



MissionCare
COLLECTIVE

THE Skilled Nursing Workforce

2025 REPORT



Executive Summary

The skilled nursing workforce is in crisis, demanding immediate action. With an alarming 82% turnover rate, more than half of skilled nursing facilities are replacing over 50% of their staff each year. This constant churn drastically affects care quality, financial stability, and facility reputations. High-turnover facilities see their five-star ratings drop, and those with over 50% staff turnover are 1.5 times more likely to face abuse citations and substantiated complaints.

At the heart of this turnover crisis is a broken organizational culture. The conversation across skilled nursing today is no longer just about wages or benefits—it's about creating a culture where staff feel valued, engaged, and supported. When culture is neglected, low wages, inadequate benefits, overwhelming workloads, and leadership instability only intensify the problem. High-stress environments drive away both frontline workers and leaders, further exacerbating turnover.

Facilities that take proactive steps to nurture a positive workplace culture will not only see improvements in turnover rates but will also unlock broader benefits. Lower turnover leads to improved ratings, fewer regulatory issues, and stronger operational margins. In fact, homes with turnover below 30% consistently excel across all five-star measures, providing better quality care while reducing the financial burden of constant hiring and training.

The message to skilled nursing leaders is clear: this is not just a workforce issue—it is a critical business issue. Building a culture that prioritizes employee engagement, retention, and a healthier work environment will build a more resilient workforce that delivers better care and safeguards your bottom line. The time to act is now. Stabilizing your workforce is the key to securing your future.



BRANDI KURTYKA
CEO, MissionCare Collective





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Workforce Breakdown²



1.7 M³

Total Employed in the US

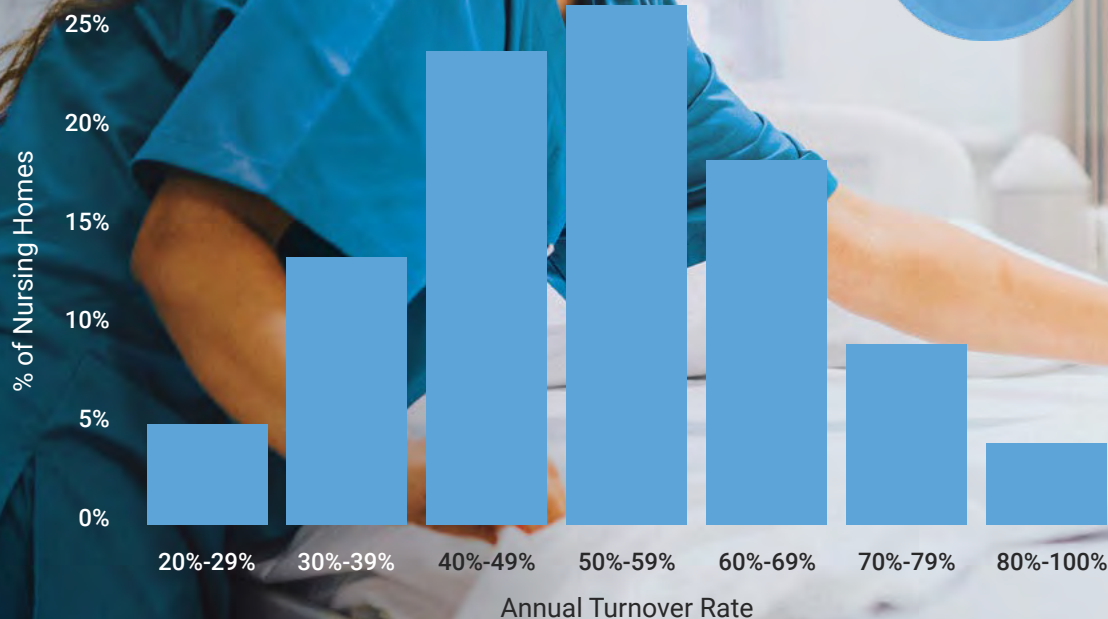
	Employment	% of Total Employment	Median Hourly Wage	Mean Hourly Wage	Mean Annual Wage
Healthcare Support (i.e. CNA)	536,160	38.87%	\$18.13	\$19.01	\$39,540
Healthcare Practitioners and Technical	357,200	25.89%	\$34.11	\$35.11	\$73,040
Food Preparation and Serving Related	142,670	10.34%	\$15.88	\$16.57	\$34,470
Building and Grounds Cleaning and Maintenance	82,540	5.98%	\$14.91	\$15.66	\$32,560
Office and Administrative Support	67,740	4.91%	\$19.10	\$21.23	\$44,150
Management	46,390	3.36%	\$48.18	\$51.63	\$107,390
Personal Care and Service	42,600	3.09%	\$17.14	\$18.15	\$37,750
Installation, Maintenance, and Repair	26,950	1.95%	\$21.73	\$22.68	\$47,170
Community and Social Service	22,900	1.66%	\$26.68	\$27.24	\$56,670
Production	20,980	1.52%	\$14.15	\$14.61	\$30,380
Business and Financial Operations	18,930	1.37%	\$29.11	\$31.92	\$66,400
Transportation and Material Moving	6,600	0.48%	\$17.41	\$17.82	\$37,060
Protective Service	2,810	0.20%	\$16.33	\$17.07	\$35,510
Sales and Related	1,670	0.12%	\$31.53	\$31.71	\$65,960
Educational Instruction and Library	1,050	0.08%	\$17.33	\$19.42	\$40,390
Computer and Mathematical	940	0.07%	\$32.43	\$34.15	\$71,020
Arts, Design, Entertainment, Sports, and Media	780	0.06%	\$34.06	\$35.29	\$73,400
Construction and Extraction	270	0.02%	\$22.56	\$23.08	\$48,000
Life, Physical, and Social Science	200	0.01%	\$38.61	\$39.76	\$82,700

