



## **Assisted Living Facility 2016 Wage Survey Report Packet**

### **INTRODUCTION**

The 2016 KHCA/KCAL/Leading Age Kansas Wage Survey was conducted in order to collect important data that will be used in two ways: 1) to offer participating communities information about practices across the state that will inform decisions related to management and employment, and 2) in advocacy efforts and as a tool to educate policymakers. Participation in the survey is voluntary and responses will be kept confidential.

This report packet offers descriptive information, guidance, and the comparative results report. The comparative results report includes information about the practices of providers across the state (it does not include any data that is specific to an individual provider).

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## REPORT NOTES

### Provider Type Definitions:

“All Nursing Facilities” – Any provider that indicated they operate an assisted living facility.

“Assisted Living Only Facilities” – Providers that indicated they operate an assisted living facility *only*, without a nursing facility or independent living component.

“Assisted Living – Mixed Only” – Providers that indicated they operate an assisted living facility with another type of service, nursing and/or independent living, as well.

*The term “multi-level” is used in the job name for “Executive Director/Administrator – CCRC or Multi-Level” – this represents organizations with nursing and another level of service.*

The provider-type benchmark that is best for your organization is likely the one that matches your structure (assisted living only or mixed). The other benchmarks provide broader understanding about other types of organizations and the profession as a whole.

The **Provider Profile Report** offers insight into the members that participated in the 2016 Wage Survey.

“Minimum” and “Maximum” values represent the smallest and largest values entered.

“Percentiles” demonstrate the range of responses provided – for example, 10% of providers reported numbers smaller than the value reported at the 10<sup>th</sup> percentile while 10% of providers reported numbers larger than the value reported at the 90<sup>th</sup> percentile; the 50<sup>th</sup> percentile is the median value reported.

“Average” is the numerical average of the responses provided (the sum of responses divided by the number of responses).

“Count” is the number of members that provided data for that measure.

The **Assisted Living Facility Wages** report includes the wages for each of the positions included in the 2016 survey, along with information about pay differentials and benefits. Results are presented for all assisted living facilities, organizations that are assisted living facilities only, and organizations that have both assisted living facility and any other service (a nursing facility and/or independent living community).

The “median” or “50<sup>th</sup> percentile” (or mid-point) and average values are highlighted as representative of “typical” payment rates for each position.

The “10<sup>th</sup> percentile” and “90<sup>th</sup> percentile” values are included to demonstrate information about the range of payment rates, while excluding the most extreme values.

*This does not mean that the extreme values were removed from the analysis; they are still included for calculating averages. The 10<sup>th</sup> and 90<sup>th</sup> percentiles were reported rather than the minimum and maximum values to show the range of “standard practices” – if minimum and maximum values of \$10 per hour and \$30 per hour are reported, you don’t know if 1 provider or 20 providers pay \$10 or \$30 per hour. If the 10<sup>th</sup> and 90<sup>th</sup> percentiles are reported as \$15 and \$22, you know that 80% of providers (who operate in the “middle of the road” in this measure) fall within that range.*

The “Count” informs you as to the number of organizations that provided data for the measure – the more the count of responses, the more representative the results of the profession in the state as a whole.

When a measure includes fewer than 10 responses, percentile values aren’t meaningful, so the numbers for the 10<sup>th</sup> and 90<sup>th</sup> percentile are deleted and the count is highlighted.

The **Assisted Living Facility Wages – Breakout Data** is the same data as the Assisted Living Facility Wages report. The data is broken out by facility size (1-30 beds and 31+ beds, assisted living beds only). Note that for several of the measures there were very few data elements provided, so results were not reported.

## FACILITY MANAGEMENT & ADMINISTRATION

	Chief Executive Officer		Chief Operating Officer		Chief Financial Officer / Controller		Executive Director/Administrator (CCRC or Multi-Level)		Executive Director/Administrator (Skilled Nursing)		
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	
All Assisted Living Facilities	10th Percentile							\$ 75,500			
	50th Percentile	\$ 85,000	\$ 87,500	\$ 103,000	\$ 129,000	\$ 88,000	\$ 83,000	\$ 78,000	\$ 90,000	\$ 75,000	\$ 75,000
	90th Percentile								\$ 113,950		
	Average	\$ 115,714	\$ 131,167	\$ 97,750	\$ 129,000	\$ 90,164	\$ 86,625	\$ 81,714	\$ 90,275	\$ 74,500	\$ 79,607
	Count	7	6	4	2	5	7	7	10	7	7
AL-Only Facilities	10th Percentile	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
	50th Percentile	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
	90th Percentile	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
	Average	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
	Count										
AL - Mixed Only	10th Percentile								\$ 75,000		
	50th Percentile	\$ 130,000	\$ 87,500	\$ 110,000	\$ 129,000	\$ 88,000	\$ 83,000	\$ 86,000	\$ 90,000	\$ 75,000	\$ 75,000
	90th Percentile								\$ 115,500		
	Average	\$ 127,500	\$ 131,167	\$ 115,333	\$ 129,000	\$ 90,164	\$ 86,625	\$ 85,333	\$ 91,416	\$ 74,500	\$ 79,607
	Count	6	6	3	2	5	7	6	9	7	7

**FACILITY MANAGEMENT & ADMINISTRATION**

All Assisted Living Facilities

Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing		
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	
10th Percentile	\$ 31,800	\$ 41,300	** Too few data points **		\$ 38,500	\$ 41,750	\$ 50,000	\$ 68,000	\$ 39,232	\$ 45,500
50th Percentile	\$ 50,000	\$ 64,441	** Too few data points **		\$ 36,500	\$ 41,750	\$ 50,000	\$ 59,000	\$ 81,500	\$ 82,300
90th Percentile	\$ 86,493	\$ 90,100	** Too few data points **						\$ 60,424	\$ 66,253
Average	\$ 56,987	\$ 65,875	** Too few data points **							
Count	17	16			3	2	2	3	26	28

AL-Only Facilities

Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing		
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	
10th Percentile	\$ 23,800	\$ 35,900	** Too few data points **		\$ 32,750	** Too few data points **	** Too few data points **		\$ 35,000	
50th Percentile	\$ 50,000	\$ 53,500	** Too few data points **		\$ 32,750	** Too few data points **	** Too few data points **		\$ 45,000	\$ 50,000
90th Percentile	\$ 69,000	\$ 85,000	** Too few data points **				** Too few data points **		\$ 62,000	
Average	\$ 47,422	\$ 59,400	** Too few data points **				** Too few data points **		\$ 45,604	\$ 49,016
Count	12	10			2				9	7

AL - Mixed Only

Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing		
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	
10th Percentile	\$ 81,600	\$ 73,000	** Too few data points **		** Too few data points **		\$ 50,000	\$ 68,000	\$ 55,000	\$ 60,363
50th Percentile	\$ 81,600	\$ 73,000	** Too few data points **		** Too few data points **		\$ 50,000	\$ 68,000	\$ 65,645	\$ 70,000
90th Percentile			** Too few data points **		** Too few data points **				\$ 86,200	\$ 84,400
Average	\$ 79,943	\$ 76,666	** Too few data points **		** Too few data points **		\$ 50,000	\$ 59,000	\$ 68,269	\$ 71,998
Count	5	6					2	3	17	21

**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile				\$ 28,400	\$ 32,680			\$ 30,120	\$ 29,800
50th Percentile	\$ 73,796	\$ 76,296	** Too few data points **	\$ 53,500	\$ 45,000	** Too few data points **	** Too few data points **	\$ 43,000	\$ 52,880
90th Percentile			** Too few data points **	\$ 83,452	\$ 86,179	** Too few data points **	** Too few data points **	\$ 71,189	\$ 69,693
Average	\$ 73,796	\$ 76,296	\$ 53,758	\$ 53,095	\$ 52,259			\$ 48,601	\$ 50,652
Count	2	2	2	10	13			10	14

AL-Only Facilities

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
90th Percentile	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
Average	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
Count									

AL - Mixed Only

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile				\$ 28,400	\$ 32,680			\$ 30,120	\$ 29,800
50th Percentile	\$ 73,796	\$ 76,296	** Too few data points **	\$ 53,500	\$ 45,000	** Too few data points **	** Too few data points **	\$ 43,000	\$ 52,880
90th Percentile			** Too few data points **	\$ 83,452	\$ 86,179	** Too few data points **	** Too few data points **	\$ 71,189	\$ 69,693
Average	\$ 73,796	\$ 76,296	\$ 53,758	\$ 53,095	\$ 52,259			\$ 48,601	\$ 50,652
Count	2	2	2	10	13			10	14

**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile		\$ 15,560	\$ 20,459	\$ 21,328		** Too few data points **		\$ 36,250	\$ 41,000
50th Percentile		\$ 27,000	\$ 31,734	\$ 39,520	\$ 40,199	** Too few data points **		\$ 41,184	\$ 41,000
90th Percentile		** Too few data points **	\$ 42,349	\$ 70,000		** Too few data points **		\$ 38,875	\$ 44,710
Average		\$ 28,271	\$ 32,371	\$ 39,400	\$ 41,983	** Too few data points **		\$ 47,628	\$ 44,710
Count		15	20	7	10	3		4	5

AL-Only Facilities

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
50th Percentile		\$ 24,793	\$ 29,681	** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Average		\$ 22,171	\$ 26,733	** Too few data points **		** Too few data points **		** Too few data points **	
Count		6	5						

AL - Mixed Only

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile		\$ 25,000	\$ 23,600	\$ 21,328		** Too few data points **		\$ 36,250	\$ 41,000
50th Percentile		\$ 28,000	\$ 32,468	\$ 39,520	\$ 40,199	** Too few data points **		\$ 41,184	\$ 41,000
90th Percentile		** Too few data points **	\$ 50,233	\$ 70,000		** Too few data points **		\$ 38,875	\$ 44,710
Average		\$ 32,338	\$ 34,250	\$ 39,400	\$ 41,983	** Too few data points **		\$ 47,628	\$ 44,710
Count		9	15	7	10	3		4	5

**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities

Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile	\$ 35,000	\$ 29,200							
50th Percentile	\$ 58,000	\$ 45,000	\$ 42,000	\$ 44,130	\$ 36,500	** Too few data points **	\$ 67,500	\$ 61,200	\$ 50,000 \$ 52,000
90th Percentile	\$ 77,000	\$ 84,000							
Average	\$ 52,727	\$ 49,971	\$ 38,167	\$ 44,655	\$ 36,500	** Too few data points **	\$ 68,332	\$ 63,346	\$ 47,888 \$ 55,580
Count	11	13	6	4	2		4	5	5 4

AL-Only Facilities

Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile	\$ 40,000	\$ 48,500							
50th Percentile	\$ 40,000	\$ 48,500	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
90th Percentile									
Average	\$ 40,000	\$ 48,500							
Count	3	2							

