

# SENIOR CARE WORKFORCE NEEDS STUDY



June 2024



**SAN DIEGO & IMPERIAL  
CENTER OF EXCELLENCE  
COMMUNITY COLLEGES**



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FOR LABOR MARKET RESEARCH

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# Executive Summary



The senior care industry faces a serious crisis as the aging population grows in the San Diego-Imperial region. The urgent demand for senior care workers exacerbates this issue, with regional institutions not training quickly enough to meet the rising demand. In an effort to understand the workforce needs of senior care employers, the San Diego & Imperial Center of Excellence (COE) commissioned this study to encourage meaningful discussions about this issue in the region. First, the COE analyzed past and projected labor market data to gain insights into employment trends for *Senior Care Occupations*. To supplement these insights, the COE conducted an online survey, capturing responses from 342 senior care workers in the region. The survey aimed to identify difficult-to-hire positions, understand key attributes and benefits that appeal to workers and help retain them in the industry, and evaluate the potential for collaborations between employers and the San Diego & Imperial Counties Community Colleges. Based on the findings from this research, the community colleges should:

- 1. Establish clear program pathways to guide students and workers toward continued career advancement as recent legislation increases wages for “Home Health and Personal Care Aides.”**
- 2. Enhance programs’ recruitment strategies by promoting the industry’s positive community impact, potential for personal and professional fulfillment, and development of valuable transferable skills.**
- 3. Develop strong partnerships with employers and expand training programs such as apprenticeships to create a steady pipeline of skilled workers, improve retention, and align with industry needs.**
- 4. Provide resources for families and older adults navigating senior care, and partner with agencies to connect community members with these critical resources.**

The need for senior care workers is a pressing issue for our region. Community colleges can play a pivotal role by developing robust training programs, promoting career opportunities to students, collaborating with senior care employers, and supporting families navigating senior care. Investing in these initiatives will not only improve workforce outcomes, but also enhance the quality of life for seniors and their families.

# Introduction

The senior care industry faces a serious crisis as the aging population grows in the San Diego-Imperial region. In 2022, San Diego County had 507,031 senior residents but only 29,336 spots across 1,385 licensed senior care facilities and programs.<sup>1, 2, 3</sup> An even more pronounced shortage exists in Imperial County, where there were 24,673 seniors in 2022 but only 556 available spots across 24 licensed facilities and programs. These figures suggest that at current capacity, medical facilities, continuing care retirement communities, and residential care homes can only accommodate eight percent of the potential need in San Diego County and three percent in Imperial County.

Compounding this issue is employers' limited ability to meet the expanding demand for senior care workers, which current training programs in the region will urgently need to address.<sup>4</sup> To evaluate workforce needs and support senior care employers, the San Diego & Imperial Center of Excellence (COE) commissioned this study for the region.<sup>5</sup> First, the research team analyzed traditional labor market information, which provided insights into historical data and trends related to the demand and supply of workers in *Senior Care Occupations*. Then, the team conducted an online survey with 342 senior care workers in the region to gather information for employers and community colleges to use in developing a strategy to address this critical issue.

The goals of this study were to:

- 1. Evaluate traditional labor market information for *Senior Care Occupations*;**
- 2. Identify difficult-to-hire positions and recruitment challenges for those roles;**
- 3. Understand attributes and benefits that appeal to and retain workers in the industry; and**
- 4. Evaluate the potential for collaborations between employers and community colleges.**

The San Diego & Imperial COE encourages the community colleges to use these insights to inform meaningful discussions about how to address the challenges faced by the senior care industry.

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<sup>1</sup> "Licensed and Certified Healthcare Facility Listing - Licensed and Certified Healthcare Facility Locations," California Health and Human Services - Open Data Portal, accessed September 22, 2023, [data.chhs.ca.gov/dataset/healthcare-facility-locations/resource/098bbc36-044d-441f-9442-1f4db4d8aaa0](https://data.chhs.ca.gov/dataset/healthcare-facility-locations/resource/098bbc36-044d-441f-9442-1f4db4d8aaa0).

<sup>2</sup> These figures are as of June 2023 and are based on licensing capacity and do not account for home care and home health services, which do not have the same restrictions as physical facilities in California.

<sup>3</sup> "California Department of Social Services Care Facility Search," California Department of Social Services, accessed July 11, 2023, [cald.dss.ca.gov/carefacilitysearch/DownloadData](https://cald.dss.ca.gov/carefacilitysearch/DownloadData).

<sup>4</sup> Aguilera, Elizabeth. "Coming Wave of Seniors Will Strain a Caregiver Network Already Stretched Thin." *Cal Matters*. May 8, 2019. [calmatters.org/health/2019/05/wave-of-seniors-will-strain-california-caregiver-network-even-more](https://calmatters.org/health/2019/05/wave-of-seniors-will-strain-california-caregiver-network-even-more).

<sup>5</sup> For more information about the methodology, see Appendix C: Methodology.

# Traditional Labor Market Information

First, this report summarizes traditional labor market information (LMI) to understand employment trends in senior care. For the purpose of this study, the occupations in Exhibit 1 are referred to as *Senior Care Occupations*.<sup>6</sup> For occupational definitions, see Appendix, Exhibit 23.

## Exhibit 1. Standard Occupational Classification<sup>7</sup> Titles and Codes for Senior Care Occupations

- ❖ Dieticians and Nutritionists (29-1031)
- ❖ Home Health and Personal Care Aides (31-1128)
- ❖ Licensed Practical and Vocational Nurses (29-2061)
- ❖ Nursing Assistants (31-1131)
- ❖ Office and Administrative Support Workers, Other (43-9199)
- ❖ Physical Therapists (29-1123)
- ❖ Recreation Workers (39-9032)
- ❖ Social and Human Service Assistants (21-1093)
- ❖ Substance Abuse, Behavioral Disorder, and Mental Health Counselors (21-1018)

## Escalating Cost of Care

Escalating cost of care across California and the San Diego-Imperial region put even existing care options out of reach for many seniors, especially those with fixed incomes. Fifty-nine percent of San Diego County residents are 65 years old or older, do not have active earnings, and average annual incomes range from \$23,000 (for someone living solely on Social Security income) to \$65,000 (for someone with both Social Security and retirement income).<sup>8</sup> In contrast, the 2023 median annual cost of either a one-bedroom in an assisted living facility or 44 hours per week of care from a home health aide was \$87,000.<sup>9</sup>

<sup>6</sup> These occupations were identified through conversation with the project advisory board, made up of knowledgeable industry representatives. For more information about the methodology, see Appendix C: Methodology.

<sup>7</sup> The Standard Occupational Classification (SOC) system is used by federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating or disseminating data. The report will use these titles to match those defined by this system. [bls.gov/soc](https://www.bls.gov/soc/).

<sup>8</sup> "Table S0103: Population 65 Years and Over in the United States, 2021," United States Census Bureau, accessed June 29, 2023, [data.census.gov/tableViewer/table?q=S0103:+POPULATION+65+YEARS+AND+OVER+IN+THE+UNITED+STATES&g=050XX00US06073&tid=ACSS11Y2021.S0103](https://data.census.gov/tableViewer/table?q=S0103:+POPULATION+65+YEARS+AND+OVER+IN+THE+UNITED+STATES&g=050XX00US06073&tid=ACSS11Y2021.S0103).

<sup>9</sup> "Cost of Care Survey," Genworth Financial, Inc., accessed April 21, 2024, [genworth.com/aging-and-you/finances/cost-of-care.html](https://www.genworth.com/aging-and-you/finances/cost-of-care.html).

<sup>10</sup> "The Cost of Senior Care Is Rising," CNN, accessed June 1, 2024, [cnn.com/2023/04/20/health/senior-care-cost/index.html](https://www.cnn.com/2023/04/20/health/senior-care-cost/index.html).

In 2022, 90,783 individuals were employed in *Senior Care Occupations* across San Diego and Imperial counties.<sup>11</sup> Staffing patterns indicate that 51 percent of workers in these occupations are employed in senior care industries in San Diego County, while 83 percent of workers in Imperial County are employed in senior care industries.<sup>12</sup> When adjusting projected demand between 2022 and 2027 to reflect these proportions, Exhibit 2 shows that employers in San Diego County will need to hire 8,031 workers annually to fill new jobs and backfill positions due to attrition caused by turnover and retirement. “Home Health and Personal Care Aides” are projected to have the most labor market demand between 2022 and 2027, with 5,444 annual job openings in San Diego County. See Appendix, Exhibit 24 for annual openings across industries.

In terms of wages, average entry-level hourly wages for *Senior Care Occupations* were \$21.55 in 2023, which are above the living wage for a single adult in San Diego County (\$18.43 per hour). Prior to the legislation<sup>13</sup> to increase health workers’ wages, only three of these occupations paid entry-level wages above this living wage: “Physical Therapists,” “Dietitians and Nutritionists,” and “Licensed Practical and Licensed Vocational Nurses.” For median wages, see Appendix, Exhibit 25.

**Exhibit 2. Number of Jobs, Wages, and Demand for Senior Care Occupations in San Diego County<sup>14</sup>**

Occupational Title	2022	2027	% Change	Entry-Level Wages	Adj. Annual Job Openings <sup>15</sup>
Home Health and Personal Care Aides	50,171	61,707	23%	\$14.29	5,444
Nursing Assistants	9,225	10,316	12%	\$17.19	854
Recreation Workers	3,814	4,229	11%	\$14.35	452
Licensed Practical and Licensed Vocational Nurses	6,265	6,992	12%	\$27.85*	346
Social and Human Service Assistants	4,163	4,816	16%	\$17.93	324
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	3,290	3,960	20%	\$18.36	237
Office and Administrative Support Workers	3,305	3,440	4%	\$15.04	217
Physical Therapists	2,357	2,939	25%	\$39.33*	118
Dietitians and Nutritionists	791	899	14%	\$29.65*	39
<b>Total / Average</b>	<b>83,381</b>	<b>99,298</b>	<b>19%</b>	<b>\$21.55</b>	<b>8,031</b>

\*At or above the living wage in San Diego County, \$18.43 per hour

<sup>11</sup> Lightcast 2023.02; QCEW, Non-QCEW, Self-Employed.

<sup>12</sup> Inverse staffing patterns for industry codes: NAICS 62-4120 Services for the Elderly and Persons with Disabilities; 62-3110 Nursing Care Facilities; and 62-1610 Home Health Care Services. Lightcast 2024.02.

<sup>13</sup> [calmatters.org/health/2024/06/health-care-minimum-wage](https://calmatters.org/health/2024/06/health-care-minimum-wage).

<sup>14</sup> Lightcast 2023.02; QCEW, Non-QCEW, Self-Employed.

<sup>15</sup> Adjusted annual job openings are adjusted to only represent the proportion of workers that are employed in senior care industries; 51 percent of workers in *Senior Care Occupations* in San Diego County and 83 percent in Imperial County.



**Exhibit 3. Number of Jobs, Wages, and Demand for Senior Care Occupations in Imperial County<sup>16</sup>**

Occupational Title	2022	2027	% Change	Entry-Level Wages	Adj. Annual Job Openings <sup>17</sup>
Home Health and Personal Care Aides	6,242	7,739	24%	\$14.24	1,118
Social and Human Service Assistants	307	367	20%	\$18.48*	42
Nursing Assistants	191	257	34%	\$14.44	30
Licensed Practical and Licensed Vocational Nurses	252	292	16%	\$23.03*	25
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	172	209	21%	\$18.60*	21
Recreation Workers	88	107	22%	\$14.00	19
Office and Administrative Support Workers	94	97	4%	\$16.86*	10
Physical Therapists	42	50	20%	\$38.61*	3
Dietitians and Nutritionists	14	17	28%	\$27.75*	2
<b>Total / Average</b>	<b>7,402</b>	<b>9,135</b>	<b>21%</b>	<b>\$20.67</b>	<b>1,270</b>

\*At or above the living wage for a family in Imperial County, \$15.24 per hour

Exhibit 3 shows that when demand is adjusted for representation within senior care industries in Imperial County, employers will need to hire 1,270 workers annually between 2022 and 2027 to fill new jobs and backfill jobs due to attrition caused by turnover and retirement. “Home Health and Personal Care Aides” are also projected to have the most labor market demand between 2022 and 2027 in Imperial County, with 1,118 projected annual job openings.

In terms of wages, average entry-level hourly earnings for these roles were \$20.67 in 2023, which is above the living wage for a household of two adults and two school-age children (\$15.24 per hour). When evaluating wages for each occupation, only six *Senior Care Occupations* are above the family living wage. For median wages, see Appendix, Exhibit 25.



<sup>16</sup> Lightcast 2023.02; QCEW, Non-QCEW, Self-Employed.

<sup>17</sup> Adjusted annual job openings are adjusted to only represent the proportion of workers that are employed in senior care industries; 51 percent of workers in *Senior Care Occupations* in San Diego County and 83 percent in Imperial County.

In terms of training, 19 institutions in the San Diego-Imperial region offer programs related to *Senior Care Occupations*: 10 community colleges and nine non-community-college institutions (Exhibit 4). For a comprehensive breakdown of the number of degrees and certificates awarded by each institution, refer to Appendix, Exhibit 27.

**Exhibit 4. Total Number of Awards by Institution Type (PY 19-20 through PY 21-22)**

Community Colleges	Non-Community-College Institutions
Cuyamaca College	Ashford University
Grossmont College	North-West College – San Diego
Imperial Valley College	Poway Adult School
MiraCosta College	Escondido Adult School
Palomar College	Point Loma Nazarene University
San Diego City College	San Diego State University
San Diego College of Continuing Education	University of California – San Diego
San Diego Mesa College	Concorde Career College – San Diego
San Diego Miramar College	University of St. Augustine for Health Sciences
Southwestern College	
2,396 Awards	1,315 Awards
Total Awards in San Diego County: 3,668	
Total Awards in Imperial County: 43	

An analysis contrasting labor demand (i.e., annual job openings) with supply (i.e., degrees awarded) reveals a large **supply gap** for *Senior Care Occupations* in the region. In San Diego County, projected demand is 8,031 job openings compared to 3,668 awards conferred, while projected demand in Imperial County is 1,270 job openings compared to 43 awards (Exhibit 5). This analysis suggests that training programs in the region are not adequately meeting the large demand for senior care workers.

