New Data on What Keeps *and* *Loses* Senior Living Talent

SENIOR LIVING insights

Activated Insights

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Webinar Housekeeping

- Attendees will be on mute
- This event is being recorded
- You may submit questions via the Q&A panel at anytime

Today's Presenters

Todd Austin
President
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Ashante Abubakar
Vice President, Workforce Development
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Tommy Comer
Vice President, Human Resources
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HOW TO READ THE FINDINGS

Senior Living Workers Share Their Perspective

44.5
average age
(range: 18–76)

80.4%
working full-time

370
open-ended
responses

WHO

Current employees across direct care, operations/support, and administrative/corporate roles

WHEN + HOW

Online survey conducted in Q1 2026; findings analyzed by age, role, employment status and company

PURPOSE IS SENIOR LIVING'S ADVANTAGE

94.5%

would be likely or very likely to stay in a job where their work makes a difference

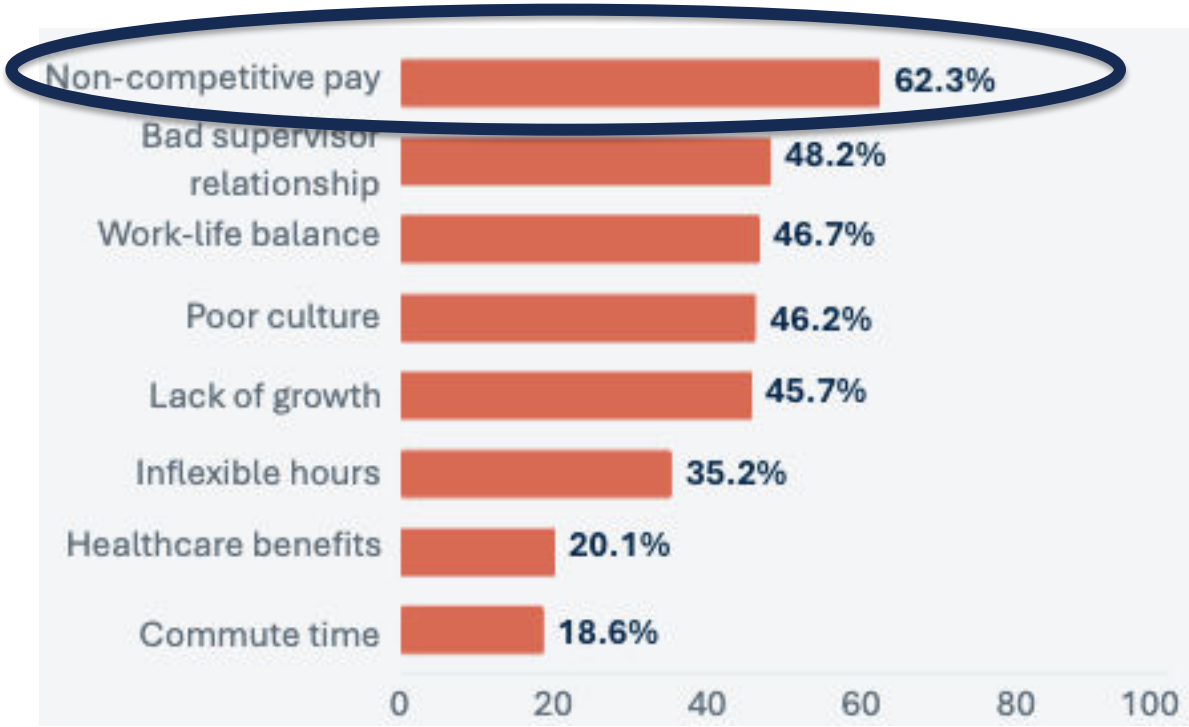
Only 1.5% said they were unlikely or very unlikely to stay in meaningful work.

Meaning is not a substitute for good working conditions. It is the retention advantage those conditions should protect.