AL - Mixed Only

Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile	\$ 35,000	\$ 28,600							
50th Percentile	\$ 60,000	\$ 45,000	\$ 42,000	\$ 44,130	\$ 36,500	** Too few data points **	\$ 67,500	\$ 61,200	\$ 50,000 \$ 52,000
90th Percentile	\$ 80,000	\$ 91,000							
Average	\$ 57,500	\$ 50,238	\$ 38,167	\$ 44,655	\$ 36,500	** Too few data points **	\$ 68,332	\$ 63,346	\$ 47,888 \$ 55,580
Count	8	11	6	4	2		4	5	5 4

**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
<b>50th Percentile</b>	\$ 29,000	\$ 34,000							
90th Percentile			** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
<b>Average</b>	\$ 27,667	\$ 39,412							
<b>Count</b>	3	7							

AL-Only Facilities

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
<b>50th Percentile</b>	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
90th Percentile									
<b>Average</b>									
<b>Count</b>									

AL - Mixed Only

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
<b>50th Percentile</b>	\$ 24,500	\$ 36,115							
90th Percentile			** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
<b>Average</b>	\$ 24,500	\$ 40,314							
<b>Count</b>	2	6							



GENERAL ADMINISTRATION, hourly positions

All Assisted Living Facilities

	AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 12.01		\$ 12.01	\$ 12.00			\$ 8.00	\$ 9.88	\$ 9.20	\$ 12.59	\$ 11.72			
50th Percentile	\$ 14.25	\$ 17.04	\$ 16.83	\$ 16.92	\$ 16.83	\$ 16.64	\$ 12.02	\$ 13.92	\$ 13.70	\$ 16.31	\$ 13.39	\$ 16.00	** Too few data points **	\$ 19.00
90th Percentile	\$ 19.83		\$ 25.20	\$ 25.20			\$ 16.00	\$ 17.77	\$ 26.25	\$ 24.90	\$ 19.23			
Average	\$ 14.85	\$ 17.86	\$ 16.56	\$ 17.25	\$ 16.44	\$ 16.64	\$ 11.99	\$ 13.67	\$ 16.42	\$ 17.46	\$ 14.14	\$ 17.31		\$ 18.49
Count	8	6	8	8	3	2	15	16	11	13	9	7		3

AL-Only Facilities

	AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile							\$ 9.50	** Too few data points **	\$ 11.00	\$ 16.00				
50th Percentile	** Too few data points **		** Too few data points **		** Too few data points **		\$ 9.50	** Too few data points **	\$ 11.00	\$ 16.00	** Too few data points **		** Too few data points **	
90th Percentile														
Average														
Count							2		2	2				

AL - Mixed Only

	AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 12.01		\$ 12.01	\$ 12.00			\$ 8.00	\$ 9.97	\$ 10.00	\$ 12.45	\$ 11.72			
50th Percentile	\$ 14.25	\$ 17.04	\$ 16.83	\$ 16.92	\$ 16.83	\$ 16.64	\$ 12.50	\$ 13.98	\$ 16.83	\$ 18.27	\$ 13.39	\$ 16.00	** Too few data points **	\$ 19.00
90th Percentile	\$ 19.83		\$ 25.20	\$ 25.20			\$ 16.50	\$ 17.86	\$ 26.44	\$ 25.67	\$ 19.23			
Average	\$ 14.85	\$ 17.86	\$ 16.56	\$ 17.25	\$ 16.44	\$ 16.64	\$ 12.37	\$ 13.93	\$ 17.62	\$ 17.73	\$ 14.14	\$ 17.31		\$ 18.49
Count	8	6	8	8	3	2	13	15	9	11	9	7		3

**GENERAL ADMINISTRATION, hourly positions**

All Assisted Living Facilities

	Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 10.38	\$ 9.72	\$ 8.00	\$ 10.00	\$ 11.00	\$ 11.40			\$ 8.75	\$ 9.54			\$ 15.38	\$ 18.07
50th Percentile	\$ 12.02	\$ 13.38	\$ 10.00	\$ 11.00	\$ 12.51	\$ 15.87	\$ 13.00	\$ 15.55	\$ 10.76	\$ 11.25	\$ 9.79	\$ 10.51	\$ 15.38	\$ 18.07
90th Percentile	\$ 15.24	\$ 19.47	\$ 12.02	\$ 14.25	\$ 18.27	\$ 21.56			\$ 12.88	\$ 15.69			\$ 15.70	\$ 18.07
Average	\$ 12.41	\$ 13.74	\$ 10.06	\$ 11.33	\$ 13.41	\$ 15.56	\$ 16.41	\$ 16.29	\$ 10.75	\$ 12.09	\$ 10.29	\$ 10.96	\$ 15.70	\$ 18.07
Count	9	10	9	9	14	16	5	4	15	14	5	4	5	2

AL-Only Facilities

	Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	\$ 12.51	\$ 13.71	** Too few data points		** Too few data points		** Too few data points		** Too few data points		** Too few data points		** Too few data points	
90th Percentile			**		**		**		**		**		**	
Average	\$ 12.51	\$ 13.71												
Count	2	2												

AL - Mixed Only

	Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile		\$ 9.55	\$ 8.00	\$ 10.00	\$ 11.00	\$ 11.40			\$ 8.75	\$ 9.54			\$ 15.38	\$ 18.07
50th Percentile	\$ 12.00	\$ 13.38	\$ 10.00	\$ 11.00	\$ 12.51	\$ 15.87	\$ 13.00	\$ 15.55	\$ 10.76	\$ 11.25	\$ 9.79	\$ 10.51	\$ 15.38	\$ 18.07
90th Percentile		\$ 19.83	\$ 12.02	\$ 14.25	\$ 18.27	\$ 21.56			\$ 12.88	\$ 15.69			\$ 15.70	\$ 18.07
Average	\$ 12.38	\$ 13.74	\$ 10.06	\$ 11.33	\$ 13.41	\$ 15.56	\$ 16.41	\$ 16.29	\$ 10.75	\$ 12.09	\$ 10.29	\$ 10.96	\$ 15.70	\$ 18.07
Count	7	8	9	9	14	16	5	4	15	14	5	4	5	2



**GENERAL ADMINISTRATION, hourly positions**

All Assisted Living Facilities

	Household Coordinator		HUD Director		HUD Office Manager		Operator						
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate					
10th Percentile													
50th Percentile	** Too few data points **	\$ 17.82	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **					
90th Percentile	** Too few data points **		** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **					
Average	** Too few data points **	\$ 17.82	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **					
Count		2											

AL-Only Facilities

	Household Coordinator		HUD Director		HUD Office Manager		Operator						
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate					
10th Percentile													
50th Percentile	** Too few data points **		** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **					
90th Percentile	** Too few data points **		** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **					
Average	** Too few data points **		** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **					
Count													

AL - Mixed Only

	Household Coordinator		HUD Director		HUD Office Manager		Operator						
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate					
10th Percentile													
50th Percentile	** Too few data points **	\$ 17.82	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **					
90th Percentile	** Too few data points **		** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **					
Average	** Too few data points **	\$ 17.82	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **					
Count		2											

NURSING/HEALTH SERVICES

All Assisted Living Facilities

	Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile				\$ 16.65	\$ 14.33	\$ 18.51					\$ 19.21	\$ 20.92	\$ 16.00	\$ 18.76
50th Percentile	** Too few data points		\$ 22.50	\$ 25.00	\$ 23.78	\$ 24.75	\$ 25.50	\$ 26.01	\$ 25.77	\$ 24.56	\$ 22.50	\$ 26.36	\$ 20.25	\$ 21.08
90th Percentile	**			\$ 34.38	\$ 39.67	\$ 38.61					\$ 28.04	\$ 29.10	\$ 33.65	\$ 31.33
Average	**		\$ 24.31	\$ 26.45	\$ 24.79	\$ 26.36	\$ 30.33	\$ 28.88	\$ 26.50	\$ 25.76	\$ 22.81	\$ 25.40	\$ 21.55	\$ 22.31
Count			7	10	10	12	5	6	4	6	18	17	8	12

AL-Only Facilities

	Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile					\$ 23.56	\$ 24.00	\$ 37.50	** Too few data points	\$ 25.77	\$ 26.01	\$ 25.44	** Too few data points	\$ 19.23	\$ 21.58
50th Percentile	** Too few data points		** Too few data points		\$ 23.06	\$ 24.19	\$ 37.50	** Too few data points	\$ 25.77	\$ 26.01	\$ 25.44	** Too few data points	\$ 19.74	\$ 21.58
90th Percentile	**		**											
Average	**		**											
Count					3	3	2		2	2	2		3	2

AL - Mixed Only

	Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile				\$ 22.50		\$ 16.80					\$ 19.16	\$ 20.81		\$ 18.69
50th Percentile	** Too few data points		\$ 23.75	\$ 25.00	\$ 24.04	\$ 25.14	\$ 25.50	\$ 22.50	\$ 27.22	\$ 24.05	\$ 22.00	\$ 25.99	\$ 22.00	\$ 20.50
90th Percentile	**			\$ 34.62		\$ 40.87					\$ 26.36	\$ 29.16		\$ 32.88
Average	**		\$ 25.70	\$ 27.61	\$ 25.53	\$ 27.08	\$ 25.55	\$ 24.65	\$ 27.22	\$ 25.64	\$ 22.48	\$ 25.22	\$ 22.63	\$ 22.45
Count			6	9	7	9	3	5	2	4	16	16	5	10

NURSING/HEALTH SERVICES

All Assisted Living Facilities

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 15.30	\$ 16.50	\$ 10.00	\$ 11.25	\$ 9.00	\$ 10.23	\$ 17.41	\$ 16.48	\$ 10.10	\$ 12.35	** Too few data points		** Too few data points	
50th Percentile	\$ 17.50	\$ 18.85	\$ 11.00	\$ 12.55	\$ 10.10	\$ 11.09	\$ 24.02	\$ 27.48	\$ 12.00	\$ 13.80	**		**	
90th Percentile	\$ 18.70	\$ 22.29	\$ 12.35	\$ 14.64	\$ 11.00	\$ 13.01	\$ 30.21	\$ 31.63	\$ 13.00	\$ 16.40	**		**	
Average	\$ 17.36	\$ 19.00	\$ 11.23	\$ 12.78	\$ 10.19	\$ 11.41	\$ 24.08	\$ 26.59	\$ 11.61	\$ 13.93	**		**	
Count	25	22	32	27	33	28	14	18	13	13				