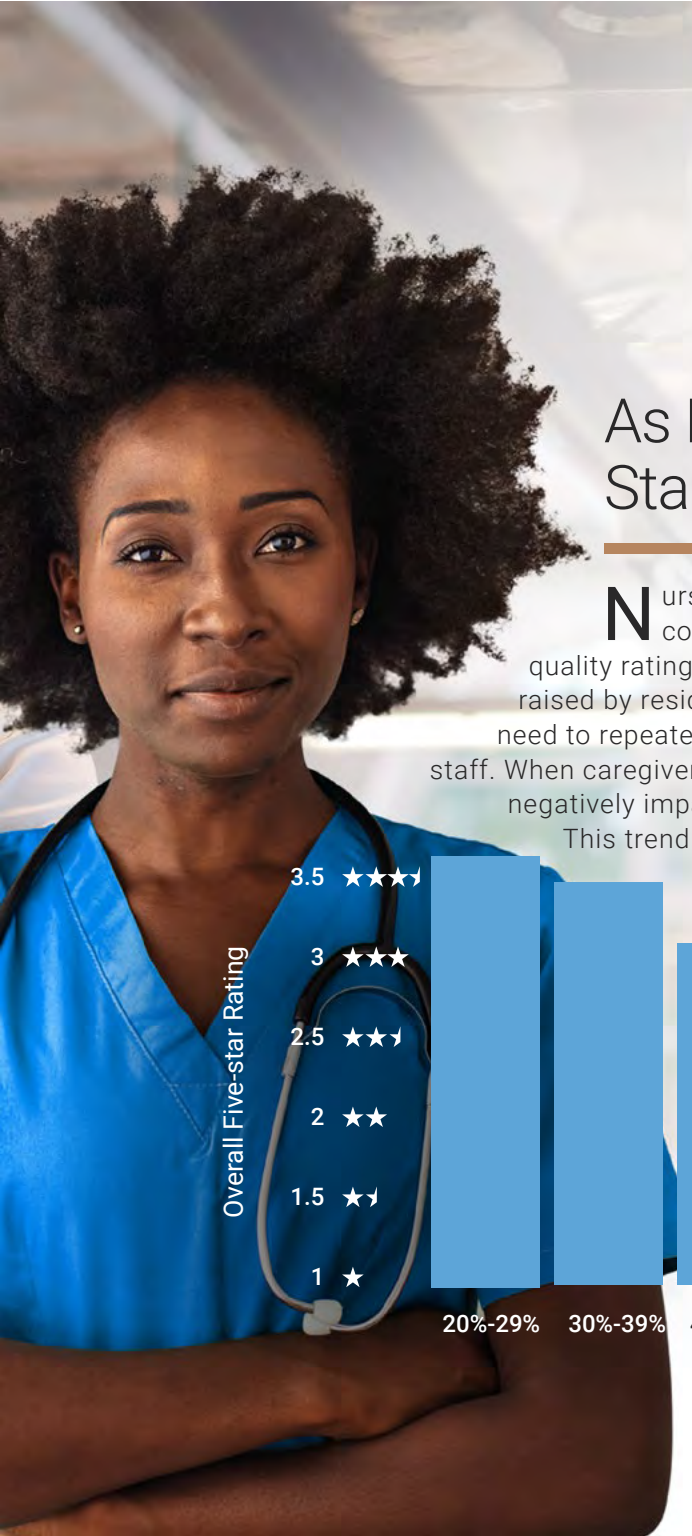
Over Half of Nursing Homes Replace 50% of Staff or More per Year ⁴