**Exhibit 5. Comparing Demand (Adjusted Annual Job Openings) vs. Supply (Annual Awards)**

	Demand (Adjusted Annual Openings) <sup>18</sup>	Supply (Annual Supply)	Supply Gap or Oversupply	
San Diego County	8,031	3,668	4,363	Supply Gap
Imperial County	1,270	43	1,227	Supply Gap
San Diego-Imperial Total	9,301	3,711	5,590	Supply Gap

<sup>18</sup> Adjusted annual job openings are adjusted to only represent the proportion of workers that are employed in senior care industries; 51 percent of workers in *Senior Care Occupations* in San Diego County and 83 percent in Imperial County.



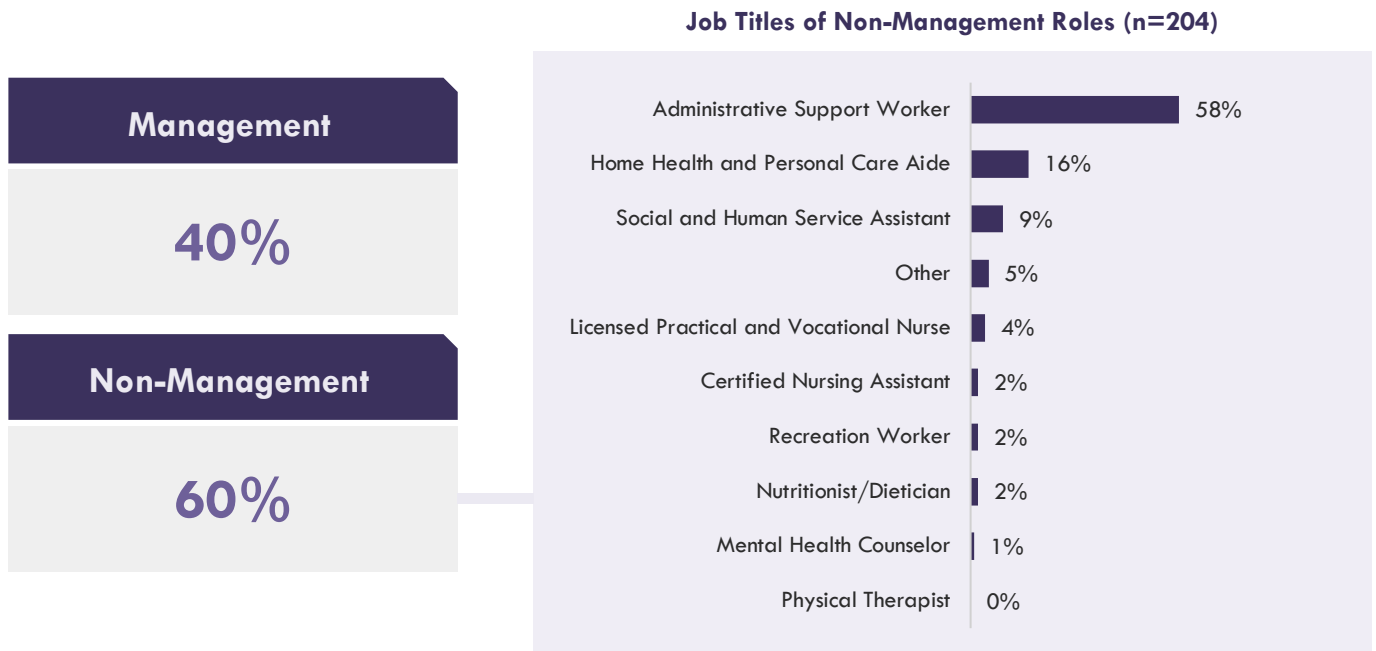
# Workforce Needs Survey

Labor market data suggests that not enough workers are currently being trained in *Senior Care Occupations* to meet employer demand in the region. In response to this critical need to increase capacity within the senior care industry, the San Diego & Imperial COE commissioned a quantitative survey to better understand workforce needs. Between July 2023 and August 2023, a total of 342 survey respondents<sup>19</sup> (current and former senior care workers) participated in the survey. More than half of the respondents were employed in the industry more than five years, and the majority (80 percent) worked full-time (40 hours or more per week). More information about respondent demographics can be found in Appendix, Exhibit 28 to Exhibit 32.

## Overview of Survey Respondents

Across the sample, 40 percent of senior care industry workers were employed in management positions (i.e., Human Resources, Supervisor, Director, Manager, and Senior Leadership), while 60 percent were in non-managerial roles. Exhibit 6 summarizes the types of non-managerial occupations held by respondents; “Office and Administrative Support Workers” was the occupation most represented (58 percent). “Home Health and Personal Care Aides,” the *Senior Care Occupation* with the most demand (see Exhibits 2 and 3), made up 16 percent of the respondents surveyed (Exhibit 6).

**Exhibit 6. Percentages of Respondents in Management and Non-Management Positions (n=339)<sup>20</sup>**



<sup>19</sup> Questions with a lower sample size may indicate skip logic or missing responses from the sample.

<sup>20</sup> Participants were presented with a list of nine occupations and one ‘Other’ category and asked to select the job title that most closely aligned with their role.

Exhibit 7 summarizes the highest level of education that respondents completed. Nearly half completed a bachelor’s degree (47 percent), followed by a high school diploma (27 percent), and associate degree (12 percent). Approximately one-third of respondents (34 percent) attended one of the 10 regional community colleges, see Exhibit 33.

**Exhibit 7. Educational Attainment (n=271)<sup>21</sup>**

Education Level	%
High school diploma	27%
Certification, no degree	3%
Associate degree	12%
Bachelor's degree	47%
Master's degree	10%
Doctoral or professional degree	1%



**Overview of Organizations**

The majority of organizations in which respondents were employed were located in San Diego County (96 percent; 327 respondents), with the remaining four percent in Imperial County (12 respondents). Exhibit 8 shows the various types of senior care settings, and the most represented were residential care facilities (27 percent), adult care homes (20 percent), and nursing homes (15 percent).

**Exhibit 8. Employment in Type of Facility (n=338)**

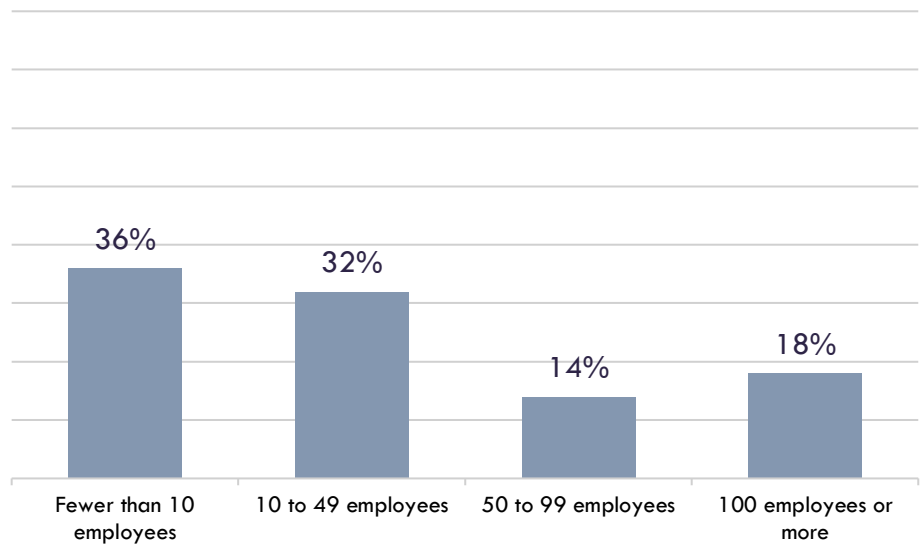
Type of Facility	%
Residential Care	27%
Adult Care Home	20%
Nursing Home	15%
Continuing Care Retirement Community	14%
Skilled Nursing	11%
Congregate Care	3%
Adult Day Care	2%
Sheltered Housing	1%
Other <sup>22</sup>	6%

<sup>21</sup> Respondents who selected “Prefer not to answer” were excluded.

<sup>22</sup> “Other” included: Independent Living Facilities (5), Home Care Facilities (3), Referral Agencies (2), Alternative Care Facilities (2), Adult Group Homes (2), and individual respondents from a variety of care facilities.

In terms of company size, over half of respondents were employed in small to mid-sized companies; 36 percent indicated they worked in companies that had fewer than ten employees and 32 percent had less than 50 employees (Exhibit 9). Only 18 percent of companies in which respondents worked had 100 employees or more.

**Exhibit 9. Size of Company (n=288)**



## Workforce Needs and Hiring Strategies

The survey asked respondents in management roles about projected employment demand (e.g., estimated number of job openings in the next 12 months). Overall, 56 percent indicated that they expect to hire one or more employees in the next 12 months. Specifically, 41 percent expect to hire between one and nine employees, and 15 percent expect to hire more than 10. Collectively, respondents anticipate, at minimum, 524 projected job openings in the next 12 months (Exhibit 10).

**Exhibit 10. Projected Demand (i.e., Job Openings) in the Next 12 Months (n=130)<sup>23</sup>**

**56%**

of senior care facilities expect to hire

**41%**

of companies expect to hire one to nine employees

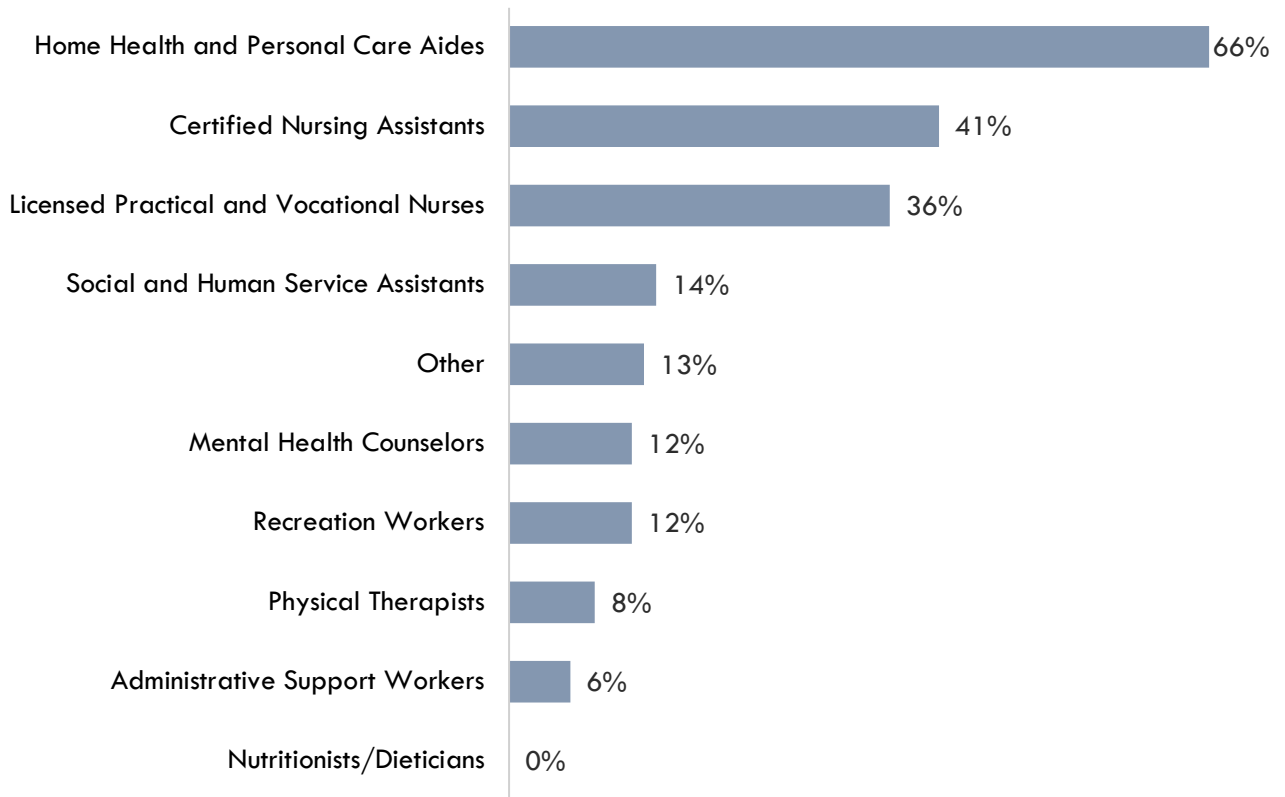
**524**

job openings, at minimum, are projected

<sup>23</sup> Please note that although efforts were made to de-duplicate responses from individuals within the same company, not all individuals provided the company in which they worked. However, this figure represents the *minimum* number of estimated job openings, which may balance the projected number.

When respondents in management roles were asked about difficult-to-hire *Senior Care Occupations*, 66 percent indicated that “Home Health and Personal Care Aides” was among the top five most difficult positions to hire for, followed by “Certified Nursing Assistants” (41 percent), and “Licensed Practical and Licensed Vocational Nurses” (36 percent; Exhibit 11). No respondents selected “Nutritionists/Dieticians.”