AL-Only Facilities

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 15.00		\$ 9.70	\$ 10.50	\$ 9.00	\$ 9.75	** Too few data points		** Too few data points		** Too few data points		** Too few data points	
50th Percentile	\$ 17.00	\$ 17.25	\$ 11.00	\$ 12.50	\$ 10.00	\$ 11.00	**		**		**		**	
90th Percentile	\$ 17.98		\$ 12.80	\$ 14.14	\$ 11.00	\$ 13.00	**		**		**		**	
Average	\$ 16.69	\$ 17.34	\$ 11.27	\$ 12.67	\$ 10.04	\$ 11.08	**		**		**		**	
Count	8	6	13	9	12	8								

AL - Mixed Only

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 15.80	\$ 17.36	\$ 10.25	\$ 11.28	\$ 9.25	\$ 10.46	\$ 17.41	\$ 16.48	\$ 10.08	\$ 12.33	** Too few data points		** Too few data points	
50th Percentile	\$ 18.00	\$ 19.36	\$ 11.00	\$ 12.63	\$ 10.13	\$ 11.18	\$ 24.02	\$ 27.48	\$ 11.60	\$ 13.78	**		**	
90th Percentile	\$ 19.60	\$ 22.69	\$ 12.00	\$ 15.51	\$ 11.14	\$ 13.10	\$ 30.21	\$ 31.63	\$ 13.00	\$ 16.53	**		**	
Average	\$ 17.68	\$ 19.62	\$ 11.20	\$ 12.84	\$ 10.28	\$ 11.54	\$ 24.08	\$ 26.59	\$ 11.54	\$ 13.92	**		**	
Count	17	16	19	18	21	20	14	18	12	12				

**NURSING/HEALTH SERVICES**

All Assisted Living Facilities

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
10th Percentile													
50th Percentile													
90th Percentile													
Average													
Count													

AL-Only Facilities

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
10th Percentile													
50th Percentile													
90th Percentile													
Average													
Count													

AL - Mixed Only

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
10th Percentile													
50th Percentile													
90th Percentile													
Average													
Count													

FOOD SERVICES

All Assisted Living Facilities

	Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 12.00	\$ 13.00					\$ 7.50	\$ 8.25	\$ 8.50	\$ 10.00				
50th Percentile	\$ 14.29	\$ 17.48	** Too few data points **	\$ 34.85	\$ 14.00	\$ 15.04	\$ 8.00	\$ 9.13	\$ 9.86	\$ 11.07	** Too few data points **		\$ 11.73	\$ 12.03
90th Percentile	\$ 23.81	\$ 27.35					\$ 10.25	\$ 11.14	\$ 11.00	\$ 14.08				
Average	\$ 16.04	\$ 18.71		\$ 34.85	\$ 13.61	\$ 15.27	\$ 8.48	\$ 9.34	\$ 9.86	\$ 11.46			\$ 11.73	\$ 12.03
Count	22	24		2	4	4	15	16	29	28			2	2

AL-Only Facilities

	Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 11.25								\$ 9.00	\$ 9.50				
50th Percentile	\$ 13.00	\$ 13.25	** Too few data points **		** Too few data points **		** Too few data points **		\$ 10.00	\$ 10.83	** Too few data points **		** Too few data points **	
90th Percentile	\$ 18.27								\$ 12.90	\$ 14.00			** Too few data points **	** Too few data points **
Average	\$ 13.41	\$ 14.11							\$ 10.33	\$ 11.29				
Count	9	7							10	8				

AL - Mixed Only

	Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 12.70	\$ 14.56					\$ 7.50	\$ 8.25	\$ 8.50	\$ 10.04				
50th Percentile	\$ 16.75	\$ 18.79	** Too few data points **	\$ 34.85	\$ 15.00	\$ 15.04	\$ 8.00	\$ 9.13	\$ 9.75	\$ 11.07	** Too few data points **		\$ 11.73	\$ 12.03
90th Percentile	\$ 26.46	\$ 28.15					\$ 10.38	\$ 11.14	\$ 11.00	\$ 14.63				
Average	\$ 17.86	\$ 20.60		\$ 34.85	\$ 14.48	\$ 15.27	\$ 8.45	\$ 9.34	\$ 9.61	\$ 11.53			\$ 11.73	\$ 12.03
Count	13	17		2	3	4	14	16	19	20			2	2

**HOUSEKEEPING AND MAINTENANCE**

	Food Service Worker/Server		Housekeeping/Laundry Supervisor/Mgr.		Housekeeping/Laundry Staff		HUD Maintenance		Maintenance Asst./Groundskeeper	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
<b>All Assisted Living Facilities</b>										
10th Percentile	\$ 7.25	\$ 7.28	\$ 9.60	\$ 9.70	\$ 8.00	\$ 8.55	** Too few data points **		\$ 9.90	\$ 10.35
<b>50th Percentile</b>	<b>\$ 8.50</b>	<b>\$ 9.00</b>	<b>\$ 10.58</b>	<b>\$ 12.56</b>	<b>\$ 8.50</b>	<b>\$ 10.45</b>			<b>\$ 11.50</b>	<b>\$ 13.25</b>
90th Percentile	\$ 11.00	\$ 11.09	\$ 20.90	\$ 20.57	\$ 10.45	\$ 12.13			\$ 15.00	\$ 18.58
<b>Average</b>	<b>\$ 8.59</b>	<b>\$ 9.07</b>	<b>\$ 12.47</b>	<b>\$ 13.60</b>	<b>\$ 8.78</b>	<b>\$ 10.27</b>			<b>\$ 11.97</b>	<b>\$ 13.92</b>
Count	8	9	11	13	20	21			18	18
<b>AL-Only Facilities</b>										
10th Percentile	** Too few data points **		\$ 10.50	\$ 12.12	\$ 9.00	\$ 10.53	** Too few data points **		\$ 13.75	\$ 15.25
<b>50th Percentile</b>			<b>\$ 11.36</b>	<b>\$ 12.56</b>	<b>\$ 9.00</b>	<b>\$ 11.18</b>			<b>\$ 13.33</b>	<b>\$ 15.31</b>
90th Percentile										
<b>Average</b>										
Count			4	4	4	3			6	4
<b>AL - Mixed Only</b>										
10th Percentile		\$ 7.28		\$ 9.50	\$ 7.93	\$ 8.49	** Too few data points **		\$ 9.30	\$ 9.75
<b>50th Percentile</b>	<b>\$ 8.49</b>	<b>\$ 9.10</b>	<b>\$ 10.58</b>	<b>\$ 12.56</b>	<b>\$ 8.50</b>	<b>\$ 10.40</b>			<b>\$ 11.00</b>	<b>\$ 12.75</b>
90th Percentile		\$ 11.09		\$ 22.28	\$ 10.65	\$ 11.17			\$ 13.97	\$ 18.62
<b>Average</b>	<b>\$ 8.61</b>	<b>\$ 9.15</b>	<b>\$ 13.10</b>	<b>\$ 14.07</b>	<b>\$ 8.73</b>	<b>\$ 10.12</b>			<b>\$ 11.28</b>	<b>\$ 13.52</b>
Count	7	8	7	9	16	18			12	14



PAY

All Assisted Living Facilities

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile	0.7%	1.75%	1.40	\$ 0.25	\$ 0.35	\$ 0.35	\$ 0.34	\$ 0.35	\$ 0.35	\$ 0.38		\$ 0.35
<b>50th Percentile</b>	<b>1.5%</b>	<b>3.0%</b>	<b>10.00</b>	<b>\$ 0.50</b>	<b>\$ 0.88</b>	<b>\$ 1.00</b>	<b>\$ 0.88</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>
90th Percentile	3.0%	8.1%	31.00	\$ 1.48	\$ 1.97	\$ 2.63	\$ 2.10	\$ 1.97	\$ 3.05	\$ 1.63		\$ 2.30
<b>Average</b>	<b>2.6%</b>	<b>5.29%</b>	<b>13.04</b>	<b>\$ 0.70</b>	<b>\$ 0.90</b>	<b>\$ 1.20</b>	<b>\$ 0.96</b>	<b>\$ 0.94</b>	<b>\$ 1.42</b>	<b>\$ 0.97</b>	<b>\$ 0.91</b>	<b>\$ 1.20</b>
Count	33	34	23	16	8	14	18	9	17	14	7	13

AL-Only Facilities

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile	0.75%	1.7%	1.00	** Too few data points **			\$ 0.63	\$ 0.75	\$ 1.00	** Too few data points **		
<b>50th Percentile</b>	<b>1.75%</b>	<b>3.0%</b>	<b>10.00</b>				<b>\$ 0.63</b>	<b>\$ 0.75</b>	<b>\$ 1.00</b>			
90th Percentile	14.0%	32.4%	10.00				\$ 0.63	\$ 0.75	\$ 1.00			
<b>Average</b>	<b>3.36%</b>	<b>6.88%</b>	<b>7.00</b>				<b>\$ 0.63</b>	<b>\$ 0.75</b>	<b>\$ 1.00</b>			
Count	14	13	9				2	2	2			

AL - Mixed Only

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile	0.5%	1.6%	3.00	\$ 0.28		\$ 0.35	\$ 0.39		\$ 0.35	\$ 0.50		\$ 0.33
<b>50th Percentile</b>	<b>1.0%</b>	<b>3.0%</b>	<b>15.00</b>	<b>\$ 0.50</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 0.88</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>
90th Percentile	3.0%	9.16%	42.50	\$ 1.55		\$ 2.70	\$ 2.30		\$ 3.10	\$ 1.65		\$ 2.35
<b>Average</b>	<b>2.04%</b>	<b>4.3%</b>	<b>16.93</b>	<b>\$ 0.73</b>	<b>\$ 0.96</b>	<b>\$ 1.22</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 1.47</b>	<b>\$ 1.03</b>	<b>\$ 0.98</b>	<b>\$ 1.22</b>
Count	19	21	14	15	7	13	16	7	15	13	6	12

**BENEFITS**

AL Assisted Living Facilities

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	54%	5	5	5	4.65	4.2	5.1	1.5	1.35	1.5	0	0	0	0	0	0	0.2	0	0	\$ 44.18			
50th Percentile		6	6	6	6	6	6	1.5	1.5	1.5	5	5	5	5	8	17.5	11	14	21	\$ 300.00	\$ 106.00	\$ 110.00	\$ 200.00
90th Percentile		7.2	7	8	7.1	7	7.9	2	2	2	13.8	13.8	20.4	14	15	27.5	22.8	25.4	32	\$ 2,500.00			
Average		6.2	6.2	6.5	6.1	6.1	6.2	1.6	1.7	1.7	5.9	5.4	7.0	5.5	9.0	14.2	11.3	14.1	19.2	\$ 528.57	\$ 394.05	\$ 204.67	\$ 244.02
Count	41	17	14	21	18	15	20	25	16	20	13	13	13	15	11	14	20	15	19	9	7	7	6