Fair Pay Sustains a Mission-Driven Workforce

WHAT WORKERS VALUE

WHAT DRIVES WORKERS AWAY



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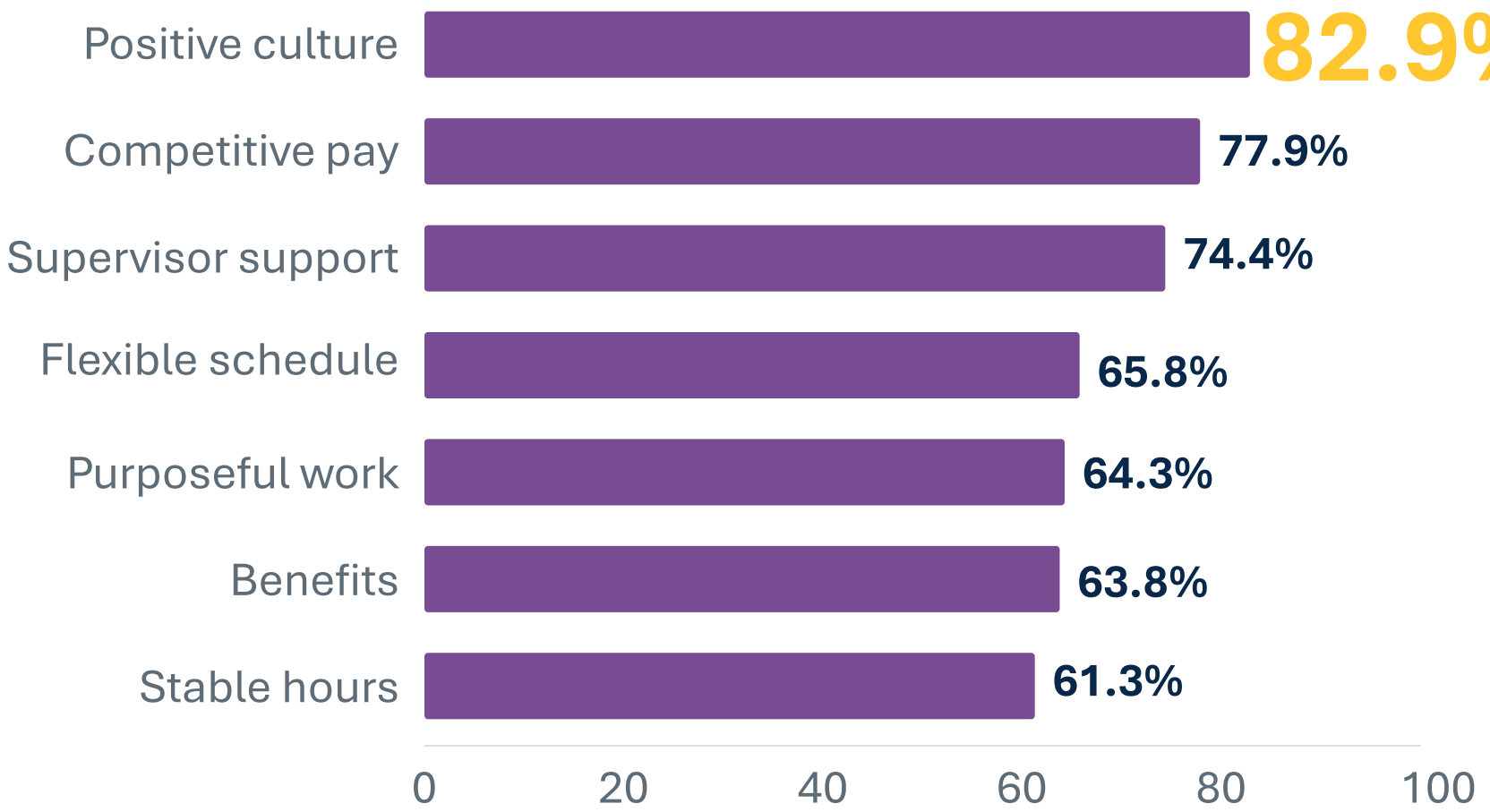
Retention Begins with Culture