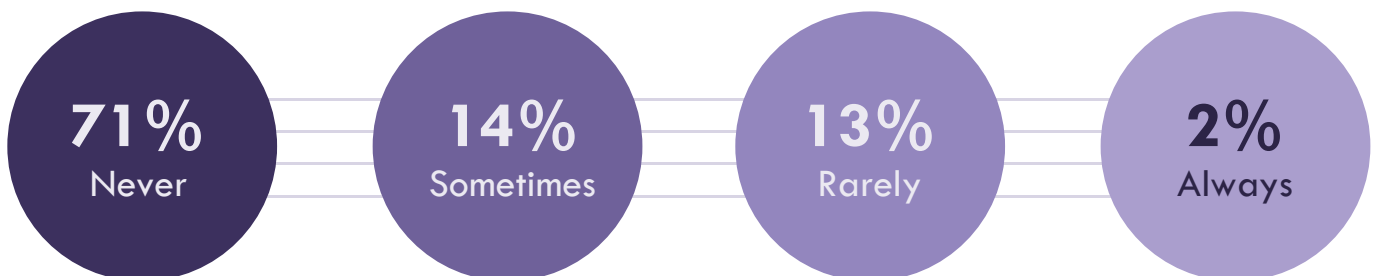
**Exhibit 11. Top Difficult-to-Hire Senior Care Occupations (n=86)<sup>24</sup>**



When asked whether they ever partner with community colleges to hire for difficult-to-hire positions, Exhibit 12 shows that nearly two-thirds have never partnered with community colleges.

**Exhibit 12. Frequency of Community College Partnership for Hiring (n=125)**

*How often do you partner with the community colleges to hire these positions?*



<sup>24</sup> Thirty-nine respondents answered “N/A,” “none,” or “not hiring.” These respondents were removed from the sample for this question. “Other” responses included therapist, transportation, direct support professional, certified occupational therapist assistant (COTA), dietary staff, caregivers for assisted living, registered nurse, receptionist, housekeepers, and medtech. Response categories will not sum to 100 percent due to multiple selection choices.

In terms of key qualifications and characteristics that respondents in management roles consider difficult-to-find in prospective applicants,<sup>25</sup> “commitment to stay” was the top choice selected as most difficult to find in job candidates (Exhibit 13). Educational requirements, such as having an associate degree or bachelor’s degree or higher were among the least difficult to find. For percentages, see Appendix, Exhibit 34.

**Exhibit 12Exhibit 13. Qualifications / Characteristics Difficult to Find in Job Candidates (n=130)**



**Exhibit 14. Top Effective Methods for Recruiting Mid-Level Employees (n=133)**

The survey asked respondents the recruitment methods that are most effective for mid-level employees. Exhibit 14 shows that the top methods were: referrals by current employees (91 percent), promoting from within (80 percent), and company boards/websites (65 percent).<sup>26</sup> It is important to note that only 12 percent indicated that they partner with educational institutions as a top strategy to recruit talent.



<sup>25</sup> Response options were created through consultation with the advisory group of senior care representatives.

<sup>26</sup> Response categories will not sum to 100 percent due to multiple selection choices.

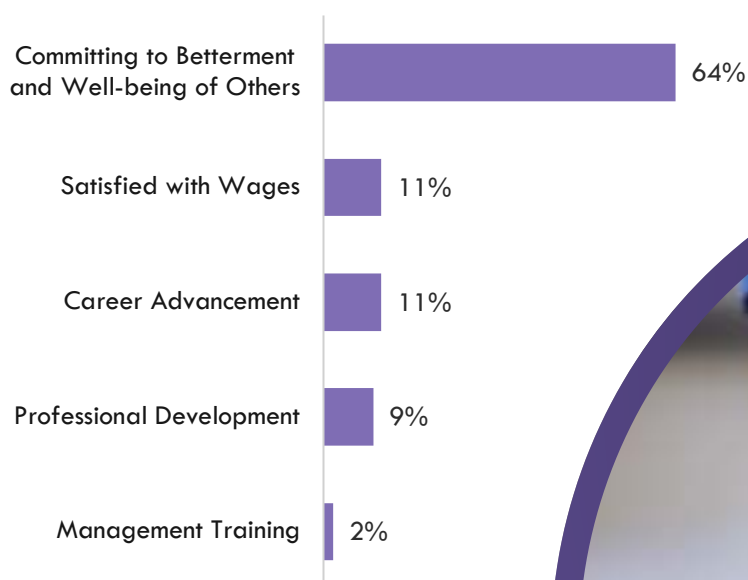


## Recruitment and Retention

When asked the likelihood that they would leave the industry in the next 12 months, 91 percent of respondents (183 out of 202) said it would be “unlikely” or “extremely unlikely;” therefore, retention was high among this sample. For the 10 respondents who answered “likely” or “extremely likely,” the most common reason cited was retirement.

Exhibit 15 shows that individuals working in the senior care industry in both management and non-managerial positions reported that commitment to the betterment and well-being of others is the primary reason they chose to work in the industry. Other research has also shown that companies that prioritize continuous training, offer clear career progression paths, and foster a culture of empathy and teamwork not only align with the mission-driven nature of their staff, but also enhance job satisfaction and retention.<sup>27</sup>

**Exhibit 15. Primary Reason for Choosing to Work in Senior Care (n=342)<sup>28</sup>**



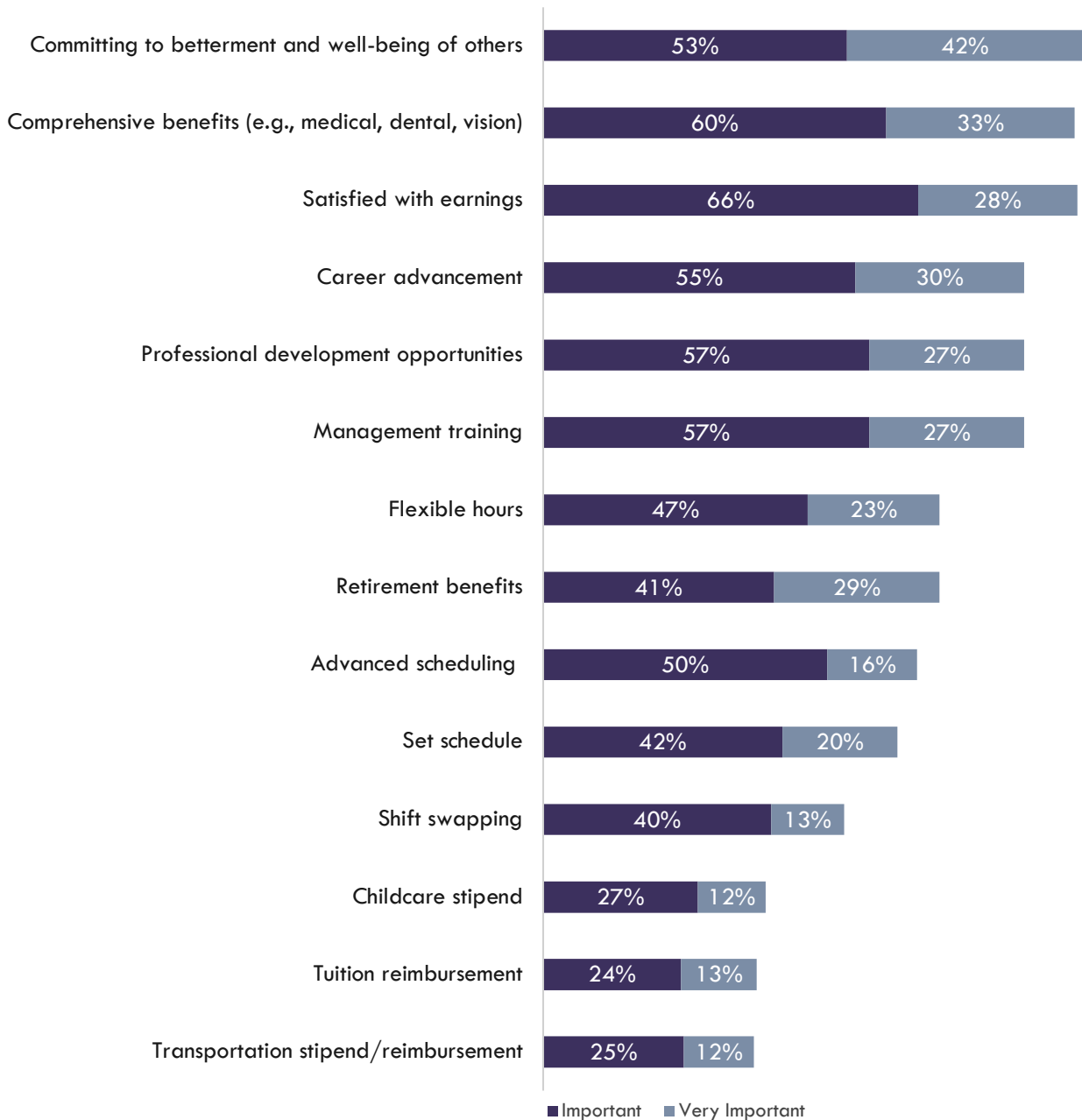
<sup>27</sup> Thwaites, C., McKercher, J. P., Fetherstonhaugh, D., Blackberry, I., Gilmartin-Thomas, J. F., Taylor, N. F., Bourke, S. L., Fowler-Davis, S., Hammond, S., & Morris, M. E. (2023). Factors Impacting Retention of Aged Care Workers: A Systematic Review. *Healthcare (Basel, Switzerland)*, 11(23), 3008. doi.org/10.3390/healthcare11233008.

<sup>28</sup> No respondents chose the following as their primary reason to work in the senior care industry: Tuition Reimbursement, Transportation Stipend, Shift Swapping, Childcare Stipend, Advanced Scheduling. One percent or less chose the following: Comprehensive Benefits, Flexible Hours, Retirement Benefits, Set Schedule.



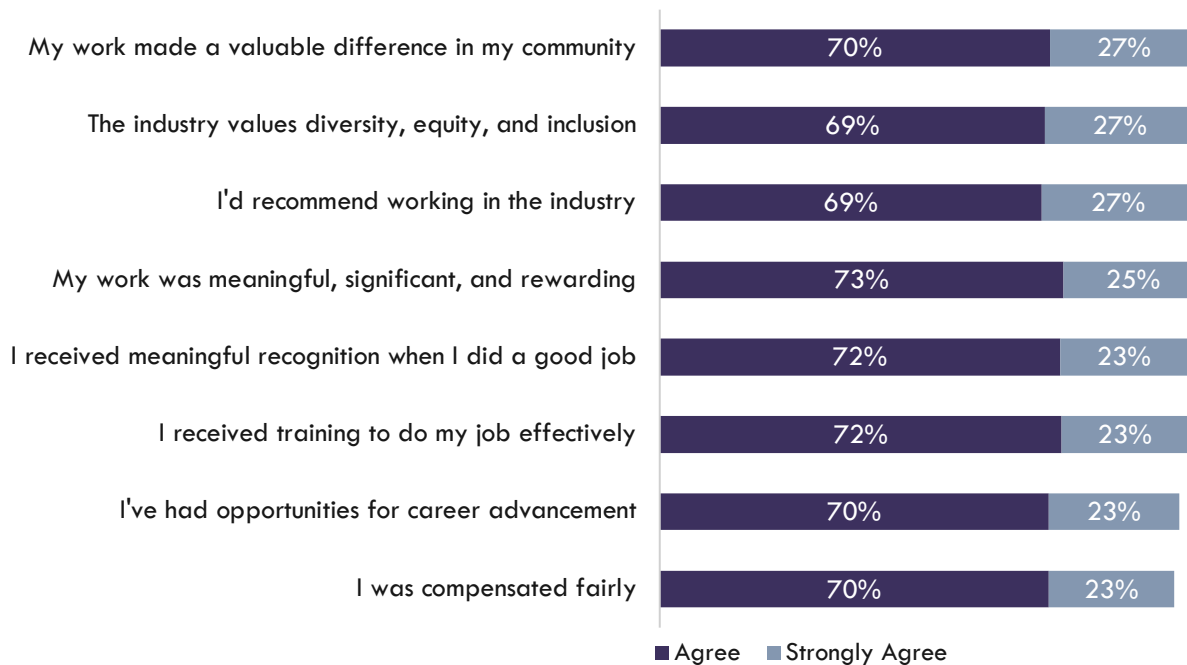
The survey asked respondents about key factors that impact retention; similar to their reasons for entering the industry, commitment to the betterment and well-being of others was the top reason why workers choose to stay. Exhibit 16 showed that 90 percent also indicated that comprehensive benefits and being satisfied with earnings were important reasons for staying in the industry. Factors that were less important centered around stipends and reimbursements, such as childcare stipends, tuition reimbursement, and transportation stipend/reimbursement. These factors inform ways that employers can learn about important aspects that help them retain workers at their companies.

**Exhibit 16. Selected “Important” and “Very Important” Reasons for Staying in the Industry (n=202)**



Across survey respondents, 97 percent agreed that “my work made a valuable difference in my community” (Exhibit 17). Overall, 96 respondents also agreed that senior care is an industry that values diversity, equity, and inclusion, and that they would recommend working in the industry. These are key factors that can inform recruitment strategies to show that satisfaction among those that work in the industry is high.

**Exhibit 17. Selected “Agree” and “Strongly Agree” to Statements About the Industry (n=332)**



There were several valuable, transferrable skills they learned while working in the senior care industry. Exhibit 18 shows the top 10 skills selected by respondents. Three out of five indicated that they valued learning “multitasking,” followed by “customer service” (42 percent), and “time management” (35 percent).