AL-Only Facilities

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	50%			5	5		5	1		1													
50th Percentile		6	6	6	6	6	6	1.5	1.5	1.5	7.5	1.53	3	5	6	10	7	10.5	10.5	\$ 122.09	** Too few data points **	\$ 55.00	** Too few data points **
90th Percentile				10	8		8	2		2													
Average		6.0	5.8	6.4	6.4	6.4	6.4	1.6	1.6	1.6	7.5	4.5	8.7	4.6	6.8	10.6	7.8	10.3	12.7	\$ 122.09	** Too few data points **	\$ 55.00	** Too few data points **
Count	16	6	4	9	8	5	8	8	6	8	4	4	5	5	4	5	6	6	6	2		2	

AL - Mixed Only

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	52%	5.2	5.1	5.3	1.95	1.95	2.85	1.5	1.5	1.5	0	0	0	0		0	1	0	2.8				
50th Percentile		6	6.5	6.5	6	6	6	1.5	1.5	1.8	5	6	6	5	14	20	14	20	23	\$ 386.61	\$ 200.00	\$ 300.00	\$ 300.00
90th Percentile		7	7	7.7	7	7	7.7	2	2	2	12	12	12	19		30	23.5	26	32.6				
Average		6.3	6.4	6.5	5.9	6.0	6.1	1.6	1.7	1.8	5.2	5.8	6.0	6.0	10.3	16.2	12.7	16.5	22.2	\$ 644.71	\$ 442.06	\$ 264.54	\$ 292.82
Count	25	11	10	12	10	10	12	17	10	12	9	9	8	10	7	9	14	9	13	7	6	5	5

**BENEFITS (cont.)**

All Assisted Living Facilities

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile	5.73	8.00	0.00	0.00	0.00	0.00
<b>50th Percentile</b>	72.00	76.00	60.00	51.30	53.00	51.00
90th Percentile	92.60	94.40	72.00	75.20	70.00	74.80
<b>Average</b>	58.87	63.85	46.12	43.39	43.82	41.56
<b>Count</b>	13	13	9	11	9	11

AL-Only Facilities

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile						
<b>50th Percentile</b>	20.00	10.00	** Too few data points **		** Too few data points **	
90th Percentile						
<b>Average</b>	15.00	10.00	** Too few data points **		** Too few data points **	
<b>Count</b>	3	2				

AL - Mixed Only

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile	17.89	26.00	0.00	0.00	0.00	0.00
<b>50th Percentile</b>	82.00	80.00	62.50	55.65	58.18	52.00
90th Percentile	94.40	96.20	72.00	75.60	70.00	75.40
<b>Average</b>	72.03	73.64	51.89	47.73	49.30	45.72
<b>Count</b>	10	11	8	10	8	10

## FACILITY MANAGEMENT & ADMINISTRATION

All Assisted Living Facilities - 1-30 beds

	Chief Executive Officer		Chief Operating Officer		Chief Financial Officer / Controller		Executive Director/Administrator (CCRC or Multi-Level)		Executive Director/Administrator (Skilled Nursing)	
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile										
50th Percentile	\$ 80,000	\$ 85,000	\$ 77,500	** Too few data points **	\$ 80,000	\$ 79,000	\$ 76,500	\$ 90,000	\$ 70,000	\$ 72,500
90th Percentile										
Average	\$ 91,000	\$ 102,400	\$ 77,500	** Too few data points **	\$ 81,500	\$ 80,625	\$ 80,750	\$ 87,317	\$ 68,500	\$ 73,471
Count	5	5	2		3	4	4	5	3	4

All Assisted Living Facilities - 31+ beds

	Chief Executive Officer		Chief Operating Officer		Chief Financial Officer / Controller		Executive Director/Administrator (CCRC or Multi-Level)		Executive Director/Administrator (Skilled Nursing)	
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile										
50th Percentile	\$ 177,500	** Too few data points **	\$ 118,000	** Too few data points **	\$ 103,160	\$ 114,000	\$ 94,000	\$ 90,000	\$ 82,000	\$ 85,000
90th Percentile										
Average	\$ 177,500	** Too few data points **	\$ 118,000	** Too few data points **	\$ 103,160	\$ 94,625	\$ 83,000	\$ 93,233	\$ 79,000	\$ 87,787
Count	2		2		2	3	3	5	4	3

**FACILITY MANAGEMENT & ADMINISTRATION**

All Assisted Living Facilities - 1-30 beds

	Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing		
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	
10th Percentile									\$ 40,952	\$ 48,055	
50th Percentile	\$ 58,030	\$ 70,000	** Too few data points **		\$ 38,500	\$ 41,750	** Too few data points **		\$ 48,500	\$ 65,000	\$ 67,500
90th Percentile					\$ 73,600	\$ 74,077					
Average	\$ 58,544	\$ 64,223			\$ 36,500	\$ 41,750			\$ 48,500	\$ 61,771	\$ 65,220
Count	4	5			3	2			2	11	14

All Assisted Living Facilities - 31+ beds

	Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing	
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile	\$ 29,000	\$ 45,200	** Too few data points **		** Too few data points **		** Too few data points **		\$ 37,500	\$ 43,000
50th Percentile	\$ 50,000	\$ 60,881							\$ 57,000	\$ 65,000
90th Percentile	\$ 92,640	\$ 98,600							\$ 88,000	\$ 88,600
Average	\$ 56,508	\$ 66,626						\$ 59,571	\$ 66,154	
Count	13	11							14	13

**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - 1-30 beds

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile				\$ 35,000	\$ 45,000			\$ 25,640	
50th Percentile								\$ 35,000	\$ 52,880
90th Percentile									\$ 70,947
Average				\$ 43,989	\$ 48,372			\$ 42,517	\$ 49,975
Count				5 7				5 10	

All Assisted Living Facilities - 31+ beds

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile				\$ 65,000	\$ 55,811			\$ 60,000	\$ 52,000
50th Percentile									
90th Percentile									
Average				\$ 62,200	\$ 56,794			\$ 54,684	\$ 52,344
Count				5 6				5 4	

**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - 1-30 beds

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile		\$ 20,000		\$ 20,000					
<b>50th Percentile</b>		<b>\$ 26,520</b>	<b>\$ 29,000</b>	<b>\$ 34,000</b>	<b>\$ 38,277</b>	<b>\$ 50,850</b>			
90th Percentile		\$ 35,000		\$ 45,000		** Too few data points **		** Too few data points **	
<b>Average</b>		<b>\$ 27,007</b>	<b>\$ 29,296</b>	<b>\$ 34,560</b>	<b>\$ 36,979</b>	<b>\$ 50,850</b>			
<b>Count</b>		<b>6</b>		<b>9</b>		<b>5</b>		<b>8</b>	

All Assisted Living Facilities - 31+ beds

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile		\$ 10,400	\$ 13,237						
<b>50th Percentile</b>		<b>\$ 27,000</b>	<b>\$ 34,000</b>	<b>\$ 51,500</b>	<b>\$ 62,000</b>	** Too few data points **		<b>\$ 36,000</b>	<b>\$ 44,500</b>
90th Percentile		\$ 58,078		\$ 58,078		** Too few data points **			
<b>Average</b>		<b>\$ 29,114</b>	<b>\$ 34,887</b>	<b>\$ 51,500</b>	<b>\$ 62,000</b>	** Too few data points **		<b>\$ 39,667</b>	<b>\$ 46,762</b>
<b>Count</b>		<b>9</b>		<b>11</b>		<b>2</b>		<b>2</b>	



**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - 1-30 beds

	Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile										
50th Percentile	\$ 39,000	\$ 42,973	** Too few data points **		** Too few data points **		\$ 70,664	\$ 61,200	** Too few data points **	
90th Percentile			** Too few data points **		** Too few data points **				** Too few data points **	
Average	\$ 44,667	\$ 42,195	** Too few data points **		** Too few data points **		\$ 70,664	\$ 63,509	** Too few data points **	
Count	3	5					2	3		

All Assisted Living Facilities - 31+ beds

	Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile	\$ 35,000	\$ 31,000								
50th Percentile	\$ 59,000	\$ 52,137	\$ 42,000	\$ 45,000	\$ 36,500	** Too few data points **	\$ 66,000	\$ 63,100	\$ 46,721	\$ 52,000
90th Percentile	\$ 80,000	\$ 98,000				** Too few data points **				
Average	\$ 55,750	\$ 54,831	\$ 37,400	\$ 45,120	\$ 36,500	** Too few data points **	\$ 66,000	\$ 63,100	\$ 46,860	\$ 56,773
Count	8	8	5	3	2		2	2	4	3





**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - 1-30 beds

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	\$ 34,000	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile	** Too few data points **	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Average	\$ 43,176	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Count	3								

All Assisted Living Facilities - 31+ beds

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	\$ 27,000 \$ 36,115	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile	** Too few data points **	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Average	\$ 27,000 \$ 36,589	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Count	2 4								

GENERAL ADMINISTRATION, *hourly positions*

All Assisted Living Facilities - 1-30 beds

	AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile										\$ 12.31				
50th Percentile	\$ 13.73	\$ 20.15	\$ 16.18	\$ 17.01	** Too few data points		\$ 14.00	\$ 15.00	\$ 13.10	\$ 16.64	\$ 15.00	\$ 15.96	** Too few data points	\$ 19.97
90th Percentile					**					\$ 20.10			**	\$ 19.97
Average	\$ 13.73	\$ 20.15	\$ 16.18	\$ 16.66			\$ 13.11	\$ 14.42	\$ 14.01	\$ 16.21	\$ 14.83	\$ 16.65	**	\$ 19.97
Count	2	2	2	3			5	7	6	8	5	4		2

All Assisted Living Facilities - 31+ beds

	AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile							\$ 8.00	\$ 9.75						
50th Percentile	\$ 15.25	\$ 17.04	\$ 16.92	\$ 16.83	\$ 16.92	** Too few data points	\$ 12.00	\$ 12.51	\$ 22.60	\$ 16.31	\$ 13.39	\$ 18.95	** Too few data points	
90th Percentile						**	\$ 15.00	\$ 15.00					**	
Average	\$ 15.23	\$ 16.71	\$ 16.68	\$ 17.60	\$ 16.92	**	\$ 11.27	\$ 12.43	\$ 19.31	\$ 19.47	\$ 13.80	\$ 18.95	**	
Count	6	4	6	5	2		9	8	5	5	3	2		

**GENERAL ADMINISTRATION, hourly positions**

All Assisted Living Facilities - 1-30 beds

	Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile						\$ 11.17				\$ 9.45				
50th Percentile	** Too few data points **	\$ 12.89	** Too few data points **		\$ 12.50	\$ 15.73	\$ 12.50	\$ 15.55	\$ 10.00	\$ 11.59	** Too few data points **		\$ 15.00	** Too few data points **
90th Percentile						\$ 22.72				\$ 15.38				
Average		\$ 12.89			\$ 12.68	\$ 15.96	\$ 12.50	\$ 15.55	\$ 10.84	\$ 12.27			\$ 15.38	
Count		2			6	9	2	2	7	8			3	