Culture is not a mood

It is the operating environment in which pay, supervision, scheduling and purpose are experienced

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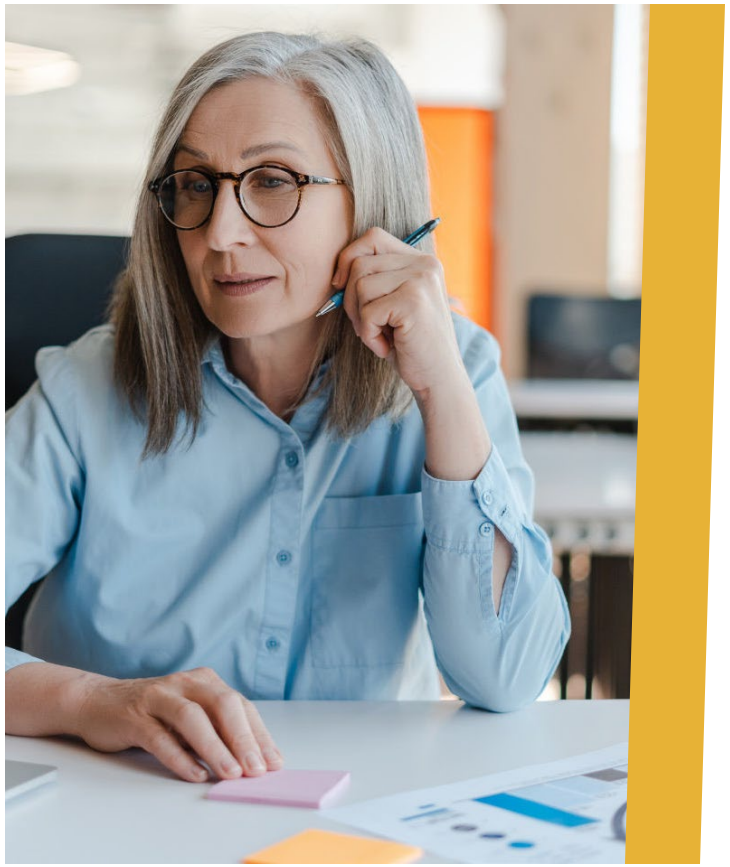
Supervisors shape satisfaction, stress and turnover



71.4%

say feeling valued by a supervisor is extremely important to job satisfaction

48.2%

cite a bad supervisor relationship as a potential reason to leave the field

30.2%

choose stronger management support as the single best stress reducer, followed by higher pay & better staffing

Flexibility and Predictability are Needs, Not Perks

82.9%

rate work-life flexibility as extremely important

65.8%

select flexible scheduling as a retention driver

47%

Direct Care

vs.

24%

Administrative/Corporate

cited inflexible hours as a reason they might leave

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Retention Isn't One Size Fits All

CAREER ADVANCEMENT

65% under 40

40% in their 50s

20% age 60+

Career pathways matter most early in a worker's career, impacting their employment for 3+ years

PART-TIME FLEXIBILITY

74% part-time

64% full-time

Flexible scheduling as a retention factor

Purpose grows more important with age; younger workers place greater weight on earnings and advancement

Replacing Checklists with an Interdependent System

Retention conditions reinforce one another

1
FAIR PAY
Signals value

2
STRONG MANAGERS
Create support

3
POSITIVE CULTURE
Build belonging

4
FLEXIBLE SCHEDULES
Make work sustainable

5
VISIBLE PURPOSE
Connect effort to impact

Weakness in one dimension increases pressure on all the others

Turn These Findings Into Action

Download the full report

Get the complete 2026 Perceptions of Careers in Senior Living data, benchmarks, and recommendations.

Get the Report

Q&A

Questions?

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