82%

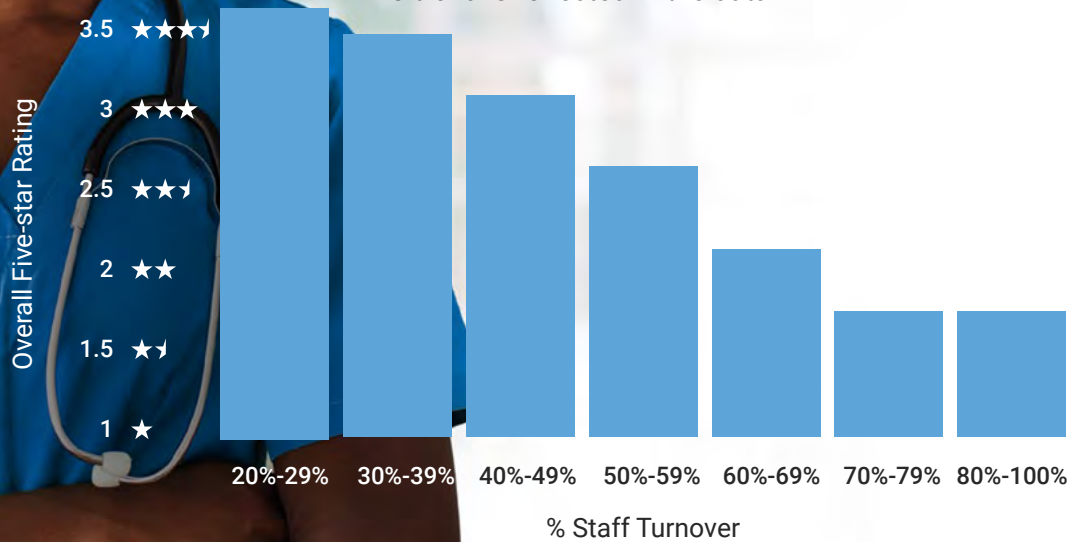
Average turnover



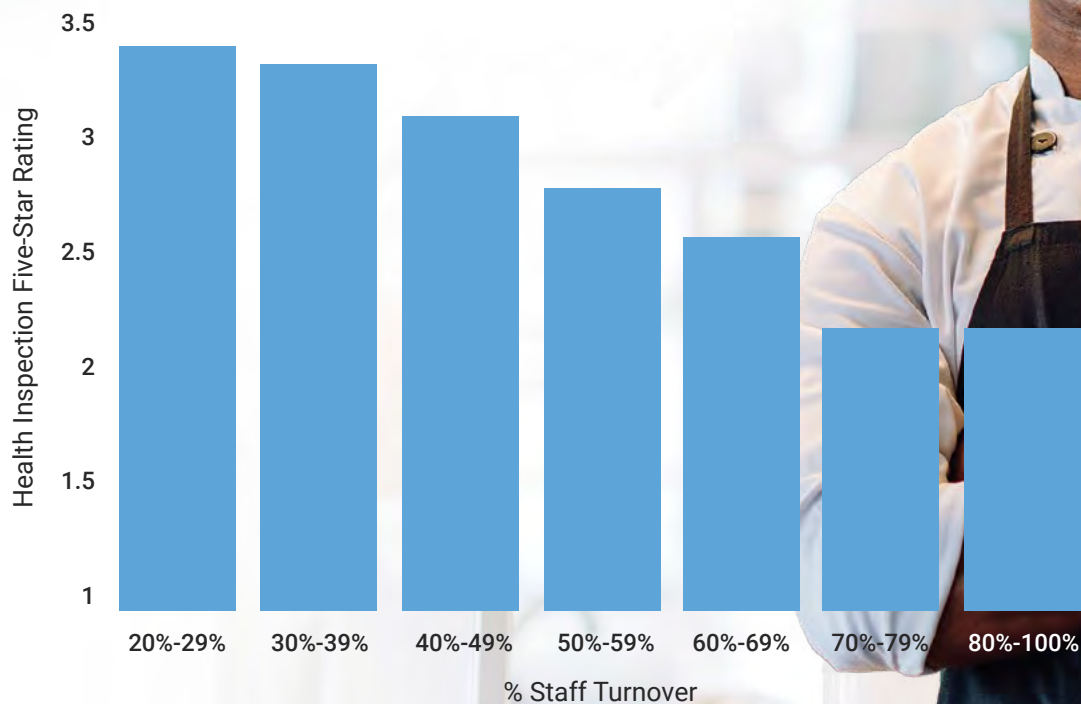


As Retention Increases, Star Ratings Increase.⁵

Nursing homes with lower staff turnover consistently perform better across all five-star quality ratings, according to CMS data. A common issue raised by residents in facilities with high turnover is the need to repeatedly explain their care preferences to new staff. When caregivers are unfamiliar with residents' needs, it can negatively impact both the quality of care and quality of life. This trend is reflected in the data.