All Assisted Living Facilities - 31+ beds

	Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile			\$ 8.00	\$ 10.00					\$ 8.00					
50th Percentile	\$ 12.00	\$ 13.35	\$ 9.63	\$ 10.76	\$ 14.00	\$ 16.35	\$ 21.00	\$ 17.02	\$ 10.88	\$ 11.18	\$ 9.35	\$ 9.69	\$ 16.19	** Too few data points **
90th Percentile			\$ 12.02	\$ 12.50					\$ 12.50					
Average	\$ 12.13	\$ 13.82	\$ 9.81	\$ 10.97	\$ 14.38	\$ 15.63	\$ 19.02	\$ 17.02	\$ 10.67	\$ 11.87	\$ 9.86	\$ 10.04	\$ 16.19	
Count	7	7	8	8	7	6	3	2	8	6	4	3	2	



GENERAL ADMINISTRATION, *hourly positions*

All Assisted Living Facilities - 1-30 beds

Household Coordinator		HUD Director		HUD Office Manager		Operator					
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate				
10th Percentile											
50th Percentile											
90th Percentile											
Average											
Count											

All Assisted Living Facilities - 31+ beds

Household Coordinator		HUD Director		HUD Office Manager		Operator					
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate				
10th Percentile											
50th Percentile											
90th Percentile											
Average											
Count											

NURSING/HEALTH SERVICES

All Assisted Living Facilities - 1-30 beds

10th Percentile  
**50th Percentile**  
 90th Percentile  
**Average**  
**Count**

Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
** Too few data points		\$ 22.50	\$ 24.16	\$ 24.00	\$ 24.00	\$ 23.75	\$ 21.00	\$ 25.00	\$ 25.00	\$ 19.02	\$ 20.12	\$ 19.25	\$ 20.00
**		\$ 22.50	\$ 23.96	\$ 25.24	\$ 24.67	\$ 23.75	\$ 21.17	\$ 25.00	\$ 25.00	\$ 29.07	\$ 29.47	\$ 18.88	\$ 20.30
		3	4	3	5	2	3	2	2	10	10	4	5

All Assisted Living Facilities - 31+ beds

10th Percentile  
**50th Percentile**  
 90th Percentile  
**Average**  
**Count**

Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN		
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	
** Too few data points		\$ 29.80	\$ 31.28	\$ 23.56	\$ 25.00	\$ 28.65	\$ 30.24	\$ 27.99	\$ 24.56	\$ 20.00	\$ 22.50	\$ 26.36	\$ 22.00	\$ 23.00
**		\$ 26.81	\$ 27.72	\$ 24.60	\$ 27.56	\$ 34.72	\$ 36.58	\$ 27.99	\$ 26.14	\$ 27.88	\$ 22.85	\$ 25.58	\$ 24.22	\$ 23.74
		3	5	7	7	3	3	2	4	8	7	4	7	

**NURSING/HEALTH SERVICES**

All Assisted Living Facilities - 1-30 beds

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 15.20	\$ 16.70	\$ 9.95	\$ 11.16	\$ 9.15	\$ 10.33	\$ 22.25	\$ 14.47						
<b>50th Percentile</b>	<b>\$ 17.00</b>	<b>\$ 18.00</b>	<b>\$ 11.00</b>	<b>\$ 12.70</b>	<b>\$ 10.10</b>	<b>\$ 11.17</b>	<b>\$ 24.02</b>	<b>\$ 26.38</b>	<b>\$ 10.58</b>	<b>\$ 13.00</b>	** Too few data points		** Too few data points	
90th Percentile	\$ 18.90	\$ 22.57	\$ 12.20	\$ 15.56	\$ 11.07	\$ 13.00	\$ 32.00	\$ 33.50			**		**	
<b>Average</b>	<b>\$ 17.25</b>	<b>\$ 18.70</b>	<b>\$ 11.15</b>	<b>\$ 12.91</b>	<b>\$ 10.21</b>	<b>\$ 11.45</b>	<b>\$ 25.53</b>	<b>\$ 25.24</b>	<b>\$ 11.06</b>	<b>\$ 13.74</b>				
Count	11	11	15	13	15	13	8	12	7	7				

All Assisted Living Facilities - 31+ beds

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 15.25	\$ 15.70	\$ 10.00	\$ 11.18	\$ 9.00	\$ 9.88								
<b>50th Percentile</b>	<b>\$ 17.50</b>	<b>\$ 19.59</b>	<b>\$ 11.25</b>	<b>\$ 12.43</b>	<b>\$ 10.00</b>	<b>\$ 11.00</b>	<b>\$ 25.39</b>	<b>\$ 29.20</b>	<b>\$ 12.25</b>	<b>\$ 13.90</b>	** Too few data points		** Too few data points	
90th Percentile	\$ 20.01	\$ 22.33	\$ 12.64	\$ 14.07	\$ 11.00	\$ 12.65					**		**	
<b>Average</b>	<b>\$ 17.45</b>	<b>\$ 19.30</b>	<b>\$ 11.30</b>	<b>\$ 12.67</b>	<b>\$ 10.09</b>	<b>\$ 11.24</b>	<b>\$ 22.74</b>	<b>\$ 29.17</b>	<b>\$ 12.25</b>	<b>\$ 14.15</b>				
Count	14	11	17	14	17	14	5	5	6	6				



**NURSING/HEALTH SERVICES**

All Assisted Living Facilities - 1-30 beds

10th Percentile  
**50th Percentile**  
90th Percentile  
**Average**  
Count

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
** Too few data points													
**													

All Assisted Living Facilities - 31+ beds

10th Percentile  
**50th Percentile**  
90th Percentile  
**Average**  
Count

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
** Too few data points													
**													

**FOOD SERVICES**

All Assisted Living Facilities - 1-30 beds

	Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 11.25	\$ 11.89					\$ 7.50	\$ 7.75	\$ 8.50	\$ 10.00				
<b>50th Percentile</b>	<b>\$ 16.50</b>	<b>\$ 17.40</b>	** Too few data points		<b>\$ 12.00</b>	<b>\$ 15.50</b>	<b>\$ 8.00</b>	<b>\$ 9.38</b>	<b>\$ 9.50</b>	<b>\$ 10.80</b>	** Too few data points		** Too few data points	
90th Percentile	\$ 21.03	\$ 24.65					\$ 9.68	\$ 11.32	\$ 10.38	\$ 13.94				
<b>Average</b>	<b>\$ 15.71</b>	<b>\$ 17.96</b>	**		<b>\$ 12.00</b>	<b>\$ 15.50</b>	<b>\$ 8.29</b>	<b>\$ 9.34</b>	<b>\$ 9.43</b>	<b>\$ 11.15</b>	**		**	
Count	9	12			2	2	10	10	13	13				

All Assisted Living Facilities - 31+ beds

	Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile	\$ 12.00	\$ 13.04							\$ 8.60	\$ 9.80				
<b>50th Percentile</b>	<b>\$ 14.00</b>	<b>\$ 18.79</b>	** Too few data points		<b>\$ 15.23</b>	<b>\$ 15.04</b>	<b>\$ 8.25</b>	<b>\$ 8.85</b>	<b>\$ 10.00</b>	<b>\$ 11.60</b>	** Too few data points		<b>\$ 11.73</b>	<b>\$ 12.03</b>
90th Percentile	\$ 26.71	\$ 30.29							\$ 12.40	\$ 14.40				
<b>Average</b>	<b>\$ 16.41</b>	<b>\$ 19.67</b>	**		<b>\$ 15.23</b>	<b>\$ 15.04</b>	<b>\$ 8.88</b>	<b>\$ 9.23</b>	<b>\$ 10.24</b>	<b>\$ 11.77</b>	**		<b>\$ 11.73</b>	<b>\$ 12.03</b>
Count	12	11			2	2	4	5	15	14			2	2





HOUSEKEEPING AND MAINTENANCE

All Assisted Living Facilities - 1-30 beds

	Food Service Worker/Server		Housekeeping/Laundry Supervisor/Mgr.		Housekeeping/Laundry Staff		HUD Maintenance		Maintenance Asst./Groundskeeper	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile					\$ 7.78	\$ 8.55			\$ 9.00	\$ 9.00
50th Percentile	\$ 8.49	\$ 8.85	\$ 10.00	\$ 12.00	\$ 8.38	\$ 10.30	** Too few data points		\$ 10.75	\$ 12.00
90th Percentile					\$ 9.56	\$ 12.12	**		\$ 13.91	\$ 18.57
Average	\$ 8.33	\$ 9.04	\$ 10.02	\$ 12.34	\$ 8.46	\$ 10.09	**		\$ 11.18	\$ 12.88
Count	3	4	4	7	10	11			8	9

All Assisted Living Facilities - 31+ beds

	Food Service Worker/Server		Housekeeping/Laundry Supervisor/Mgr.		Housekeeping/Laundry Staff		HUD Maintenance		Maintenance Asst./Groundskeeper	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile					\$ 8.00	\$ 8.37			\$ 10.00	\$ 12.50
50th Percentile	\$ 8.50	\$ 9.00	\$ 12.01	\$ 15.07	\$ 9.00	\$ 10.47	** Too few data points		\$ 12.75	\$ 14.50
90th Percentile					\$ 11.00	\$ 13.00	**		\$ 15.00	\$ 18.67
Average	\$ 8.75	\$ 9.11	\$ 13.87	\$ 15.09	\$ 8.94	\$ 10.45	**		\$ 12.60	\$ 14.96
Count	5	5	7	6	9	9			10	9

PAY

All Assisted Living Facilities - 1-30 beds

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile	0.85%	1.9%	1.30	\$ 0.30		\$ 0.35	\$ 0.36		\$ 0.36			
<b>50th Percentile</b>	<b>1.5%</b>	<b>3.0%</b>	<b>10.00</b>	<b>\$ 0.75</b>	<b>\$ 0.75</b>	<b>\$ 0.88</b>	<b>\$ 0.98</b>	<b>\$ 0.75</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 0.88</b>	<b>\$ 1.00</b>
90th Percentile	9.6%	18.16%	45.50	\$ 2.00		\$ 3.00	\$ 2.80		\$ 3.23			
<b>Average</b>	<b>3.08%</b>	<b>6.6%</b>	<b>15.75</b>	<b>\$ 0.81</b>	<b>\$ 0.89</b>	<b>\$ 1.19</b>	<b>\$ 1.03</b>	<b>\$ 0.89</b>	<b>\$ 1.30</b>	<b>\$ 1.00</b>	<b>\$ 0.94</b>	<b>\$ 1.25</b>
<b>Count</b>	16	17	12	9	5	8	10	5	10	7	4	7

