	<b>4,600</b>	<b>139,600</b>	<b>144,200</b>
Alabama	1,400	1,400	0	1,700	1,700
Alaska	100	100	0	100	100
Arizona	1,800	2,000	200	2,400	2,600
Arkansas	1,100	1,100	0	1,300	1,300
California	11,600	12,500	900	15,200	16,100
Colorado	1,700	1,800	100	2,200	2,300
Connecticut	1,700	1,800	100	2,200	2,300
Delaware	300	300	0	500	500
District of Columbia	200	200	0	200	200
Florida	6,700	7,100	400	8,700	9,100
Georgia	2,200	2,300	100	2,900	3,000
Hawaii	300	300	0	400	400
Idaho	600	600	0	700	700
Illinois	4,700	4,800	100	6,000	6,100
Indiana	2,700	2,700	0	3,400	3,400
Iowa	1,800	1,800	0	2,300	2,300
Kansas	1,400	1,500	100	1,800	1,900
Kentucky	1,300	1,300	0	1,700	1,700
Louisiana	1,400	1,400	0	1,700	1,700
Maine	600	600	0	800	800
Maryland	2,000	2,100	100	2,600	2,700
Massachusetts	3,000	3,100	100	3,800	3,900
Michigan	3,100	3,100	0	3,900	3,900
Minnesota	3,000	3,200	200	3,900	4,100
Mississippi	800	800	0	1,100	1,100
Missouri	2,400	2,400	0	3,100	3,100

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	400	400	0	400	400
Nebraska	1,000	1,000	0	1,300	1,300
Nevada	500	600	100	700	800
New Hampshire	500	500	0	600	600
New Jersey	2,900	3,000	100	3,700	3,800
New Mexico	500	500	0	700	700
New York	6,500	6,700	200	8,300	8,500
North Carolina	3,100	3,300	200	4,100	4,300
North Dakota	500	500	0	600	600
Ohio	5,200	5,200	0	6,500	6,500
Oklahoma	1,200	1,200	0	1,500	1,500
Oregon	1,700	1,900	200	2,300	2,500
Pennsylvania	5,800	6,000	200	7,500	7,700
Rhode Island	500	500	0	600	600
South Carolina	1,400	1,600	200	1,900	2,100
South Dakota	400	400	0	600	600
Tennessee	2,000	2,000	0	2,600	2,600
Texas	6,800	7,200	400	8,800	9,200
Utah	800	800	0	1,000	1,000
Vermont	300	300	0	400	400
Virginia	2,600	2,800	200	3,400	3,600
Washington	2,400	2,600	200	3,100	3,300
West Virginia	600	600	0	700	700
Wisconsin	2,700	2,900	200	3,500	3,700
Wyoming	100	100	0	200	200

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## Projected Growth in Maids and Housekeeping Cleaners Jobs within Senior Care Sectors: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>108,300</b>	<b>119,000</b>	<b>10,700</b>	<b>302,200</b>	<b>312,900</b>
Alabama	1,400	1,300	-100	3,600	3,500
Alaska	100	100	0	300	300
Arizona	1,800	2,300	500	5,400	5,900
Arkansas	1,100	1,000	-100	2,800	2,700
California	11,600	13,800	2,200	33,500	35,700
Colorado	1,700	2,000	300	4,800	5,100
Connecticut	1,700	1,800	100	4,700	4,800
Delaware	300	400	100	1,000	1,100
District of Columbia	200	200	0	500	500
Florida	6,700	7,700	1,000	19,100	20,100
Georgia	2,200	2,500	300	6,300	6,600
Hawaii	300	400	100	1,000	1,100
Idaho	600	700	100	1,700	1,800
Illinois	4,700	4,800	100	12,700	12,800
Indiana	2,700	2,700	0	7,100	7,100
Iowa	1,800	1,900	100	4,900	5,000
Kansas	1,400	1,500	100	3,900	4,000
Kentucky	1,300	1,300	0	3,500	3,500
Louisiana	1,400	1,400	0	3,700	3,700
Maine	600	600	0	1,600	1,600
Maryland	2,000	2,200	200	5,700	5,900
Massachusetts	3,000	3,300	300	8,300	8,600
Michigan	3,100	3,200	100	8,400	8,500
Minnesota	3,000	3,400	400	8,500	8,900
Mississippi	800	800	0	2,300	2,300
Missouri	2,400	2,400	0	6,400	6,400