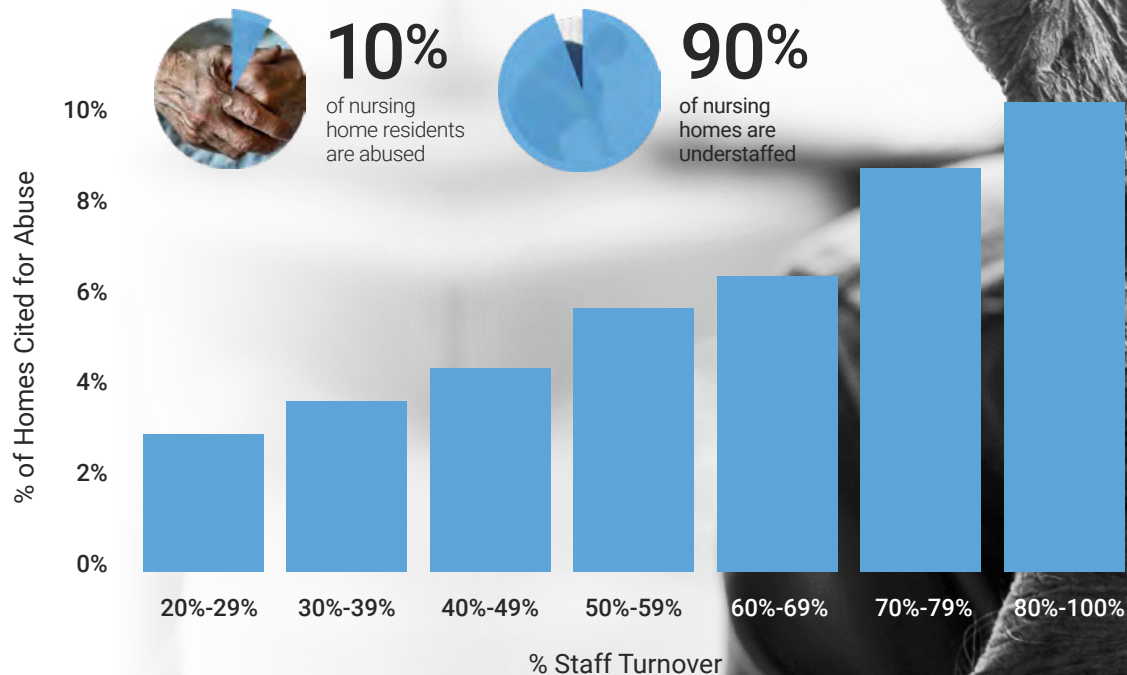


As Retention Increases, Health Inspection Ratings Increase⁶



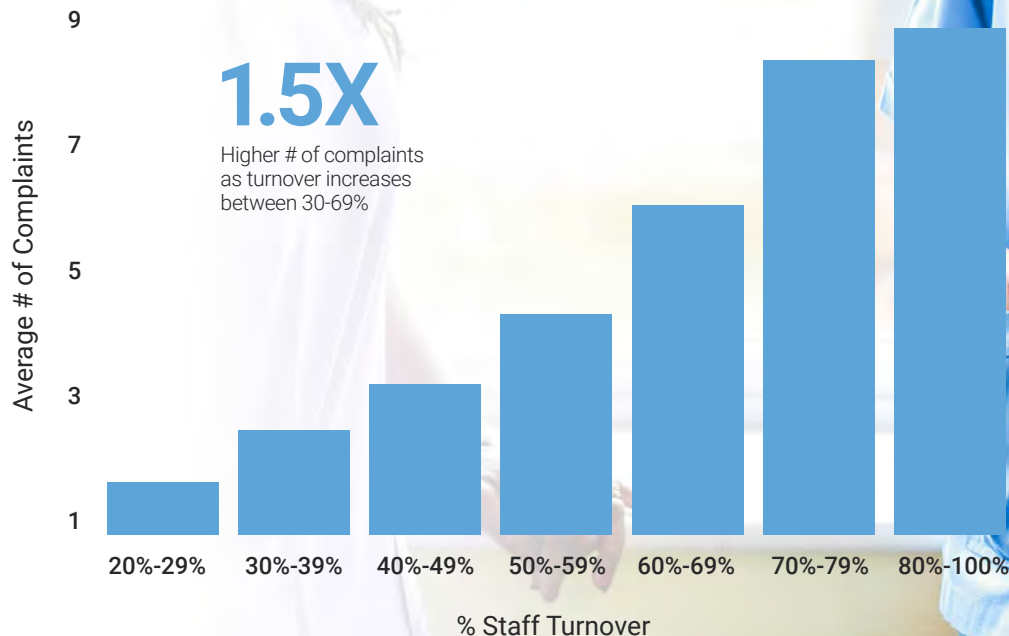
As Retention Increases, Abuse Rates Decline⁷

Nursing homes with a turnover rate of 50% to 59% (25.8% of nursing homes) are cited for abuse 1.5 times more frequently than those with a turnover rate of 30% to 39% (13.09% of nursing homes). For facilities with turnover rates between 60% and 69% (18% of nursing homes), the rate of abuse citations doubles compared to those with a 30% to 39% turnover. As shown in the chart below, the incidences of abuse citations significantly decreases as nursing staff turnover declines.



As Retention Increases, Complaints Decrease⁸

Residents and other consumers are empowered to file complaints against nursing homes regarding care issues. As a result of a complaint, state regulators must investigate and determine whether a nursing home has violated state or federal regulations. CMS tracks the number of complaints that are substantiated by state regulators. Analysis of this data reflects that nursing homes with higher staff turnover on average experience greater numbers of substantiated complaints. The chart below shows that nursing homes with staff turnover between 60%-69% (18.26% of homes) on average have a substantiated complaint rate 1.5 times higher than homes with a turnover rate between 30%-39% (13.09% of homes).