All Assisted Living Facilities - 31+ beds

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile	0.5%	1.35%	1.40									
<b>50th Percentile</b>	<b>1.25%</b>	<b>3.0%</b>	<b>10.00</b>	<b>\$ 0.50</b>	<b>\$ 1.00</b>	<b>\$ 1.13</b>	<b>\$ 0.75</b>	<b>\$ 1.13</b>	<b>\$ 1.25</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>	<b>\$ 1.00</b>
90th Percentile	5.7%	10.4%	24.00									
<b>Average</b>	<b>2.16%</b>	<b>4.09%</b>	<b>10.10</b>	<b>\$ 0.54</b>	<b>\$ 0.92</b>	<b>\$ 1.23</b>	<b>\$ 0.71</b>	<b>\$ 1.00</b>	<b>\$ 1.59</b>	<b>\$ 0.94</b>	<b>\$ 0.87</b>	<b>\$ 1.14</b>
<b>Count</b>	16	16	10	6	3	6	7	4	7	6	3	6

**BENEFITS**

All Assisted Living Facilities - 1-30 beds

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	47%	6		6	5.2	6	6	1.5	1.5	1.5				0			0	0					
50th Percentile		6	6	6	6	6	6	1.5	1.75	1.8	5	5	5	5	8	20	11	15	21	\$ 300.00	\$ 200.00	\$ 105.00	\$ 100.00
90th Percentile		8		7.9	7.8	7	7.8	2	2	2				5			17.9	22	27				
Average		6.5	6.3	6.5	6.3	6.3	6.5	1.7	1.8	1.8	4.5	3.4	7.2	4.1	8.9	16.6	10.3	13.4	16.4	\$ 740.00	\$ 499.50	\$ 127.50	\$ 133.33
Count	19	8	6	10	11	8	11	12	8	10	6	5	6	8	7	7	10	8	9	5	4	4	3

All Assisted Living Facilities - 31+ beds

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	62%	5		5			1.5	1.15	1	1.05						0		0					
50th Percentile		6	6	6	6	7	6	1.5	1.5	1.5	4.75	6	5	5	11	10	7	13.5	21	\$ 220.31	\$ 106.00	\$ 386.61	\$ 482.09
90th Percentile		7		9.8			8	2	2	2							24		33				
Average		5.9	6.1	6.5	5.8	5.9	5.9	1.5	1.6	1.6	6.6	6.2	6.4	7.1	9.3	11.9	11.3	13.0	20.6	\$ 264.28	\$ 253.44	\$ 307.57	\$ 354.70
Count	21	8	7	10	7	7	9	12	8	10	6	7	6	7	4	7	9	6	9	4	3	3	3



**BENEFITS (cont.)**

All Assisted Living Facilities - 1-30 beds

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile						
<b>50th Percentile</b>	80.00	80.00	33.00	16.50	22.00	11.00
90th Percentile						
<b>Average</b>	66.86	67.29	33.60	28.00	28.60	23.83
<b>Count</b>	7	7	5	6	5	6

All Assisted Living Facilities - 31+ beds

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile						
<b>50th Percentile</b>	45.00	73.00	62.50	60.00	64.18	65.15
90th Percentile						
<b>Average</b>	49.55	59.83	61.78	61.86	62.84	62.83
<b>Count</b>	6	6	4	5	4	5

## FACILITY MANAGEMENT & ADMINISTRATION

All Assisted Living Facilities - NC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Chief Executive Officer		Chief Operating Officer		Chief Financial Officer / Controller		Executive Director/Administrator (CCRC or Multi-Level)		Executive Director/Administrator (Skilled Nursing)	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
\$ 130,000	** Too few data points **	** Too few data points **	** Too few data points **	\$ 84,160	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
\$ 130,000				\$ 84,160					
2				2					

All Assisted Living Facilities - NE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Chief Executive Officer		Chief Operating Officer		Chief Financial Officer / Controller		Executive Director/Administrator (CCRC or Multi-Level)		Executive Director/Administrator (Skilled Nursing)	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	\$ 75,000	** Too few data points **
								\$ 75,667	
								3	

All Assisted Living Facilities - NW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Chief Executive Officer		Chief Operating Officer		Chief Financial Officer / Controller		Executive Director/Administrator (CCRC or Multi-Level)		Executive Director/Administrator (Skilled Nursing)	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	\$ 67,531
								** Too few data points **	\$ 67,531
									2

**FACILITY MANAGEMENT & ADMINISTRATION**

All Assisted Living Facilities - NC

10th Percentile  
**50th Percentile**  
 90th Percentile  
**Average**  
**Count**

Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
		** Too few data points **		** Too few data points **		** Too few data points **		\$ 65,000	** Too few data points **
\$ 50,000	\$ 52,500	** Too few data points **		** Too few data points **		** Too few data points **		\$ 63,333	** Too few data points **
\$ 55,533	\$ 52,500	** Too few data points **		** Too few data points **		** Too few data points **		\$ 63,333	** Too few data points **
3		2						3	

All Assisted Living Facilities - NE

10th Percentile  
**50th Percentile**  
 90th Percentile  
**Average**  
**Count**

Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
		** Too few data points **		** Too few data points **		** Too few data points **		\$ 66,200	\$ 70,000
\$ 44,530	\$ 69,000	** Too few data points **		** Too few data points **		** Too few data points **		\$ 64,473	\$ 67,518
\$ 52,015	\$ 72,000	** Too few data points **		** Too few data points **		** Too few data points **		\$ 64,473	\$ 67,518
4		4						6	

All Assisted Living Facilities - NW

10th Percentile  
**50th Percentile**  
 90th Percentile  
**Average**  
**Count**

Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
		** Too few data points **		** Too few data points **		** Too few data points **		\$ 56,266	\$ 70,000
\$ 50,000	\$ 60,881	** Too few data points **		** Too few data points **		** Too few data points **		\$ 56,133	\$ 68,399
\$ 50,000	\$ 63,627	** Too few data points **		** Too few data points **		** Too few data points **		\$ 56,133	\$ 68,399
2		3						4	



GENERAL ADMINISTRATION, *salaried positions*

All Assisted Living Facilities - NC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	

All Assisted Living Facilities - NE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		\$ 58,000	\$ 55,811	** Too few data points **		\$ 39,500	\$ 48,250
** Too few data points **		** Too few data points **		\$ 58,000	\$ 55,811	** Too few data points **		\$ 42,550	\$ 48,250
				2				4	

All Assisted Living Facilities - NW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
								\$ 37,377	
								\$ 42,992	
				2				3	

**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - NC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	

All Assisted Living Facilities - NE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		\$ 27,040	\$ 37,617	** Too few data points **		** Too few data points **		** Too few data points **	
** Too few data points **		\$ 28,325	\$ 36,368	** Too few data points **		** Too few data points **		** Too few data points **	
		5	6						

All Assisted Living Facilities - NW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed		
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	
** Too few data points **		\$ 20,200	\$ 26,234	** Too few data points **		\$ 32,500	** Too few data points **		** Too few data points **	
** Too few data points **		\$ 20,200	\$ 24,467	** Too few data points **		\$ 32,500	** Too few data points **		** Too few data points **	
		2	4			2				





GENERAL ADMINISTRATION, *salaried positions*

All Assisted Living Facilities - NC

Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	\$ 55,000	** Too few data points **		** Too few data points **		\$ 58,500	** Too few data points **		** Too few data points **
90th Percentile		** Too few data points **		** Too few data points **			** Too few data points **		** Too few data points **
Average	\$ 55,000	** Too few data points **		** Too few data points **		\$ 58,500	** Too few data points **		** Too few data points **
Count	2					2			

All Assisted Living Facilities - NE

Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	\$ 58,000	\$ 52,273	\$ 35,000	** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile				** Too few data points **		** Too few data points **		** Too few data points **	
Average	\$ 52,000	\$ 55,758	\$ 33,333	** Too few data points **		** Too few data points **		** Too few data points **	
Count	3	3	3						

All Assisted Living Facilities - NW

Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	** Too few data points **	\$ 41,189	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **
90th Percentile			** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **
Average	\$ 41,189	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Count		2							



**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - NC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	

All Assisted Living Facilities - NE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **	\$ 31,162	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
** Too few data points **	\$ 31,162	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	

All Assisted Living Facilities - NW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **	\$ 33,615	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
** Too few data points **	\$ 33,615	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	



GENERAL ADMINISTRATION, hourly positions

All Assisted Living Facilities - NC

AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile													
<b>50th Percentile</b>													
\$ 14.25													
90th Percentile													
<b>Average</b>													
\$ 14.25													
<b>Count</b>													
2													

All Assisted Living Facilities - NE

AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile													
<b>50th Percentile</b>													
\$ 12.18													
90th Percentile													
<b>Average</b>													
\$ 13.40													
<b>Count</b>													
3		3				5 4		3 2		3 2			

All Assisted Living Facilities - NW

AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile													
<b>50th Percentile</b>													
90th Percentile													
<b>Average</b>													
<b>Count</b>													
						2 2		3					

GENERAL ADMINISTRATION, *hourly positions*

All Assisted Living Facilities - NC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
** Too few data points		** Too few data points		\$ 14.00	\$ 16.70	\$ 17.00	** Too few data points	\$ 11.25	\$ 13.02	** Too few data points		** Too few data points	
**		**		\$ 14.00	\$ 16.70	\$ 17.00	**	\$ 11.25	\$ 13.02	**		**	
				2	2	2		2	2				

All Assisted Living Facilities - NE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
\$ 11.27	\$ 12.34	\$ 8.62	\$ 10.29	\$ 13.55	\$ 14.62	** Too few data points		\$ 10.88	\$ 11.04	\$ 9.79	\$ 10.22	** Too few data points	
\$ 11.22	\$ 12.34	\$ 8.62	\$ 10.36	\$ 14.27	\$ 14.62	**		\$ 10.44	\$ 11.04	\$ 10.18	\$ 10.22	**	
3	2	4	3	4	2			4	2	3	2		

All Assisted Living Facilities - NW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
\$ 12.82	\$ 13.00	\$ 11.50	\$ 12.71	\$ 11.00	\$ 12.15	** Too few data points		\$ 11.09	\$ 11.82	** Too few data points		** Too few data points	
\$ 12.27	\$ 13.10	\$ 11.50	\$ 12.71	\$ 11.06	\$ 12.20	**		\$ 11.09	\$ 11.82	**		**	
3	3	2	2	3	4			2	2				

GENERAL ADMINISTRATION, *hourly positions*

All Assisted Living Facilities - NC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Household Coordinator		HUD Director		HUD Office Manager		Operator						
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate					
** Too few data points		** Too few data points		** Too few data points		** Too few data points						
**		**		**		**						

All Assisted Living Facilities - NE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Household Coordinator		HUD Director		HUD Office Manager		Operator						
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate					
** Too few data points		** Too few data points		** Too few data points		** Too few data points						
**		**		**		**						