**Exhibit 18. Most Valuable Skills Learned From Working in the Industry (n=330)**

Learned Skills	
Multitasking	62%
Customer Service	42%
Time Management	35%
Problem-solving	31%
Organizational Skills	29%
Leadership	26%
Teamwork/Collaboration	22%
Flexibility/Adaptability	22%
Oral Communication	21%
Cross-cultural Skills	19%

## Wages and Benefits

Although traditional LMI can provide insight into historical trends on wages shown in Exhibit 2 and Exhibit 3, the survey asked respondents to report wages which can explore more recent trends. Respondents in management roles reported on wages for workers in those roles at their companies, and non-managerial employees in those positions reported their current wages (Exhibit 19). Survey results showed that “Home Health and Personal Care Aides” were the most difficult-to-hire positions and also the lowest paid employees, in which more than half of workers were paid less than \$19 per hour. According to the survey, the highest paid employees were “Licensed Practical and Vocational Nurses” and “Physical Therapists,” which were also the least difficult-to-hire positions. It is important to note, however, that these survey responses were collected before recent legislation increased health care workers’ minimum wages.<sup>29</sup>

**Exhibit 19. Management and Employee-Reported Hourly Wage Ranges<sup>30</sup>**

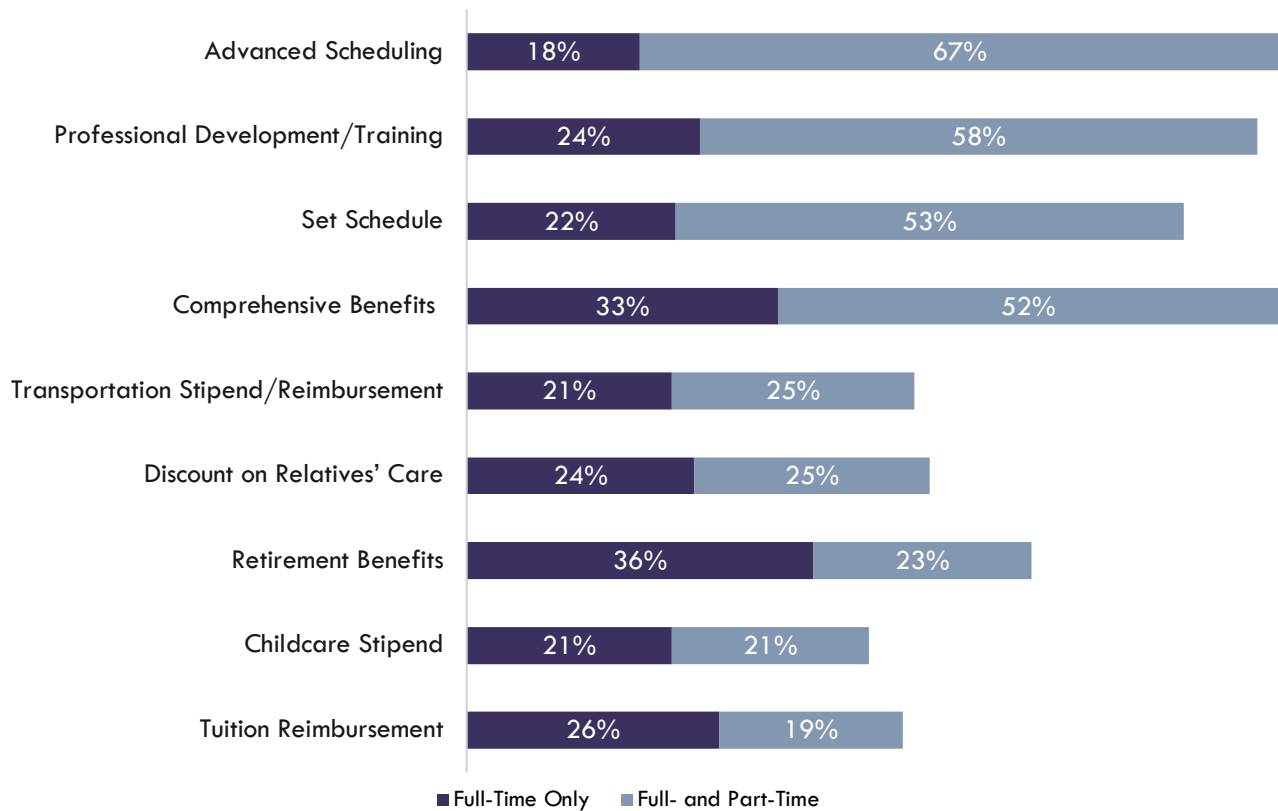
	n	Less than \$19 per hour	\$20 to \$24 per hour	\$25 to \$29 per hour	More than \$30 per hour
Home Health and Personal Care Aides	55	55%	45%	0%	0%
Certified Nursing Assistants	36	8%	56%	17%	20%
Licensed Practical and Vocational Nurses	35	3%	14%	11%	72%
Recreation Workers	35	34%	34%	17%	14%
Mental Health Counselors	24	9%	21%	21%	50%
Administrative Support Workers	90	34%	39%	8%	20%
Physical Therapists	26	4%	19%	12%	65%
Social and Human Service Assistants	38	8%	47%	15%	29%
Nutritionist/Dietician	30	40%	17%	23%	20%

<sup>29</sup> [calmatters.org/health/2024/06/health-care-minimum-wage](https://calmatters.org/health/2024/06/health-care-minimum-wage)

<sup>30</sup> Individuals who responded “Not sure/NA,” and/or employees that listed their occupation as “other” were excluded.

Exhibit 20 illustrates the range of benefits that management indicated were offered by their companies. More than half of respondents reported that both full-time and part-time employees were offered advanced scheduling (67 percent), professional development/training (58 percent), a set schedule (53 percent), and comprehensive benefits (52 percent). Less common were reimbursement and stipends, and only one out of 10 employers offered these benefits.

**Exhibit 20. Percentage of Management that Indicated the Benefit is Offered by Employer (n=130)**



The majority of respondents indicated that professional development and training is important for them to stay in the industry (Exhibit 16). When asked whether they were interested in continuing education or trainings, half of respondents selected one or more training they were interested in that could be offered by community colleges. The top three choices selected were healthcare certifications; management training; and business and entrepreneurship training (Exhibit 21).

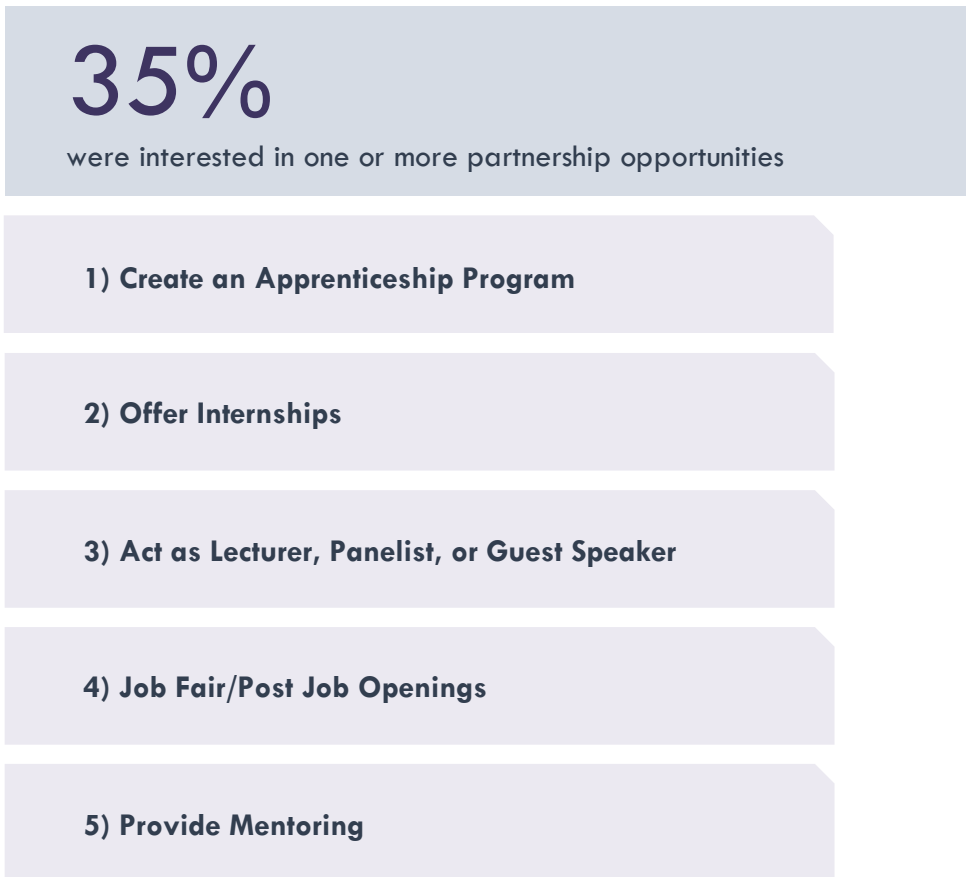
**Exhibit 21. Interest in Continuing Education or Professional Training, Ranked (n=305)**

**50%**  
were interested in one or more trainings

- |   |                                      |   |   |
|---|--------------------------------------|---|---|
| 1 | Healthcare Certifications            | 5 | Healthcare Policies and Regulations     |
| 2 | Management Training                  | 6 | Stress Management & Resilience Training |
| 3 | Business & Entrepreneurship Training | 7 | IT/Technology                           |
| 4 | Mental Health & Trauma Informed Care | 8 | Advanced Patient Care Techniques        |

**Exhibit 22. Interest in Partnering with Community Colleges (n=126)**

Seventy-one percent of respondents were not currently utilizing the community colleges for hiring (and when asked whether they would be interested in a partnership opportunity, only 35 percent of respondents selected being interested in a partnership opportunity. The most selected opportunities included creating an apprenticeship program; offering internships; and acting as a lecturer, panelist, or guest speaker at the colleges (Exhibit 22).



# Insights and Recommendations

As the population of seniors in the San Diego-Imperial region grows, the need for services in senior care and workers will continue to rise. This report underscores the urgent need to address this issue in the San Diego-Imperial region. Community colleges, which offer education and training for *Senior Care Occupations*, serve as pivotal players in workforce development for the senior care industry. This section includes recommendations for the San Diego and Imperial Counties Community Colleges to consider for strategic planning and program development to address the multifaceted challenges currently facing the industry.

## Recommendations

- 1. Establish clear career pathways that can guide students and workers toward continued career advancement as recent legislation increases wages for “Home Health and Personal Care Aides”**
- 2. Enhance program recruitment strategies by promoting the industry’s positive community impact, potential for personal and professional fulfillment, and development of valuable transferable skills**
- 3. Develop strong partnerships with employers and expand training programs such as apprenticeships to create a steady pipeline of skilled workers, improve retention, and align with industry needs**
- 4. Provide resources for families and older adults navigating senior care, and partner with agencies to connect community members with these critical resources.**

## **Establish clear career pathways that can guide students and workers toward continued career advancement as recent legislation increases wages for “Home Health and Personal Care Aides.”**

According to traditional LMI, “Home Health and Personal Care Aides” are the most urgently needed workers in the senior care industry in the San Diego-Imperial region. These roles, along with “Nursing Assistants,” will account for the majority of projected annual openings for *Senior Care Occupations* through 2027—78 percent of openings in San Diego County and 91 percent in Imperial County. Survey results also showed that “Home Health and Personal Care Aides” (selected by 66 percent of management) and “Certified Nursing Assistants” (i.e., Nursing Assistants; selected by 41 percent of management) are the top positions that are difficult to hire for. Despite high demand for these positions, only San Diego College of Continuing Education (SDCCE) and Southwestern College awarded an annual average of 650 non-credit awards and 54 for-credit awards in programs that directly train for these occupations (TOP 1230.80



Home Health Aide and TOP 1230.30 Certified Nursing Assistant; Exhibit 27); this represents a small fraction of the thousands of openings that need to be filled annually.

A key challenge is that LMI and wages at the time of the survey showed that “Home Health and Personal Care Aides” paid among the lowest wages of *Senior Care Occupations*. In San Diego County, this occupation paid below the living wage for a single adult, and below the living wage for a family of two adults and two children in Imperial County. In a significant step forward and after conducting the survey, new legislation in California ([CA Senate Bill 525](#))<sup>31</sup> stipulated raising the minimum wage for all health care workers to \$25 per hour by 2033.<sup>32</sup> The initial phase of this legislation is expected to take effect in June 2024,<sup>33</sup> which will raise wages between \$18 to \$23 per hour depending on the employer and location. This represents a significant increase for many *Senior Care Occupations*, especially “Home Health and Personal Care Aides,” but it’s important to note the type of facility in which this new law will take effect (e.g., nursing facilities that are not part of a hospital or healthcare system are currently exempt).<sup>34</sup> The rollout of this legislation and the potential impact it may have on facilities that are exempt is still unfolding. Nevertheless, for many this initiative is expected to be pivotal in attracting new workers into the industry, and community colleges can use this information to market these programs that lead to jobs with high demand, competitive wages, and long-term job security.<sup>35</sup>

The community colleges should also consider how to support non-credit programs, as SDCCE currently make up the majority of these awards. For one, it is crucial to develop clear program pathways within the community college system that can guide students from entry-level positions, such as Personal Care Aides, to more advanced roles like Certified Nursing Assistants (CNAs) and Licensed Vocational Nurses (LVNs).<sup>36,37</sup> Clear pathways will help students understand how they can progress in their careers and what programs are available in the region, which can also help current workers in the industry advance their education and training. By partnering with senior care providers, community colleges can offer educational training and professional development for current staff; the survey showed that more than half were interested in professional development opportunities, with the top being healthcare certifications. Encouraging further education and training will enable workers that value career advancement (85 percent considered this important in the survey) to move into higher-paying roles, contributing to a more stable and satisfied workforce.

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<sup>31</sup> [leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill\\_id=202320240SB525](https://leginfo.ca.gov/faces/billNavClient.xhtml?bill_id=202320240SB525).

<sup>32</sup> The bill specifies that this minimum wage requirement will be rolled out in phases depending on employer type. All types of employers are expected to have implemented the new \$25 minimum wage by 2033.

<sup>33</sup> The bill was expected to take effect statewide June 1, 2024, but is delayed at the time of publishing this report. [calmatters.org/health/2024/05/minimum-wage-health-care-deadline/#:~:text=Depending%20on%20where%20they%20work,workers%20reach%20%2425%20an%20hour.](https://calmatters.org/health/2024/05/minimum-wage-health-care-deadline/#:~:text=Depending%20on%20where%20they%20work,workers%20reach%20%2425%20an%20hour.)

<sup>34</sup> [calmatters.org/health/2024/06/health-care-minimum-wage.](https://calmatters.org/health/2024/06/health-care-minimum-wage.)

<sup>35</sup> [generation.org/news/the-benefits-of-working-in-senior-care.](https://generation.org/news/the-benefits-of-working-in-senior-care.)

<sup>36</sup> [chcf.org/wp-content/uploads/2022/12/CaliforniaDirectCareWorkforce.pdf](https://chcf.org/wp-content/uploads/2022/12/CaliforniaDirectCareWorkforce.pdf).