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	400	400	0	1,000	1,000
Nebraska	1,000	1,100	100	2,700	2,800
Nevada	500	700	200	1,600	1,800
New Hampshire	500	500	0	1,400	1,400
New Jersey	2,900	3,100	200	7,900	8,100
New Mexico	500	600	100	1,400	1,500
New York	6,500	7,000	500	17,900	18,400
North Carolina	3,100	3,500	400	8,900	9,300
North Dakota	500	500	0	1,300	1,300
Ohio	5,200	5,100	-100	13,700	13,600
Oklahoma	1,200	1,100	-100	3,100	3,000
Oregon	1,700	2,100	400	5,100	5,500
Pennsylvania	5,800	6,300	500	16,200	16,700
Rhode Island	500	500	0	1,300	1,300
South Carolina	1,400	1,700	300	4,200	4,500
South Dakota	400	500	100	1,200	1,300
Tennessee	2,000	2,100	100	5,400	5,500
Texas	6,800	7,700	900	19,200	20,100
Utah	800	900	100	2,300	2,400
Vermont	300	300	0	800	800
Virginia	2,600	3,000	400	7,500	7,900
Washington	2,400	2,900	500	7,000	7,500
West Virginia	600	600	0	1,400	1,400
Wisconsin	2,700	3,000	300	7,600	7,900
Wyoming	100	100	0	400	400

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## STATE OCCUPATIONAL EMPLOYMENT

### Projected Growth in Office and Administrative Support Jobs within Senior Care Sectors: 2021 to 2030

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>273,700</b>	<b>291,700</b>	<b>18,000</b>	<b>308,600</b>	<b>326,600</b>
Alabama	2,500	2,500	0	2,700	2,700
Alaska	300	300	0	300	300
Arizona	4,500	5,000	500	5,200	5,700
Arkansas	2,100	2,000	-100	2,200	2,100
California	38,900	44,000	5,100	45,300	50,400
Colorado	4,100	4,500	400	4,700	5,100
Connecticut	3,600	3,800	200	4,000	4,200
Delaware	800	900	100	1,000	1,100
District of Columbia	700	700	0	700	700
Florida	13,000	13,900	900	14,600	15,500
Georgia	4,800	5,100	300	5,400	5,700
Hawaii	800	800	0	900	900
Idaho	1,400	1,600	200	1,600	1,800
Illinois	9,700	9,800	100	10,700	10,800
Indiana	4,900	4,900	0	5,400	5,400
Iowa	2,800	2,800	0	3,000	3,000
Kansas	2,600	2,700	100	2,900	3,000
Kentucky	2,600	2,600	0	2,800	2,800
Louisiana	3,400	3,500	100	3,800	3,900
Maine	1,200	1,200	0	1,300	1,300
Maryland	4,200	4,300	100	4,600	4,700
Massachusetts	8,100	8,800	700	9,200	9,900
Michigan	6,400	6,400	0	7,000	7,000
Minnesota	6,500	7,000	500	7,400	7,900
Mississippi	1,700	1,800	100	1,900	2,000
Missouri	5,600	5,600	0	6,100	6,100

State	2021 Jobs	2030 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
Montana	700	700	0	800	800
Nebraska	1,500	1,600	100	1,700	1,800
Nevada	1,300	1,500	200	1,600	1,800
New Hampshire	900	900	0	1,100	1,100
New Jersey	6,800	7,100	300	7,600	7,900
New Mexico	2,100	2,300	200	2,400	2,600
New York	29,200	31,600	2,400	33,200	35,600
North Carolina	6,700	7,100	400	7,500	7,900
North Dakota	700	700	0	700	700
Ohio	10,600	10,300	-300	11,400	11,100
Oklahoma	2,300	2,200	-100	2,500	2,400
Oregon	3,400	3,700	300	3,900	4,200
Pennsylvania	14,600	15,200	600	16,300	16,900
Rhode Island	900	900	0	1,000	1,000
South Carolina	3,200	3,500	300	3,600	3,900
South Dakota	600	600	0	700	700
Tennessee	4,100	4,200	100	4,500	4,600
Texas	26,100	28,700	2,600	29,800	32,400
Utah	1,600	1,800	200	1,900	2,100
Vermont	600	600	0	700	700
Virginia	6,100	6,500	400	6,900	7,300
Washington	5,700	6,400	700	6,600	7,300
West Virginia	1,300	1,300	0	1,400	1,400
Wisconsin	5,200	5,500	300	5,800	6,100
Wyoming	300	300	0	300	300

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

Note: Employment estimates are rounded to the nearest 100 jobs. As a result, precise growth may not be reflected in the data.