All Assisted Living Facilities - NW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Household Coordinator		HUD Director		HUD Office Manager		Operator						
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate					
** Too few data points		** Too few data points		** Too few data points		** Too few data points						
**		**		**		**						



NURSING/HEALTH SERVICES

All Assisted Living Facilities - NC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
** Too few data points		** Too few data points		** Too few data points		** Too few data points		** Too few data points		\$ 20.50	\$ 24.24	** Too few data points	
**		**		**		**		**		\$ 20.50	\$ 24.24	**	
										2	2		

All Assisted Living Facilities - NE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
** Too few data points		** Too few data points		\$ 24.04	\$ 33.33	** Too few data points		** Too few data points	\$ 28.27	\$ 23.71	\$ 26.94	\$ 21.50	\$ 22.50
**		**		\$ 29.49	\$ 32.59	**		** Too few data points	\$ 28.27	\$ 23.61	\$ 26.57	\$ 23.16	\$ 23.58
				3	3			** Too few data points	2	4	4	4	6

All Assisted Living Facilities - NW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
** Too few data points		\$ 19.14	\$ 24.49	** Too few data points		** Too few data points	\$ 35.00	** Too few data points		\$ 20.00	\$ 22.18	** Too few data points	\$ 21.08
**		\$ 19.14	\$ 23.52	**		** Too few data points	\$ 35.00	**		\$ 20.00	\$ 23.06	** Too few data points	\$ 21.08
		2	3			** Too few data points	2			2	3	** Too few data points	2

NURSING/HEALTH SERVICES

All Assisted Living Facilities - NC

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	\$ 16.75	\$ 19.49	\$ 11.00	\$ 12.74	\$ 10.00	\$ 11.78	** Too few data points		\$ 12.50	** Too few data points	** Too few data points		** Too few data points	
90th Percentile							**			**	**		**	
Average	\$ 17.00	\$ 18.60	\$ 11.00	\$ 12.74	\$ 10.08	\$ 11.78			\$ 12.50	**				
Count	4	3	3	2	3	2			2					

All Assisted Living Facilities - NE

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	\$ 18.00	\$ 20.93	\$ 12.00	\$ 12.78	\$ 10.13	\$ 11.31	\$ 25.39	\$ 28.57	\$ 12.00	\$ 13.75	** Too few data points		** Too few data points	
90th Percentile											**		**	
Average	\$ 18.65	\$ 20.87	\$ 11.63	\$ 12.93	\$ 10.35	\$ 11.40	\$ 24.04	\$ 29.72	\$ 11.33	\$ 13.60				
Count	5	4	7	6	7	6	5	4	3	3				

All Assisted Living Facilities - NW

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	\$ 16.25	\$ 18.00	\$ 12.00	\$ 13.00	\$ 11.00	\$ 11.17	\$ 21.63	\$ 28.00	\$ 11.10	** Too few data points	** Too few data points		** Too few data points	
90th Percentile											**		**	
Average	\$ 16.25	\$ 17.51	\$ 12.33	\$ 12.95	\$ 10.78	\$ 11.33	\$ 21.63	\$ 23.82	\$ 11.10	**				
Count	4	5	3	3	5	5	2	3	2					



**NURSING/HEALTH SERVICES**

All Assisted Living Facilities - NC

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
10th Percentile													
<b>50th Percentile</b>													
90th Percentile	** Too few data points												
<b>Average</b>	**												
<b>Count</b>													

All Assisted Living Facilities - NE

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
10th Percentile													
<b>50th Percentile</b>													
90th Percentile	** Too few data points												
<b>Average</b>	**												
<b>Count</b>													

All Assisted Living Facilities - NW

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
10th Percentile													
<b>50th Percentile</b>													
90th Percentile	** Too few data points												
<b>Average</b>	**												
<b>Count</b>													





FOOD SERVICES

All Assisted Living Facilities - NC

10th Percentile  
**50th Percentile**  
 90th Percentile  
**Average**  
 Count

Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
** Too few data points		** Too few data points		** Too few data points		\$ 8.25	\$ 10.24	\$ 10.00	\$ 13.48	** Too few data points		** Too few data points	
**		**		**		\$ 8.25	\$ 10.24	\$ 10.33	\$ 13.48	**		**	
						2	2	3	2				

All Assisted Living Facilities - NE

10th Percentile  
**50th Percentile**  
 90th Percentile  
**Average**  
 Count

Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
\$ 15.00	\$ 20.75	** Too few data points		\$ 15.23	** Too few data points	\$ 8.00	\$ 8.79	\$ 10.00	\$ 11.00	** Too few data points		\$ 11.73	\$ 12.03
\$ 17.67	\$ 20.86	**		\$ 15.23	**	\$ 8.00	\$ 9.10	\$ 9.90	\$ 11.39	**		\$ 11.73	\$ 12.03
7	6			2		3	3	7	7			2	2

All Assisted Living Facilities - NW

10th Percentile  
**50th Percentile**  
 90th Percentile  
**Average**  
 Count

Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
\$ 13.79	\$ 17.17	** Too few data points		** Too few data points		\$ 9.93	\$ 9.97	\$ 9.88	\$ 11.07	** Too few data points		** Too few data points	
\$ 14.14	\$ 16.39	**		**		\$ 9.93	\$ 9.82	\$ 9.92	\$ 11.25	**		**	
4	5					2	3	6	6				



HOUSEKEEPING AND MAINTENANCE

All Assisted Living Facilities - NC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Food Service Worker/Server		Housekeeping/ Laundry Supervisor/Mgr.		Housekeeping/ Laundry Staff		HUD Maintenance		Maintenance Asst./ Groundskeeper	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
** Too few data points		** Too few data points		\$ 8.25	\$ 10.95	** Too few data points		\$ 12.00	\$ 15.00
**		**		\$ 8.25	\$ 10.95	**		\$ 11.83	\$ 15.00
				2	2			3	2

All Assisted Living Facilities - NE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Food Service Worker/Server		Housekeeping/ Laundry Supervisor/Mgr.		Housekeeping/ Laundry Staff		HUD Maintenance		Maintenance Asst./ Groundskeeper	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
\$ 8.00	\$ 9.00	\$ 12.01	\$ 16.07	\$ 8.50	\$ 10.60	** Too few data points		\$ 10.00	\$ 15.21
\$ 8.08	\$ 8.65	\$ 13.67	\$ 16.07	\$ 8.50	\$ 10.14	**		\$ 11.33	\$ 15.29
3	3	3	2	4	4			3	3

All Assisted Living Facilities - NW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Food Service Worker/Server		Housekeeping/ Laundry Supervisor/Mgr.		Housekeeping/ Laundry Staff		HUD Maintenance		Maintenance Asst./ Groundskeeper	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
\$ 8.50	\$ 8.50	** Too few data points	\$ 11.00	\$ 9.75	\$ 10.58	** Too few data points		\$ 12.75	\$ 13.00
\$ 9.33	\$ 9.36	**	\$ 11.00	\$ 9.88	\$ 10.71	**		\$ 12.75	\$ 13.17
3	3		2	4	5			2	3

PAY

All Assisted Living Facilities - NC

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile												
50th Percentile	1.0%	3.0%	15.00	\$ 0.75	** Too few data points	\$ 1.25	\$ 0.88	** Too few data points	\$ 1.50	\$ 1.00	** Too few data points	\$ 1.00
90th Percentile												
Average	1.67%	3.5%	15.00	\$ 0.75	**	\$ 1.25	\$ 0.88	**	\$ 1.50	\$ 1.00	**	\$ 1.00
Count	3	4	2	2		2	2		2	2		2

All Assisted Living Facilities - NE

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile		1.0%										
50th Percentile	2.0%	3.0%	10.00	\$ 0.40	\$ 0.83	\$ 0.83	\$ 0.50	\$ 0.83	\$ 0.83	\$ 1.00	\$ 1.06	\$ 1.06
90th Percentile		23.0%										
Average	3.07%	5.38%	10.14	\$ 0.63	\$ 0.83	\$ 0.83	\$ 0.72	\$ 0.83	\$ 0.83	\$ 1.04	\$ 1.06	\$ 1.06
Count	7	8	7	3	2	2	3	2	2	3	2	2

All Assisted Living Facilities - NW

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile												
50th Percentile	2.0%	3.0%	10.00	\$ 0.50	** Too few data points	\$ 0.68	\$ 1.00	\$ 0.75	\$ 1.00	\$ 0.63	** Too few data points	\$ 0.63
90th Percentile												
Average	2.0%	3.6%	16.67	\$ 0.50	**	\$ 0.68	\$ 1.06	\$ 0.75	\$ 0.84	\$ 0.63	**	\$ 0.63
Count	5	5	3	2		2	4	2	4	2		2



BENEFITS

All Assisted Living Facilities - NC

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly		
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max	
10th Percentile	50%	6.5	6.5	7	6.5	6.5	7	1.5	1.75	2	1.75	3.5	3.5	2.5	7.5	10	8.5	11.5	14	** Too few data points **		\$ 27.00	\$ 41.00	
50th Percentile		6.5	6.5	6.7	6.5	6.5	6.7	1.7	1.8	1.8	1.8	3.5	3.5	2.5	7.5	10.0	8.5	11.5	14.0	** Too few data points **		\$ 27.00	\$ 41.00	
90th Percentile		6.5	6.5	6.7	6.5	6.5	6.7	1.7	1.8	1.8	1.8	3.5	3.5	2.5	7.5	10.0	8.5	11.5	14.0	** Too few data points **		\$ 27.00	\$ 41.00	
Average		6.5	6.5	6.7	6.5	6.5	6.7	1.7	1.8	1.8	1.8	3.5	3.5	2.5	7.5	10.0	8.5	11.5	14.0	** Too few data points **		\$ 27.00	\$ 41.00	
Count	4	2	2	3	2	2	3	3	2	3	2	2	2	2	2	2	2	2	2	2			2	2

All Assisted Living Facilities - NE

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	63%	6	5.5	6	6.5	6	6.5	1.5	1.75	1.5	9	6	12	5	5	17.5	11.8	14	26.3	\$ 293.31	\$ 336.17	\$ 386.61	** Too few data points
50th Percentile		6.2	5.8	6.2	5.6	4.8	5.6	1.6	1.8	1.7	7.5	6.0	12.0	7.6	6.7	15.0	13.6	16.9	25.9	\$ 314.74	\$ 336.17	\$ 326.23	**
90th Percentile		6.2	5.8	6.2	5.6	4.8	5.6	1.6	1.8	1.7	7.5	6.0	12.0	7.6	6.7	15.0	13.6	16.9	25.9	\$ 314.74	\$ 336.17	\$ 326.23	**
Average		6.2	5.8	6.2	5.6	4.8	5.6	1.6	1.8	1.7	7.5	6.0	12.0	7.6	6.7	15.0	13.6	16.9	25.9	\$ 314.74	\$ 336.17	\$ 326.23	**
Count	8	6	4	5	4	3	4	7	4	5	4	2	3	5	3	4	4	3	4	4	2	3	3

All Assisted Living Facilities - NW

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	50%	** Too few data points	**	6	6.5	** Too few data points	6.5	1.5	** Too few data points	1.5	** Too few data points	**	**	** Too few data points	**	**	18.9	25.5	31.6	** Too few data points **		** Too few data points **	
50th Percentile		** Too few data points	**	6	6.5	** Too few data points	6.5	1.5	** Too few data points	1.5	** Too few data points	**	**	** Too few data points	**	**	18.9	25.5	31.6	** Too few data points **		** Too few data points **	
90th Percentile		** Too few data points	**	6	6.5	** Too few data points	6.5	1.5	** Too few data points	1.5	** Too few data points	**	**	** Too few data points	**	**	18.9	25.5	31.6	** Too few data points **		** Too few data points **	
Average		** Too few data points	**	6	6.5	** Too few data points	6.5	1.5	** Too few data points	1.5	** Too few data points	**	**	** Too few data points	**	**	18.9	25.5	31.6	** Too few data points **		** Too few data points **	
Count	6			4	2	**	4	3	**	2						2	2	2					



BENEFITS (cont.)