<sup>37</sup> [cnaclasssandiego.com/cna-to-lvn-bridge-programs-in-san-diego.](https://cnaclasssandiego.com/cna-to-lvn-bridge-programs-in-san-diego.)

## **Enhance program recruitment strategies by promoting the industry’s positive community impact, potential for personal and professional fulfillment, and development of valuable transferable skills.**

Survey results showed that most employers are recruiting workers through referrals (91 percent) and promoting from within (80 percent). This suggests that attracting new talent and workers from outside the industry is currently limited. To improve recruitment, the survey findings can be used to identify what aspects of working in the senior care industry appeal to workers and what is important for them to stay. This is crucial, as the primary challenge cited by employers for difficult-to-hire positions is a “commitment to stay,” indicating poor long-term retention in these roles.

The survey revealed that the primary reason employees choose to both work and stay in the senior care industry is a commitment to the betterment and well-being of others. Additionally, the most endorsed statement about their experience was, “My work made a valuable difference in my community;” others have also highlighted this as an important benefit among senior care workers.<sup>38</sup> These findings illustrate that those who are passionate about making a difference and contributing positively to their communities, the senior care industry can offer a rewarding opportunity to have a tangible and meaningful impact on the lives of others. The community colleges and career services, which are crucial services for student employment outcomes,<sup>39</sup> can use these insights to guide students that are interested in mission-driven careers. They should highlight the industry’s positive impact and the personal fulfillment it offers, emphasizing these as key advantages for students considering career options. The community colleges can also leverage the survey findings that workers gain valuable transferable skills while working in the industry, including “multitasking,” “customer service,” and “time management.” For individuals that value comprehensive benefits, which respondents indicated was an important reason for them to stay in the industry, over half also indicated that it is a benefit offered to full-time and part-time employees. Advanced scheduling and set hours were also offered to more than half of full-time and part-time employees, which could appeal to workers seeking roles with consistent, stable schedules. By focusing on the industry’s potential for personal and professional growth, coupled with the numerous benefits that current workers noted in this survey, the community colleges and employers can emphasize these as key advantages for individuals considering a career in senior care.

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<sup>38</sup> [generation.org/news/the-benefits-of-working-in-senior-care](https://www.generation.org/news/the-benefits-of-working-in-senior-care).

<sup>39</sup> Student Support Services Experiences Study,” San Diego & Imperial COE, May 2024, [coecc.net/san-diego-imperial/2024/05/student-support-services-experiences-study](https://coecc.net/san-diego-imperial/2024/05/student-support-services-experiences-study).

## **Develop strong partnerships with employers and expand training programs such as apprenticeships to create a steady pipeline of skilled workers, improve retention, and align with industry needs.**

Few respondents in the survey indicated that they are currently partnering with institutions to hire for mid-level positions and nearly two-thirds indicated that they have “never” partnered with community colleges to recruit for difficult-to-hire roles. When asked about establishing a partnership, only one-third of respondents expressed interest. If community colleges are to play a role in meeting workforce demand within the senior care industry and collaborate with employers to address this need, they should consider the following actions: 1) demonstrate the value they can bring to meet employer needs; 2) develop programs that align with employer objectives and foster the skills needed in the workforce; and 3) create and maintain partnerships through continued collaboration.

In the survey, respondents expressed the most openness to partnering with community colleges to develop apprenticeship programs, which can be a critical starting point in developing strong partnerships. Apprenticeships are earn-and-learn training programs that include both classroom instruction and paid on-the-job training. These programs benefit employers by creating a steady pipeline of workers, improving retention and facility outcomes, and ensuring workers are trained to employer standards, among other advantages.<sup>40</sup> For students and prospective workers, on-the-job training allows them to understand the realities of working in senior care, which can ensure that they are well-prepared for the role and can instill confidence that it is the right fit. The ability to earn wages while completing their training can also make it more attractive and financially feasible to individuals outside the industry.

In February 2024, the San Diego & Imperial COE published a report<sup>41</sup> on the critical need for more registered apprenticeships in the region and “apprenticeable occupations” for program development. The report identified 15 high-wage, high demand occupations in the Health sector, including three *Senior Care Occupations*: “Nursing Assistants,” “Social and Human Service Assistants,” and “Licensed Practical and Licensed Vocational Nurses.” Notably, the latter two occupations also have a significant number of workers nearing retirement age in San Diego County, indicating that demand and supply will be even more strained in the near future. Although developing new apprenticeship programs can be a daunting process for both employers and community colleges, the report underscores the necessity of doing so and provides guidance for establishing an apprenticeship ecosystem. As more state and federal funding opportunities become available to support training in healthcare and senior care,<sup>42,43,44,45</sup> establishing partnerships and building relationships with employers are critical first steps in the process.

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<sup>40</sup> [trumont.org/home-health-aide-apprenticeship](https://trumont.org/home-health-aide-apprenticeship).

<sup>41</sup> Opportunities for Apprenticeships in San Diego & Imperial Counties,” San Diego & Imperial COE, February 2024, [coecc.net/san-diego-imperial/2024/02/opportunities-for-apprenticeships-in-san-diego-imperial-counties](https://coecc.net/san-diego-imperial/2024/02/opportunities-for-apprenticeships-in-san-diego-imperial-counties).

<sup>42</sup> [chhs.ca.gov/workforce4healthyca](https://chhs.ca.gov/workforce4healthyca).

<sup>43</sup> [thealliance.health/for-communities/funding-opportunities/medi-cal-capacity-grant-program/access-to-care/workforce-recruitment-programs](https://thealliance.health/for-communities/funding-opportunities/medi-cal-capacity-grant-program/access-to-care/workforce-recruitment-programs).

<sup>44</sup> [hcai.ca.gov/workforce/financial-assistance/grants](https://hcai.ca.gov/workforce/financial-assistance/grants).

<sup>45</sup> [ppic.org/publication/californias-care-workforce](https://ppic.org/publication/californias-care-workforce).

## **Provide resources for families and older adults navigating senior care, and partner with agencies to connect community members with these critical resources.**

As this report shows, there is a current shortage of facilities to support the aging population in the region and not enough workers to meet demand for positions. While it is critical to improve workforce development and training, it is necessary to recognize that significant changes may take time. In the meantime, community colleges should consider ways they can support the community and those who are most affected by these deficits: seniors and their families. To support our aging population, California Community Colleges have offered noncredit courses tailored for older adults for many years, which improve cognition, combat depression and isolation, decrease the risk of serious falls, among other benefits.<sup>46</sup> In May 2024, SDCCE highlighted the importance of older adult programs in a presentation,<sup>47</sup> recommending that institutions who offer noncredit programs: 1) advocate and raise the visibility of older adult programs at their institutions; 2) remove barriers for older adults that increase the ease of signing up; 3) build internal and external partnerships to raise awareness of these programs and the important role they serve in the community; and 4) prioritize marketing older adult classes. These are critical programs for educational and community engagement needs of older adults, and advocating for these programs is necessary.

According to California's Master Plan for Aging, almost five million family caregivers across California will need to assist a parent, family member, or spouse with everyday tasks at some point, and this care is disproportionately provided by women and individuals who identify as Black, Indigenous, and People of Color (BIPOC).<sup>48</sup> With this in mind, the community colleges can also create and promote non-credit courses and workshops that help support families who are currently navigating the complexities of senior care, or at minimum, connect them to community resources. For example, the [County of San Diego Health and Human Services Agency](#) offers various programs that are designed to support families and caregivers<sup>49</sup> and the [California Department of Aging Serving Seniors'](#) provides an array of integrated health and social services to address low-income seniors' wraparound wellness needs.<sup>50</sup> The [Southern Caregiver Resource Center \(SCRC\)](#) also provides a range of educational workshops, training, and support groups for family caregivers that aim to equip caregivers with the necessary skills and knowledge to care for family and friends. Lastly, the [San Diego Caregiver Coalition](#) offers educational programs and workshops to family caregivers with conditions and diseases that cover topics such as effective caregiving strategies, legal issues, and health care directives. They also emphasize the importance of caregivers' self-care and provide resources to help them manage caregiving demands. These are only a few examples of the types

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<sup>46</sup> "Older Adult Programs in California Community Colleges," San Diego College of Continuing Education, accessed June 17, 2024, [sites.google.com/sdceonline.com/emeritusclasses/older-adult-programs-in-california-community-colleges](https://sites.google.com/sdceonline.com/emeritusclasses/older-adult-programs-in-california-community-colleges).

<sup>47</sup> "Older Adult Programs in California Community Colleges," San Diego College of Continuing Education, accessed June 17, 2024, [sites.google.com/sdceonline.com/emeritusclasses/older-adult-programs-in-california-community-colleges](https://sites.google.com/sdceonline.com/emeritusclasses/older-adult-programs-in-california-community-colleges).

<sup>48</sup> [mpa.aging.ca.gov/Goals/4](https://mpa.aging.ca.gov/Goals/4).

<sup>49</sup> [sandiegocounty.gov/content/sdc/hhsa/programs/ais/Families-Caregivers.html](https://sandiegocounty.gov/content/sdc/hhsa/programs/ais/Families-Caregivers.html).

<sup>50</sup> [aging.ca.gov/Providers\\_and\\_Partners](https://aging.ca.gov/Providers_and_Partners).

of resources that community colleges can reference and build upon to support caregivers in understanding their roles, gaining valuable skills, and improving the caregiving experience.

## Conclusion

The need for senior care workers is a pressing issue for our region. Community colleges can play a pivotal role by developing robust training programs, promoting career opportunities to students, collaborating with senior care employers, and supporting families navigating senior care. Investing in these initiatives will not only improve workforce outcomes, but also enhance the quality of life for seniors and their families.



# Appendix A: LMI and Supply Data

**Exhibit 23. Occupational Titles and Definitions for Senior Care Occupations**

Occupational Title (SOC)	O*NET Occupational Definition
Home Health and Personal Care Aides (31-1128)	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. Provide assistance with routine healthcare tasks or activities of daily living depending on the patient's abilities.
Nursing Assistants (31-1131)	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.
Licensed Practical and Vocational Nurses (29-2061)	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.
Dietitians and Nutritionists (29-1031)	Plan and conduct food service or nutritional programs to assist in the promotion of health and control of disease. May supervise activities of a department providing quantity food services, counsel individuals, or conduct nutritional research.
Office and Administrative Support Workers, Other (43-9199)	O*NET data is not available for this type of title.
Physical Therapists (29-1123)	Assess, plan, organize, and participate in rehabilitative programs that improve mobility, relieve pain, increase strength, and improve or correct disabling conditions resulting from disease or injury.
Recreation Workers (39-9032)	Conduct recreation activities with groups in public, private, or volunteer agencies or recreation facilities. Organize and promote activities, such as arts and crafts, sports, games, music, dramatics, social recreation, camping, and hobbies, taking into account the needs and interests of individual members.
Social and Human Service Assistants (21-1093)	Assist other social and human service providers in providing client services in a wide variety of fields, such as psychology, rehabilitation, or social work, including support for families. May assist clients in identifying and obtaining available benefits and social and community services. May assist social workers with developing, organizing, and conducting programs to prevent and resolve problems relevant to substance abuse, human relationships, rehabilitation, or dependent care.
Substance Abuse, Behavioral Disorder, and Mental Health Counselors (21-1018)	Counsel and advise individuals or groups with alcohol, tobacco, drug, or other problems to promote optimum mental and emotional health, with an emphasis on prevention. May help individuals deal with a broad range of mental health issues, such as those associated with addictions and substance abuse; family, parenting, and marital problems; stress management; self-esteem; or aging.



**Exhibit 24. Annual Job Openings for Senior Care Occupations**

<b>Occupational Title</b>	<b>San Diego Annual Job Openings</b>	<b>Imperial Annual Job Openings</b>
Home Health and Personal Care Aides	10,675	1,347
Nursing Assistants	1,675	36
Recreation Workers	886	23
Licensed Practical and Licensed Vocational Nurses	679	30
Social and Human Service Assistants	635	50
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	465	25
Office and Administrative Support Workers, All Other	425	12
Physical Therapists	232	4
Dietitians and Nutritionists	77	2
<b>Total</b>	<b>15,749</b>	<b>1,529</b>

**Exhibit 25. Entry-Level and Median Earnings for Senior Care Occupations**

<b>Occupational Title</b>	<b>San Diego</b>		<b>Imperial</b>	
	<b>Entry-Level Hourly Earnings (25th Percentile)</b>	<b>Median Hourly Earnings (50th Percentile)</b>	<b>Entry-Level Hourly Earnings (25th Percentile)</b>	<b>Median Hourly Earnings (50th Percentile)</b>
Physical Therapists	\$39.33	\$48.31	\$38.61	\$45.60
Dietitians and Nutritionists	\$29.65	\$37.45	\$27.75	\$34.32
Licensed Practical and Licensed Vocational Nurses	\$27.85	\$29.61	\$23.03	\$28.83
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	\$18.36	\$23.07	\$18.60	\$28.46
Social and Human Service Assistants	\$17.93	\$20.68	\$18.48	\$19.09
Nursing Assistants	\$17.19	\$17.82	\$14.44	\$17.18
Office and Administrative Support Workers, All Other	\$15.04	\$22.49	\$16.86	\$21.96
Recreation Workers	\$14.35	\$14.72	\$14.00	\$14.50
Home Health and Personal Care Aides	\$14.29	\$14.29	\$14.24	\$14.24
<b>Average</b>	<b>\$21.55</b>	<b>\$25.38</b>	<b>\$20.67</b>	<b>\$24.91</b>

Educational supply for an occupation can be estimated by analyzing the number of awards in related Taxonomy of Programs (TOP) or Classification of Instructional Programs (CIP) codes.<sup>51</sup> Currently, there are nine TOP codes and 12 CIP codes with a program related to *Senior Care Occupations* in the San Diego-Imperial region (Exhibit A). Please note that some TOP codes below, such as TOP 0514.00 Office Technology/Office Computer Applications, include programs that train for multiple occupations and may not directly train for *Senior Care Occupations* only.