## Projected Growth in Office and Administrative Support Jobs within Senior Care Sectors: 2021 to 2040

State	2021 Jobs	2040 Jobs	Net Job Growth	Occupational Replacement Needs*	Total Employees Needed
<b>United States</b>	<b>273,700</b>	<b>316,100</b>	<b>42,400</b>	<b>677,300</b>	<b>719,700</b>
Alabama	2,500	2,400	-100	5,700	5,600
Alaska	300	400	100	800	900
Arizona	4,500	5,700	1,200	11,700	12,900
Arkansas	2,100	1,900	-200	4,600	4,400
California	38,900	50,600	11,700	102,600	114,300
Colorado	4,100	5,000	900	10,500	11,400
Connecticut	3,600	4,000	400	8,700	9,100
Delaware	800	1,000	200	2,100	2,300
District of Columbia	700	700	0	1,500	1,500
Florida	13,000	15,000	2,000	32,000	34,000
Georgia	4,800	5,500	700	11,800	12,500
Hawaii	800	900	100	2,000	2,100
Idaho	1,400	1,800	400	3,700	4,100
Illinois	9,700	10,000	300	22,700	23,000
Indiana	4,900	4,900	0	11,300	11,300
Iowa	2,800	2,800	0	6,300	6,300
Kansas	2,600	2,800	200	6,300	6,500
Kentucky	2,600	2,500	-100	5,800	5,700
Louisiana	3,400	3,600	200	8,100	8,300
Maine	1,200	1,300	100	2,800	2,900
Maryland	4,200	4,500	300	10,000	10,300
Massachusetts	8,100	9,600	1,500	20,400	21,900
Michigan	6,400	6,500	100	14,800	14,900
Minnesota	6,500	7,600	1,100	16,300	17,400
Mississippi	1,700	1,900	200	4,100	4,300
Missouri	5,600	5,700	100	13,000	13,100
Montana	700	800	100	1,700	1,800
Nebraska	1,500	1,600	100	3,600	3,700
Nevada	1,300	1,800	500	3,600	4,100
New Hampshire	900	1,000	100	2,300	2,400
New Jersey	6,800	7,600	800	16,500	17,300
New Mexico	2,100	2,600	500	5,400	5,900
New York	29,200	34,700	5,500	73,300	78,800
North Carolina	6,700	7,700	1,000	16,500	17,500
North Dakota	700	700	0	1,500	1,500
Ohio	10,600	10,200	-400	23,800	23,400
Oklahoma	2,300	2,100	-200	5,100	4,900
Oregon	3,400	4,100	700	8,600	9,300
Pennsylvania	14,600	16,200	1,600	35,300	36,900
Rhode Island	900	900	0	2,200	2,200
South Carolina	3,200	3,900	700	8,100	8,800
South Dakota	600	600	0	1,500	1,500
Tennessee	4,100	4,300	200	9,700	9,900
Texas	26,100	32,100	6,000	66,700	72,700
Utah	1,600	2,000	400	4,200	4,600
Vermont	600	700	100	1,600	1,700
Virginia	6,100	7,100	1,000	15,100	16,100
Washington	5,700	7,300	1,600	14,900	16,500
West Virginia	1,300	1,200	-100	3,000	2,900
Wisconsin	5,200	5,900	700	12,700	13,400
Wyoming	300	400	100	800	900

Source: Argentum analysis of data from the Bureau of Labor Statistics

\* In addition to the net job growth in the senior care sector, the industry will need to fill job openings that result when employees permanently leave their occupations, either through exiting the labor force or transferring to a different occupation. These are referred to as 'occupational replacement needs.'

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