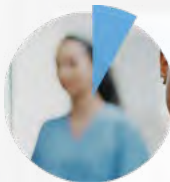
Turnover Causes⁹

LOW WAGES



34%

of CNAs rely on public assistance



7%

RNs in SNFs make 7% less than other RNs

LEADERSHIP



43%

Average annual turnover rate for nursing home administrators

LACK OF BENEFITS



64%

of staff do not have paid sick leave



40%

Do not have employer-sponsored health insurance

● 22% Medicaid
● 15% No coverage

DEMANDING WORKLOAD

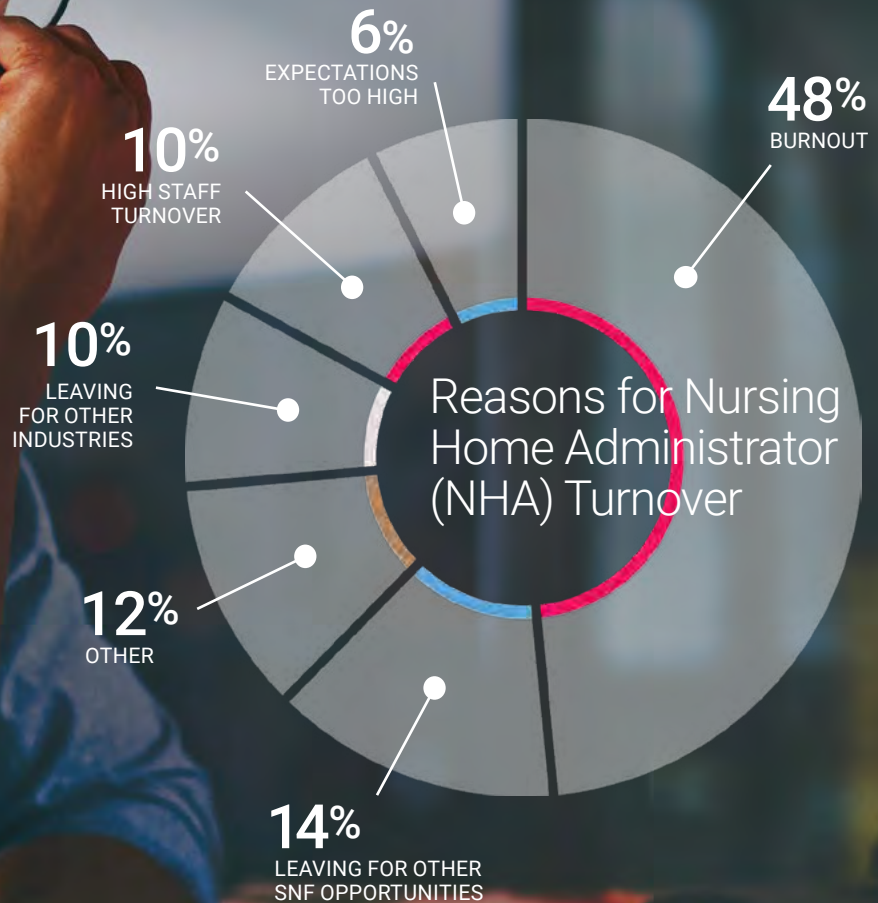


1:13

Actual CNA to resident ratio



Administrator Challenges¹⁰



High NHA Turnover, Linked to Lower Operating Margins¹¹

High turnover rates among Nursing Home Administrators (NHAs) directly affect a facility's financial performance. Facilities experiencing even one NHA turnover see a year-over-year decrease of 1.14% in their operating margins. For those with two or more turnovers, the impact intensifies, with margins shrinking by 2.25%. High staff turnover and burnout are often intertwined, fueling the cycle of NHA turnover. By addressing both, facilities can break this costly loop, protect margins, and secure long-term stability.

Most Taxing Part of Job

1. Regulations
2. Finding & Keeping Staff
3. Resources
4. Staff Incompetence

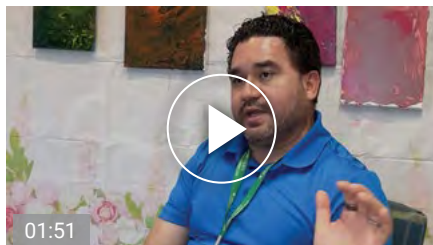
Decision to Quit

1. Lack of Support
2. Regulations
3. Better Opportunities
4. Staffing Problems



Increasing Retention and Engagement for PROMEDICA

MissionCare Collective is proud to support thousands of companies nationwide by transforming data and insights into actionable strategies that drive real results. Below is a case study from one of our trusted clients, ProMedica, which highlights the powerful impact of a culture-driven approach to drive improved employee engagement, retention, and overall business performance.