**Exhibit 26. Related TOP and CIP Codes with Programs for Senior Care Occupations**

TOP or CIP Code	TOP or CIP Program Title
TOP 0514.00	Office Technology/Office Computer Applications
TOP 1230.80	Home Health Aide
TOP 1230.30	Certified Nursing Assistant
TOP 1230.20	Licensed Vocational Nursing
TOP 1306.00	Nutrition, Foods, and Culinary Arts
TOP 1222.00	Physical Therapist Assistant
TOP 2104.00	Human Services
TOP 1309.00	Gerontology
TOP 2104.40	Alcohol and Controlled Substances
CIP 51.3902	Nursing Assistant/Aide and Patient Care Assistant
CIP 51.3901	Licensed Practical/Vocational Nurse Training
CIP 51.3999	Practical Nursing, Vocational Nursing and Nursing
CIP 51.3101	Dietetics/Dieticians
CIP 19.0501	Foods, Nutrition, and Wellness Studies, General
CIP 51.0806	Physical Therapist Assistant
CIP 51.2308	Physical Therapy/Therapist
CIP 31.0101	Parks, Recreation, and Leisure Studies
CIP 30.1101	Gerontology
CIP 51.1599	Mental and Social Health Services and Allied Prof
CIP 51.1501	Substance Abuse/Addiction Counseling
CIP 51.1508	Mental Health Counseling/Counselor

<sup>51</sup> TOP data comes from the California Community Colleges Chancellor's Office MIS Data Mart (datamart.cccco.edu) and CIP data comes from the Integrated Postsecondary Education Data System (nces.ed.gov/ipeds/use-the-data).

According to TOP data, 10 community colleges supply the region with awards for this occupation: Cuyamaca College, Grossmont College, Imperial Valley College, MiraCosta College, Palomar College, San Diego City, San Diego College of Continuing Education, San Diego Mesa College, San Diego Miramar College, and Southwestern College. According to CIP data, nine non-community colleges supply the region with awards: Ashford University, Concorde Career College – San Diego, Escondido Adult School, North-West College – San Diego, Point Loma Nazarene University, Poway Adult School, San Diego State University, University of California – San Diego, and University of St. Augustine for Health Sciences.

**Exhibit 27. Number of Awards (Certificates and Degrees) Conferred by Postsecondary Institutions (Program Year 2019-20 through Program Year 2021-22 Average)<sup>52</sup>**

TOP6 or CIP	TOP6 or CIP Title	3-Yr Annual Average CC Awards (PY19-20 to PY21-22)	Other Educational Institutions 2-Yr Annual Average Awards (PY19-20 to PY20-21)	3-Yr Total Average Supply (PY19-20 to PY21-22)	2-Yr Total Average Supply (PY19-20 to PY20-21)
<b>0514.00</b>	<b>Office Technology/Office Computer Applications</b>	<b>1,280</b>	<b>0</b>	<b>1,280</b>	<b>-</b>
	Cuyamaca	26	0		
	Grossmont	16	0		
	Imperial	13	0		
	MiraCosta	18	0		
	Palomar	2	0		
	San Diego City	2	0		
	San Diego Cont. Ed.	1,180	0		
	San Diego Mesa	3	0		
	San Diego Miramar	7	0		
	Southwestern	13	0		
<b>1230.80</b>	<b>Home Health Aide</b>	<b>219</b>	<b>0</b>	<b>219</b>	<b>-</b>
	San Diego Cont. Ed.	219	0		
<b>1230.30</b>	<b>Certified Nursing Assistant</b>	<b>485</b>	<b>0</b>	<b>485</b>	<b>-</b>
	San Diego Cont. Ed.	431	0		
	Southwestern	54	0		

<sup>52</sup> "Supply and Demand," Centers of Excellence for Labor Market Research, [coecc.net/Supply-and-Demand.aspx](http://coecc.net/Supply-and-Demand.aspx). Note: Data is derived from the California Community Colleges Chancellor's Office (CCCCO) MIS Data Mart.

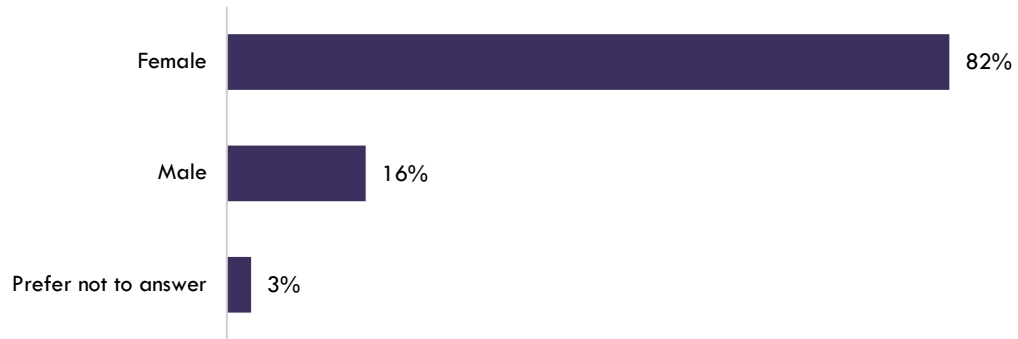
TOP6 or CIP	TOP6 or CIP Title	3-Yr Annual Average CC Awards (PY19-20 to PY21-22)	Other Educational Institutions 2-Yr Annual Average Awards (PY19-20 to PY20-21)	3-Yr Total Average Supply (PY19-20 to PY21-22)	2-Yr Total Average Supply (PY19-20 to PY20-21)
1230.20	Licensed Vocational Nursing	62	0	62	-
	Imperial	14	0		
	MiraCosta	12	0		
	Southwestern	36	0		
1306.00	Nutrition, Foods, and Culinary Arts	76	0	76	-
	Imperial	1	0		
	MiraCosta	2	0		
	Palomar	3	0		
	San Diego Cont. Ed.	55	0		
	San Diego Mesa	13	0		
	San Diego Miramar	1	0		
	Southwestern	1	0		
1309.00	Gerontology	7	0	7	-
	MiraCosta	6	0		
	San Diego City	1	0		
1222.00	Physical Therapist Assistant	22	0	22	-
	San Diego Mesa	22	0		
2104.00	Human Services	149	0	149	-
	Cuyamaca	50	0		
	Palomar	5	0		
	San Diego City	55	0		
	Southwestern	39	0		
2104.40	Alcohol and Controlled Substances	96	0	96	-
	Imperial	15	0		
	Palomar	35	0		
	San Diego City	46	0		

TOP6 or CIP	TOP6 or CIP Title	3-Yr Annual Average CC Awards (PY19-20 to PY21-22)	Other Educational Institutions 2-Yr Annual Average Awards (PY19-20 to PY20-21)	3-Yr Total Average Supply (PY19-20 to PY21-22)	2-Yr Total Average Supply (PY19-20 to PY20-21)
51.3902	Nursing Assistant/Aide and Patient Care Assistant/Aide	0	41	-	41
	Escondido Adult School	0	30		
	Poway Adult School	0	11		
51.3901	Licensed Practical/Vocational Nurse Training	0	26	-	26
	North-West College-San Diego	0	26		
51.3999	Practical Nursing, Vocational Nursing and Nursing Assistants, Other	0	102	-	102
	Concorde Career College-San Diego	0	102		
51.3101	Dietetics/Dietitian	0	10	-	10
	Point Loma Nazarene University	0	10		
19.0501	Foods, Nutrition, and Wellness Studies, General	0	6	-	6
	Point Loma Nazarene University	0	6		
51.0806	Physical Therapist Assistant	0	25	-	25
	Concorde Career College-San Diego	0	25		
51.2308	Physical Therapy/Therapist	0	851	-	851
	San Diego State University	0	38		
	University of St. Augustine for Health Sciences	0	813		
31.0101	Parks, Recreation, and Leisure Studies	0	37	-	37
	San Diego State University	0	37		
30.1101	Gerontology	0	21	-	21
	Ashford University	0	12		
	San Diego State University	0	9		
51.1599	Mental and Social Health Services and Allied Professions, Other	0	181	-	181

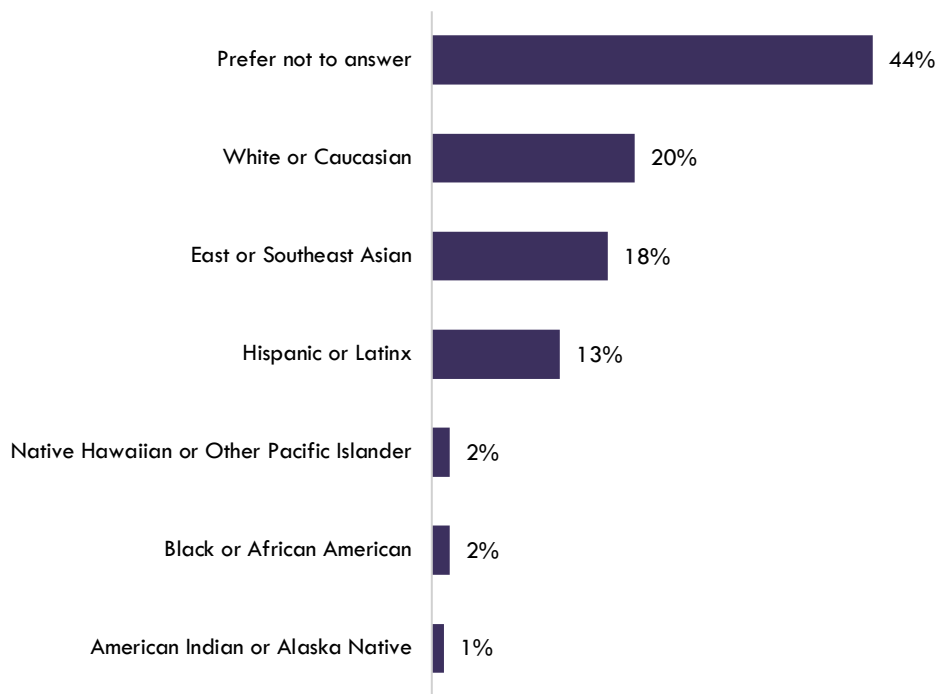
TOP6 or CIP	TOP6 or CIP Title	3-Yr Annual Average CC Awards (PY19-20 to PY21-22)	Other Educational Institutions 2-Yr Annual Average Awards (PY19-20 to PY20-21)	3-Yr Total Average Supply (PY19-20 to PY21-22)	2-Yr Total Average Supply (PY19-20 to PY20-21)
	Ashford University	0	107		
	San Diego State University	0	74		
51.1501	Substance Abuse/Addiction Counseling	0	3	-	3
	University of California - San Diego	0	3		
51.1508	Mental Health Counseling/Counselor	0	12	-	12
	Ashford University	0	12		
			San Diego County Total	2,353	1,315
			Imperial County Total	43	0
			Subtotal	2,396	1,315
			Total	3,711	

# Appendix B: Survey Data Tables

**Exhibit 28. Respondent Gender Identification (n=332)<sup>53</sup>**



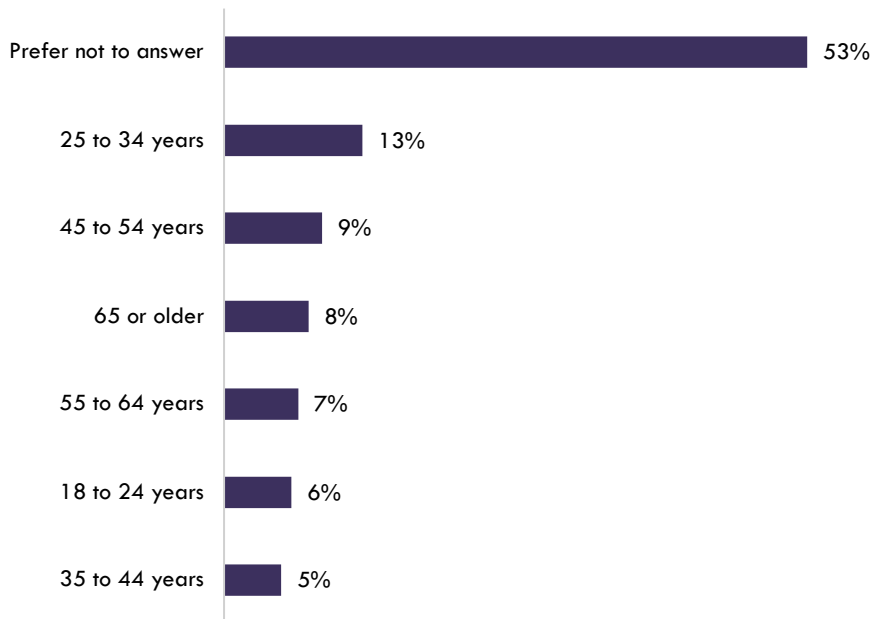
**Exhibit 29. Respondent Race/Ethnicity Identification (n=332)**



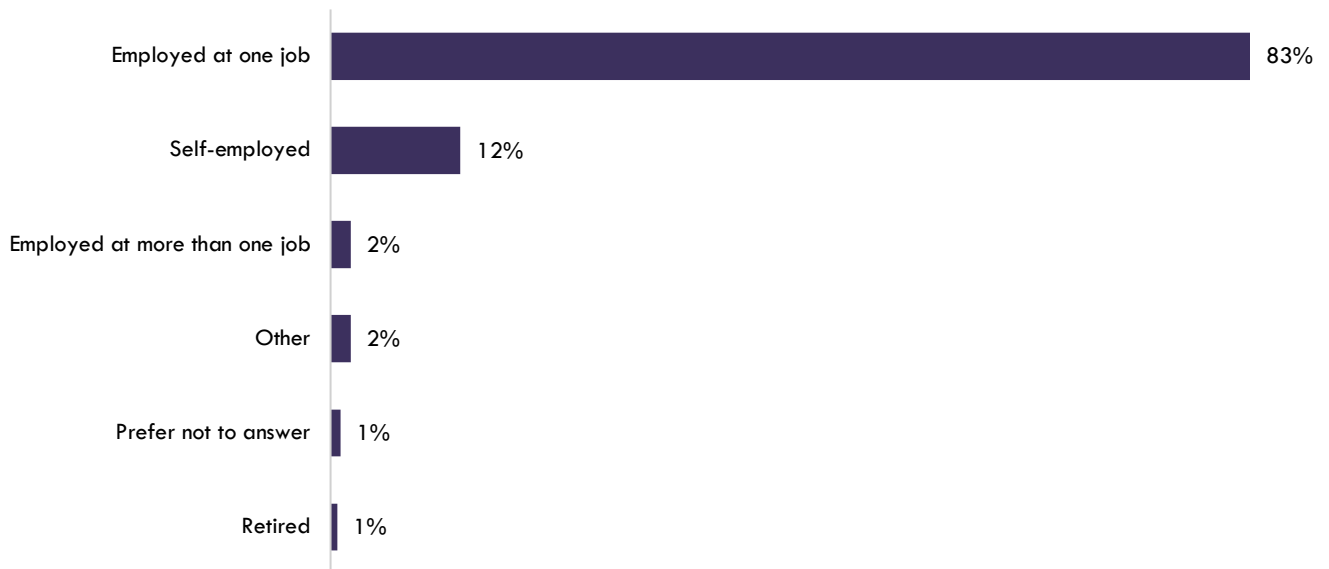
<sup>53</sup> Please note that demographic questions were asked at the end of the survey, and respondents had the option to select 'Prefer not to answer' to end the survey. Therefore, there were fewer responses for demographic questions. For gender, no respondents selected "Transgender Male, Transgender Female, Gender Variant/Non-Conforming, or Other."



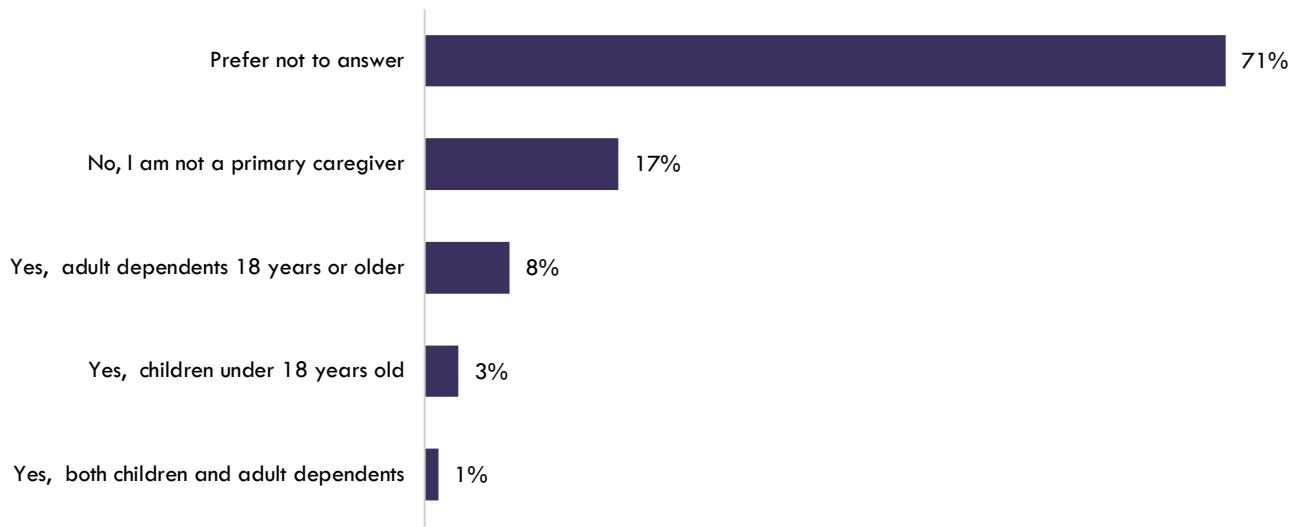
**Exhibit 30. Respondent Age Range (n=327)**



**Exhibit 31. Respondent Current Employment (n=332)**



**Exhibit 32. Respondent Current Caregiver Status (n=332)**



**Exhibit 33. Community College Enrollment (n=334)<sup>54</sup>**

Community College	%
Grossmont College	7%
San Diego Mesa College	6%
Southwestern College	6%
San Diego City College	5%
MiraCosta College	4%
Palomar College	4%
San Diego College of Continuing Education	2%
Imperial Valley College	1%
San Diego Miramar College	1%
Cuyamaca College	1%
I have not attended any community colleges in the region	66%

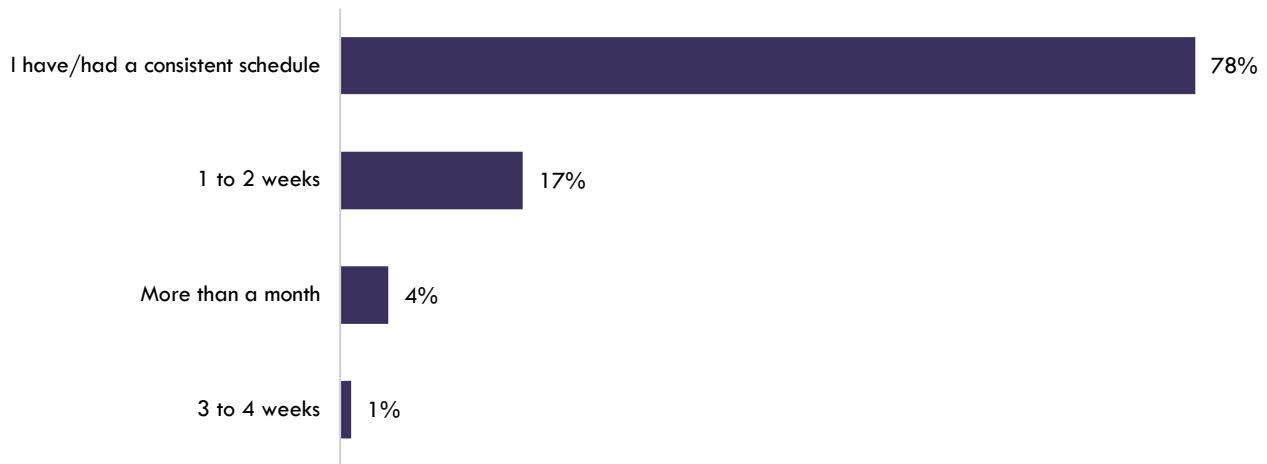
<sup>54</sup> Question text read: *Have you ever attended any community colleges in San Diego and Imperial Counties? Select all that apply.* Response options may not total 100 percent due to rounding.

**Exhibit 34. Characteristics / Qualifications Most Difficult to Find in Job Candidates (n=130)**

	<b>% Selected Most Difficult to Find</b>
Commitment to stay	24%
Medical knowledge (disease, diagnosis, etc.)	21%
Familiarity with end-of-life process	19%
Prior experience working with the elderly	18%
Bachelor's degree or higher	18%
Integrity and ethics	15%

**Exhibit 35. Advanced Scheduling at Current Job (n=204)**

*How far in advance do you typically know your schedule?*



**Exhibit 36. Interest in Partnering with Community Colleges (n=204)**

<b>Partnership Activity</b>	<b>%</b>
None of These	67%
Create an Apprenticeship Program	15%
Offer Internships	14%
Act as Lecturer, Panelist, or Guest Speaker	11%
Job Fair/Post Job Openings	10%
Provide Mentoring	5%
Provide Mock Interviews	4%
Provide a Company Tour	4%
Develop a Customized Training	4%
Other	3%

# Appendix C: Methodology

## Advisory Group

In July 2023, the region gathered an advisory group [or workgroup] to provide overall guidance and consultation for this research project. The workgroup met to discuss primary research questions, considerations, and context for this research project, including highlighting pressing issues facing the industry, suggesting more potential research questions to explore, and providing resources from their own organizations that could help inform the project. Insights from these qualitative discussions subsequently shaped the development of the quantitative survey that was distributed throughout the region.

The advisory group discussed the following research questions during the meetings:

- What is labor market information (LMI) for occupations in senior care, and what does a supply gap analysis of these occupations suggest (i.e., demand compared to supply)?
- Are wages increasing/decreasing, and what pathways exist for career advancement?
- How many students are currently enrolled in senior care focused programs, and how many graduates pursue the industry after receiving their certification/diploma?
- What barriers are employers facing in this industry while trying to hire candidates?
- What skills, courses, or additional professional training are employers looking for in candidates?
- What other key questions do the colleges have for providers to better understand how the community colleges can support this industry?
- What new practices, if any, have been enacted to help with employee retention and job satisfaction?

## Quantitative Survey

The research questions, as well as discussions from the advisory group informed the development of the survey. Some questions included skip logic and programming that was tailored to specific job titles, including questions that were only viewed by management about business challenges. The advisory group was sent a draft of the quantitative survey to review prior to launch, and edits were reviewed and incorporated. The survey was launched in August 2023.

The research team compiled a list of approximately 1,500 senior care providers across San Diego and Imperial Counties that included contact information for each center. Recruitment efforts for this research study included calling centers from the list, distributing emails, and disseminating the survey link through regional contacts (including the advisory group). The survey took approximately 15 to 20 minutes to complete.

# Appendix D: Survey Instrument

## Screener Question

S1. Have you ever been employed in the senior care industry (e.g., senior care home, skilled nursing facility)?

- a. Yes, I'm currently employed in the industry [do not show former employee questions]
- b. Yes, I was previously employed in the industry.
- c. No, I've never been employed in the industry. [ show Q32 through Q35 and then end survey]

## Respondent Profile Questions

1. What is the primary reason you decided to work in the senior care industry? (Select one)
  - a. Satisfied with wages/earnings
  - b. Flexible hours
  - c. Shift swapping
  - d. Career advancement
  - e. Management training
  - f. Committing to the betterment and well-being of others
  - g. Set schedule (e.g., mornings only, Thur-Sun only)
  - h. Advanced scheduling (e.g., 2 weeks or more)
  - i. Childcare stipend
  - j. Tuition reimbursement
  - k. Transportation stipend/reimbursement
  - l. Retirement benefits
  - m. Comprehensive benefits (e.g., medical, dental, vision)
  - n. Professional development opportunities
2. How long have you been/were employed in the senior care industry? (If you were employed 1.5 years, for example, please round up to 2 years)
  - a. Less than 1 year
  - b. 1-2 years
  - c. 3-5 years
  - d. 5-10 years
  - e. More than 10 years
3. Have you ever experienced any of the following while working in the industry? (Select all that apply)
  - a. Promoted within a department
  - b. Transferred to a different department within the same company
  - c. Transferred to a different facility but within the same company
  - d. Employed at multiple companies within the industry
  - e. None of the above

For the following questions, please answer to the best of your knowledge and base your responses on the company for which you most recently worked in the senior care industry.

4. What is the name and zip code of the facility/company you most recently worked for in the senior industry? [Form Response]
  
5. What type of facility did you most recently work for?
  - a. Adult Care Home
  - b. Adult Day Care
  - c. Congregate Care
  - d. Continuing Care Retirement Community
  - e. Nursing Home
  - f. Residential Care
  - g. Sheltered Housing
  - h. Skilled Nursing
  - i. Other, please specify: \_\_\_\_\_
  
6. What is/was the company size in terms of employees (including part-time and full-time workers, but not independent contractors)?
  - a. Fewer than 10 employees
  - b. 10 to 49 employees
  - c. 50 to 99 employees
  - d. 100+ employees
  
7. Were you employed in any of the following roles where you work/worked? Select all that apply.
  - a. Human Resources
  - b. Supervisor
  - c. Manager
  - d. Director
  - e. Senior Leadership (e.g., vice president, president, executive, business owner)
  - f. None of the above [skip to Block B: Employees]

Block A: Management (HR, Executives, Managers, Senior Leaders)
Block B: Employees (Current and Former Employees)
Block C: Former Employees Only
Demographics (All)

**Block A: Management**

Please answer the following questions to the best of your knowledge.

1. Without subsidies, what is the average monthly cost of services for a full-time, single client at your facility/program? For the purposes of this question, full time care is defined as receiving services for at least 32 hours per week.
  - a. \$3,000 or less per month
  - b. \$3,001 - \$5,000 per month



- c. \$5,001 - \$7,000 per month
  - d. \$7,001 - \$9,000 per month
  - e. \$9,000+ per month
  - f. I'm not sure/does not apply
2. How many employees does your company expect to hire in the next 12 months? Select "0" if none and your best estimate is fine.
- a. 0 employees
  - b. 1 to 9 employees
  - c. 10 to 19 employees
  - d. 20 to 49 employees
  - e. 50+ employees
3. What are the TOP THREE most effective methods for recruiting mid-level employees (e.g., managers, supervisors) at your company?
- a. Promoting from within
  - b. Referrals made by current employees
  - c. Posting on company job board or website
  - d. Partnering with community colleges
  - e. Partnering with four-year institutions (e.g., UCs, CSUs, National University)
  - f. Using online recruiting platforms (e.g., LinkedIn, Indeed, Care.com)
  - g. Using recruitment agencies (e.g., K-Force, Manpower, Labor Ready)
  - h. Other, please specify: \_\_\_\_\_
4. What are the TOP FIVE positions that your company had the most difficulty hiring for in the past 12 months?
- a. Home Health and Personal Care Aides
  - b. Certified Nursing Assistants
  - c. Licensed Practical and Licensed Vocational Nurses
  - d. Recreation Workers (e.g., Activities Director)
  - e. Mental Health Counselors (e.g., Substance Abuse, Behavioral Disorder)
  - f. Administrative Support Workers
  - g. Physical Therapists
  - h. Social and Human Service Assistants (e.g., Social Worker, Care Coordinator)
  - i. Residential Advisors
  - j. Nutritionists/Dieticians
  - k. Other, please specify: \_\_\_\_\_
5. How often do you partner with the community colleges to hire these positions?
- a. Always
  - b. Sometimes
  - c. Rarely
  - d. Never

6. What qualifications are most difficult to find in applicants for these positions?

<ul style="list-style-type: none"> <li>a. Medical knowledge (disease, diagnosis, etc.)</li> <li>b. Prior experience working with elderly</li> <li>c. Integrity and ethics</li> <li>d. Commitment to stay</li> <li>e. Associate degree</li> <li>f. Familiarity with end of life process</li> <li>g. Bachelor's degree or higher</li> </ul>	<p>(1) Least difficult (5) Most difficult</p>
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7. What hourly wages does your company typically pay the following positions?