An Executive Director Perspective



Scan to watch video



A Business Operator Perspective



Scan to watch video



An Employee Perspective



Scan to watch video

MissionCare Collective's Workforce Innovations

COACHUP  **CARE** Skilled Nursing Workforce Culture Solution



15-50%

RETENTION INCREASE



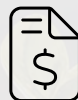
1-3 POINTS

eNPS INCREASE
(Employee Net Promoter Score)



10-50%

UNFILLED SHIFT REDUCTION

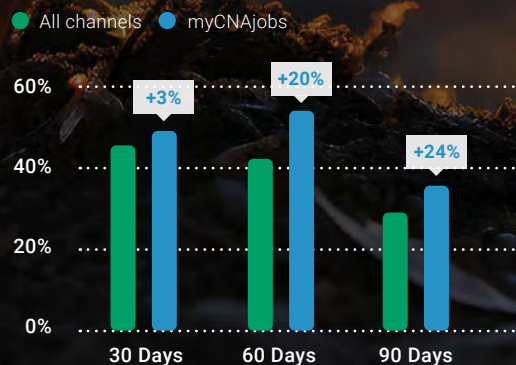


20-50%

RECRUITMENT \$ REDUCTION



Caregiver, CNA, and Home Health Aide hires made from myCNAjobs are **24%** more likely to be retained after 90 days versus hires made from other channels.





About Us

Everything we do is about building a stronger workforce.

Solve

Consulting services, extending your team, to solve complex workforce challenges.



Recruit

A recruitment engine that taps into the largest network of caregivers, CNAs, and HHAs in the nation. "The LinkedIn for Caregivers."



Retain

An engagement platform that helps turn your workforce into a community, increasing retention, profitability, and operational efficiencies.





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MissionCare Collective is not responsible for the usage of data or the result of strategies implemented due to the usage of data. It's the responsibility of the reviewer to ensure employment programs meet state and federal requirements.