<ul style="list-style-type: none"> <li>a. Home Health and Personal Care Aides</li> <li>b. Certified Nursing Assistants</li> <li>c. Licensed Practical and Licensed Vocational Nurses</li> <li>d. Recreation Workers (e.g., Activities Director)</li> <li>e. Mental Health Counselors (e.g., Substance Abuse, Behavioral Disorder)</li> <li>f. Administrative Support Workers</li> <li>g. Physical Therapists</li> <li>h. Social and Human Service Assistants (e.g., Social Worker, Care Coordinator)</li> <li>i. Nutritionist/Dietician</li> </ul>	<p>Less than \$19 per hour</p>	<p>\$20-24</p>	<p>\$25-29</p>	<p>\$30+ per hour</p>	<p>Not sure or N/A</p>
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8. Does your company offer any type of the following benefits to employees that are full-time only, part-time only, full-time and part-time, or not offered?

<ul style="list-style-type: none"> <li>a. Set schedule (i.e., mornings only, Thur-Sun only)</li> <li>b. Advanced scheduling (i.e., 2 weeks or more)</li> <li>c. Childcare stipend</li> <li>d. Tuition reimbursement</li> <li>e. Professional development/training</li> <li>f. Transportation stipend/reimbursement</li> <li>g. Retirement benefits</li> <li>h. Comprehensive benefits (e.g., medical, dental, vision)</li> <li>i. Discount on relatives' care</li> </ul>	<p>Full-time Only</p>	<p>Part-time Only</p>	<p>Both</p>	<p>Not Offered</p>
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9. Does your company provide training opportunities for non-medical staff to advance into medical positions? Medical staff are licensed and credentialed to deliver direct patient care (e.g., diagnosis, treatment, medication administration) to patients. Non-medical staff may support patient care, but the work does not provide direct diagnosis, treatment, or other medical care for patients.
  - a. Yes
  - b. No
  - c. I'm not sure or N/A
  
10. Is there anything else you would like to share with the community colleges about your workforce needs? [Open-ended]
  
11. Would you be interested in partnering with the community colleges in any of the following activities? Select all that apply.
  - a. Create an apprenticeship program
  - b. Develop a customized training for employees at your company
  - c. Act as a lecturer, panelist, or guest speaker
  - d. Provide mock interviews for students
  - e. Help inform curriculum
  - f. Provide a company tour or field trip for students
  - g. Offer internships
  - h. Participate in job fair or post job openings on campus
  - i. Provide mentoring for students
  - j. Other, please specify: \_\_\_\_\_
  - k. None of the above

**Block B: Employees (Current and Former Employees)**

For the following questions, please base your responses on the company for which you most recently worked in the senior care industry.

1. Which of the following best describes your most recent job title in the industry?
  - a. Home Health and Personal Care Aide
  - b. Certified Nursing Assistant
  - c. Licensed Practical and Licensed Vocational Nurse
  - d. Recreation Worker (e.g., Activities Director)
  - e. Mental Health Counselor (e.g., Substance Abuse, Behavioral Disorder)
  - f. Administrative Support Worker
  - g. Physical Therapist
  - h. Social and Human Service Assistant (e.g., Social Worker, Care Coordinator)
  - i. Nutritionist/Dietician
  - j. Other, please specify: \_\_\_\_\_
  
2. Approximately how many hours do you/did you consistently work per week?
  - a. 1 to 10 hours per week
  - b. 11 to 29 hours per week
  - c. 30 to 39 hours per week
  - d. 40 or more hours per week
  - e. Hours vary week to week
  
3. How far in advance do you/did you typically know your schedule?
  - a. 1 to 2 weeks

- b. 3 to 4 weeks
- c. More than a month
- d. I have/had a consistent schedule

4. Approximately how much do you/did you earn per hour in your most recent job in senior care?  
Please round to the nearest dollar amount.

- a. Less than \$19 per hour
- b. \$20-24 per hour
- c. \$25-29 per hour
- d. More than \$30 per hour
- e. Not sure or N/A

5. [Current Employees ONLY] How important or not important is each of the following in your decision to STAY employed in the senior care industry?

<ul style="list-style-type: none"> <li>a. Satisfied with wages/earnings</li> <li>b. Flexible hours</li> <li>c. Shift swapping</li> <li>d. Career advancement</li> <li>e. Management training</li> <li>f. Committing to the betterment and well-being of others</li> <li>g. Set schedule (e.g., mornings only, Thur-Sun only)</li> <li>h. Advanced scheduling (e.g., 2 weeks or more)</li> <li>i. Childcare stipend</li> <li>j. Tuition reimbursement</li> <li>k. Transportation stipend/reimbursement</li> <li>l. Retirement benefits</li> <li>m. Comprehensive benefits (e.g., medical, dental, vision)</li> <li>n. Professional development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>(1) Not important</li> <li>(2) Slightly important</li> <li>(3) Somewhat important</li> <li>(4) Important</li> <li>(5) Very important</li> </ul>
--	--

6. [Current Employees ONLY] How likely are you to leave the senior care industry in the next 12 months?

- a. Extremely likely
- b. Likely
- c. Unsure
- d. Unlikely
- e. Extremely unlikely

7. [If 'Extremely likely' or 'Likely'] What are the TOP THREE reasons why you are likely to leave in the next 12 months?

- a. Long or late hours
- b. Low pay or wages
- c. Dissatisfied with company
- d. Dissatisfied with manager/supervisor
- e. Dissatisfied with benefits
- f. High mental and emotional strain
- g. Job was meant to be temporary
- h. Lack of career growth/advancement
- i. Opportunity in a different industry
- j. Going back to school
- k. Transportation is a challenge

- l. Caregiving or family responsibilities
- m. Other, please specify: \_\_\_\_\_

**Block C: Employees (Former Employees ONLY)**

1. How long ago did you leave the senior care industry?
  - a. Less than 1 year
  - b. 1-2 years
  - c. 3-5 years
  - d. 6-10 years
  - e. More than 10 years
  
2. What are the TOP THREE reasons you left the senior care industry? [FORMER EMPLOYEES only + Randomize]
  - a. Long or late hours
  - b. Low pay or wages
  - c. Dissatisfied with company
  - d. Dissatisfied with benefits
  - e. High mental and emotional strain
  - f. Job was meant to be temporary
  - g. Lack of career growth/advancement
  - h. Opportunity in a different industry
  - i. Going back to school
  - j. Transportation is a challenge
  - k. Caregiving or family responsibilities
  - l. Other, please specify: \_\_\_\_\_
  - m. None of the above
  
3. What industry are you currently employed in? Select one.
  - a. Agriculture, Forestry, Fishing, and Hunting
  - b. Accommodation and Food Services (e.g., restaurant server, bartender)
  - c. Administrative Support and Waste Management and Remediation Services
  - d. Arts, Entertainment, and Recreation
  - e. Construction
  - f. Educational Services (e.g., teacher, tutor)
  - g. Finance and Insurance
  - h. Healthcare
  - i. Social Assistance (e.g., childcare, caregiving)
  - j. Information and Technology
  - k. Management of Companies and Enterprises
  - l. Manufacturing
  - m. Mining
  - n. Professional, Scientific, and Technical Services (e.g., veterinary technician, accountant, paralegal, legal assistant, graphic designer)
  - o. Public Administration (e.g., court operations clerk, firefighter, police officer)
  - p. Real Estate Rental and Leasing
  - q. Retail Trade
  - r. Transportation and Warehousing
  - s. Wholesale Trade
  - t. Other, please specify: \_\_\_\_\_
  - u. Not currently employed

**Block D: All Participants**

1. Please rate how much you agree or disagree with the following statements regarding your current or most recent job in the senior care industry.

<ul style="list-style-type: none"><li>a. I have/had opportunities for career advancement</li><li>b. I would recommend working in the industry to friends and family</li><li>c. I receive(d) meaningful recognition when I do a good job</li><li>d. The industry values diversity, equity, and inclusion</li><li>e. I receive(d) training to do my job effectively</li><li>f. I am/was compensated fairly (pay and benefits)</li><li>g. My work is/was meaningful, significant, and rewarding</li><li>h. My work makes/made a valuable difference in my community</li></ul>	<p>(1) Strongly disagree (5) Strongly agree</p>
--	---

2. What skills do/did you learn from the senior care industry that you find most valuable? Select all that apply.

- a. Cross-cultural skills (e.g., multi-lingual, multicultural knowledge)
- b. Problem-solving
- c. Customer service
- d. Flexibility/Adaptability
- e. Multitasking
- f. Oral communication
- g. Written communication
- h. Presentation skills
- i. Organizational skills
- j. Project management
- k. Teamwork/Collaboration
- l. Time management
- m. Leadership
- n. Creativity
- o. Sales
- p. Other, please specify: \_\_\_\_\_
- q. None of the above

3. Given your current professional goals, what type of continuing education or professional training would you be interested in? Select all that apply.

- a. Electronic Medical Records (EMR) and Electronic Health Records (EHR) Systems
- b. Diversity/cultural sensitivity training
- c. Foreign language classes
- d. Business/entrepreneurship training
- e. Master's degree (Health Administration, Public Health, etc.)
- f. IT/Technology
- g. Management Training

- h. Healthcare Certifications (CNA, LVN/LPN, NHA, etc.)
  - i. Advanced patient care techniques
  - j. Stress management and resilience training
  - k. Healthcare policies and regulations
  - l. Ethics and legal frameworks
  - m. Mental health and trauma-informed care
  - n. Nutrition and physical activity
  - o. Palliative care and end of life support
  - p. Other, please specify: \_\_\_\_\_
4. Have you ever attended any community colleges in San Diego and Imperial Counties? Select all that apply.
- a. Cuyamaca
  - b. Grossmont
  - c. Imperial Valley
  - d. MiraCosta
  - e. Palomar
  - f. San Diego City
  - g. San Diego College of Continuing Education
  - h. San Diego Mesa
  - i. San Diego Miramar
  - j. Southwestern
  - k. I have not attended any community colleges in the region [EXCLUSIVE]
5. What was the PRIMARY reason you attended community college? Select one.
- a. Earn units, certificate, or degree AND transfer
  - b. Earn units, certificate, or degree NOT to transfer
  - c. Required for employment
  - d. Update job skills, or, renew a license/permit
  - e. For self-enrichment ONLY
  - f. Other, please specify: \_\_\_\_\_
6. [I have not attended any community colleges in the region] Why have you never attended any community colleges in San Diego and Imperial Counties?
- a. Educational goals are already met
  - b. Hadn't considered it
  - c. Other, please specify: \_\_\_\_\_
7. If you are interested in learning more about the programs offered at your local community college, please provide your contact information below:
- a. First name:
  - b. Last name:
  - c. Email address:
  - d. Phone number:
  - e. Zip code:



## Block E: Demographics

The purpose of this section is to understand different demographic groups' experiences working in the senior care industry in our region. The following questions are optional and any information you provide is strictly confidential. All responses will be analyzed collectively, not individually.

1. What best describes your current employment status? Select one.
  - a. Self-employed
  - b. Employed at one job
  - c. Employed at more than one job
  - d. Unemployed, seeking employment
  - e. Unemployed, not seeking employment (not retired)
  - f. Retired
  - g. Stay-at-home
  - h. Other, please specify: \_\_\_\_\_
  - i. Prefer not to answer
  
2. Are you a primary caregiver?
  - a. Yes, for children under 18 years old
  - b. Yes, for adult dependents 18 years or older
  - c. Yes, for both children and adult dependents
  - d. No, I am not a primary caregiver to children or adult dependents
  - e. Prefer not to answer
  
3. What is the highest level of education you have completed?
  - a. High school diploma
  - b. Certificate, no degree
  - c. Associate degree
  - d. Bachelor's degree
  - e. Master's degree
  - f. Doctoral or professional degree
  - g. Prefer not to answer
  
4. What is your gender identity?
  - a. Male
  - b. Female
  - c. Transgender Male
  - d. Transgender Female
  - e. Gender Variant/Non-Conforming
  - f. Other, please specify: \_\_\_\_\_
  - g. Prefer not to answer
  
5. What is your race/ethnic background? Select all that apply.
  - a. American Indian or Alaska Native
  - b. Black or African American
  - c. East or Southeast Asian
  - d. Hispanic or Latinx
  - e. Native Hawaiian or Other Pacific Islander
  - f. White or Caucasian
  - g. None of the above [EXCLUSIVE]
  - h. Prefer not to answer

6. What is your age range?
- a. 18-24 years
  - b. 25-34 years
  - c. 35-44 years
  - d. 45-54 years
  - e. 55-64 years
  - f. 65 or older
  - g. Prefer not to answer

# Acknowledgments and Disclaimers

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- John Edwards, Research Analyst
- Sarah Burns, Research Consultant

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## Insyt Analytics

- Dylan Schneider
- Emily Harris

## IMPORTANT DISCLAIMERS AND LIMITATIONS

All representations included in this report have been produced from primary research and/or secondary review of publicly and/or privately available data and/or research reports. This study examines the most recent data available at the time of the analysis; however, data sets are updated regularly and may not be consistent with previous reports. Please note that the findings and recommendations in this report are limited due to small sample sizes within each college, only represent the experiences of the individuals who participated in student support services, and may not represent all services available at each college. The colleges should use the information provided in this report to better the experiences of students with these services, and potential ways to improve engagement. Efforts have been made to qualify and validate the accuracy of the data and the report findings; however, neither the Centers of Excellence for Labor Market Research (COE), COE host district, nor California Community Colleges Chancellor's Office are responsible for the applications or decisions made by individuals and/or organizations based on this study or its recommendations.