All Assisted Living Facilities - NC

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile						
50th Percentile	14.32	20.00	50.11	51.30	63.36	65.15
90th Percentile						
Average	31.44	33.33	40.04	40.43	44.45	45.05
Count	3	3	3	3	3	3

All Assisted Living Facilities - NE

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile						
50th Percentile	65.00	76.00	62.50	68.00	59.00	64.50
90th Percentile						
Average	66.33	70.00	62.50	68.00	59.00	64.50
Count	3	3	2	2	2	2

All Assisted Living Facilities - NW

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile						
50th Percentile	** Too few data points	**	** Too few data points	**	** Too few data points	**
90th Percentile	**	**	**	**	**	**
Average	**	**	**	**	**	**
Count						

## FACILITY MANAGEMENT & ADMINISTRATION

All Assisted Living Facilities - SC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Chief Executive Officer		Chief Operating Officer		Chief Financial Officer / Controller		Executive Director/Administrator (CCRC or Multi-Level)		Executive Director/Administrator (Skilled Nursing)	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		** Too few data points **		\$ 76,500	\$ 90,000	\$ 80,500	\$ 80,500
\$ 128,500		** Too few data points **		\$ 80,267		\$ 79,667	\$ 87,561	\$ 79,833	\$ 80,167
\$ 128,500		** Too few data points **		\$ 80,267		\$ 79,667	\$ 87,561	\$ 79,833	\$ 80,167
2		2		3		6		7	

All Assisted Living Facilities - SE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Chief Executive Officer		Chief Operating Officer		Chief Financial Officer / Controller		Executive Director/Administrator (CCRC or Multi-Level)		Executive Director/Administrator (Skilled Nursing)	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	

All Assisted Living Facilities - SW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Chief Executive Officer		Chief Operating Officer		Chief Financial Officer / Controller		Executive Director/Administrator (CCRC or Multi-Level)		Executive Director/Administrator (Skilled Nursing)	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	

**FACILITY MANAGEMENT & ADMINISTRATION**

All Assisted Living Facilities - SC

	Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing	
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									\$ 45,000	\$ 52,600
50th Percentile	\$ 79,058	\$ 75,558	** Too few data points **		** Too few data points **		** Too few data points **		\$ 65,322	\$ 67,500
90th Percentile			** Too few data points **		** Too few data points **		** Too few data points **		\$ 91,000	\$ 89,400
Average	\$ 79,058	\$ 75,558	** Too few data points **		** Too few data points **		** Too few data points **		\$ 65,956	\$ 68,615
Count	2								8	10

All Assisted Living Facilities - SE

	Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing	
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile										
50th Percentile	\$ 53,500	** Too few data points **	** Too few data points **		\$ 32,750	** Too few data points **	** Too few data points **		\$ 43,500	** Too few data points **
90th Percentile		** Too few data points **	** Too few data points **		\$ 32,750	** Too few data points **	** Too few data points **		\$ 43,500	** Too few data points **
Average	\$ 53,500	** Too few data points **	** Too few data points **		\$ 32,750	** Too few data points **	** Too few data points **		\$ 43,500	** Too few data points **
Count	2				2				2	

All Assisted Living Facilities - SW

	Executive Director/Administrator (Assisted Living)		Executive Director/Administrator (Residential Housing)		Residential Housing Manager		Assistant Administrator/Assistant Manager (Any Setting)		Director of Nursing	
	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile										
50th Percentile	\$ 59,500	\$ 64,500	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	\$ 60,000
90th Percentile			** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	\$ 57,606
Average	\$ 59,500	\$ 64,500	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	\$ 57,606
Count	2									3

**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - SC

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	\$ 73,796	\$ 76,296		\$ 40,000	\$ 42,500			\$ 50,000	\$ 52,750
90th Percentile			** Too few data points **			** Too few data points **			
Average	\$ 73,796	\$ 76,296		\$ 49,989	\$ 50,775			\$ 50,346	\$ 52,981
Count	2	2		5	6			4	6

All Assisted Living Facilities - SE

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
90th Percentile	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
Average	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
Count									

All Assisted Living Facilities - SW

Director of Therapy		Director of Staff Development		Director of Human Resources		Security Supervisor		Director of Environmental Services	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	\$ 52,880
90th Percentile	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	\$ 52,880
Average	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	\$ 52,880
Count									2



**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - SC

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile		\$ 26,000							
<b>50th Percentile</b>		\$ 26,520	\$ 29,341	\$ 36,640	\$ 38,000			\$ 42,250	\$ 48,000
90th Percentile		** Too few data points **						** Too few data points **	
<b>Average</b>		\$ 31,673	\$ 33,210	\$ 38,570	\$ 40,320			\$ 42,250	\$ 47,433
<b>Count</b>		6 8		4 4				2 3	

All Assisted Living Facilities - SE

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
<b>50th Percentile</b>		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
<b>Average</b>		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
<b>Count</b>									

All Assisted Living Facilities - SW

Volunteer Director		Activity Director		Director of Social Services/SSD		Director of Social Services/Social Worker		Social Worker - Licensed	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
<b>50th Percentile</b>		** Too few data points **		** Too few data points **		\$ 38,277		** Too few data points **	
90th Percentile		** Too few data points **		** Too few data points **		\$ 38,277		** Too few data points **	
<b>Average</b>		** Too few data points **		** Too few data points **				** Too few data points **	
<b>Count</b>						2			

**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - SC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
\$ 50,000	\$ 40,000	** Too few data points **		** Too few data points **			\$ 48,000	\$ 47,000	\$ 47,000
\$ 48,750	\$ 43,167	** Too few data points **		** Too few data points **		** Too few data points **	\$ 53,509	\$ 47,000	\$ 47,000
4		6				3		2	

All Assisted Living Facilities - SE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	

All Assisted Living Facilities - SW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Director of Sales/Marketing		Marketing Coordinator		Marketing Representative		Director of Information Technology		Admissions Coordinator	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	



**GENERAL ADMINISTRATION, *salaried positions***

All Assisted Living Facilities - SC

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile	\$ 39,900	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
90th Percentile									
Average	\$ 39,900								
Count	2								

All Assisted Living Facilities - SE

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile		** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
90th Percentile									
Average									
Count									

All Assisted Living Facilities - SW

Chaplain		HUD Director/Manager		HUD Service Coordinator		HUD Office Manager		HUD Maintenance	
Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary	Starting Annual Salary	Avg. Actual Annual Salary
10th Percentile									
50th Percentile		** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **
90th Percentile									
Average									
Count									

GENERAL ADMINISTRATION, hourly positions

All Assisted Living Facilities - SC

	AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	\$ 15.15	\$ 16.83	\$ 16.83	\$ 16.83	\$ 16.17	\$ 16.64	\$ 12.02	\$ 13.85	\$ 15.27	\$ 18.27	\$ 15.46	\$ 16.00	** Too few data points **	\$ 19.97
90th Percentile														
Average	\$ 15.15	\$ 16.17	\$ 16.39	\$ 15.76	\$ 16.17	\$ 16.64	\$ 12.69	\$ 13.54	\$ 16.75	\$ 18.48	\$ 15.54	\$ 17.37	** Too few data points **	\$ 19.97
Count	2	3	3	5	2	2	3	5	6	5	4	3		2

All Assisted Living Facilities - SE

	AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	** Too few data points	**	** Too few data points	**	** Too few data points	**	\$ 9.50	** Too few data points	**	** Too few data points	**	** Too few data points	**	** Too few data points
90th Percentile	**	**	**	**	**	**	\$ 9.50	** Too few data points	**	**	**	**	**	**
Average	**	**	**	**	**	**	\$ 9.50	** Too few data points	**	**	**	**	**	**
Count							2							

All Assisted Living Facilities - SW

	AP Clerk		AR Clerk		HR Assistant		Activity Coordinator		Busn. Office Manager		Social Services Designee		Licensed Social Worker	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	** Too few data points	**	** Too few data points	**	** Too few data points	**	** Too few data points	**	** Too few data points	**	** Too few data points	**	** Too few data points	**
90th Percentile	**	**	**	**	**	**	**	**	**	**	**	**	**	**
Average	**	**	**	**	**	**	**	**	**	**	**	**	**	**
Count														

GENERAL ADMINISTRATION, hourly positions

All Assisted Living Facilities - SC

Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile													
50th Percentile		** Too few data points **		\$ 11.51		\$ 12.50 \$ 15.73		** Too few data points **		\$ 10.00 \$ 10.00		\$ 15.00 ** Too few data points **	
90th Percentile		** Too few data points **		\$ 11.51		\$ 12.73 \$ 15.05		** Too few data points **		\$ 10.62 \$ 11.29		\$ 15.38 ** Too few data points **	
Average		\$ 12.99 \$ 14.67		\$ 11.51		\$ 12.73 \$ 15.05		** Too few data points **		\$ 10.62 \$ 11.29		\$ 15.38 ** Too few data points **	
Count		2 3		2		4 5		5 5		5 5		3	

All Assisted Living Facilities - SE

Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile													
50th Percentile		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Average		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Count													

All Assisted Living Facilities - SW

Administrative Assistant		Receptionist		Medical Records Clerk		Payroll Clerk		Van Driver		Security Person		Marketing Rep./Coord.	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile													
50th Percentile		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Average		** Too few data points **		** Too few data points **		\$ 21.89		** Too few data points **		\$ 12.56		** Too few data points **	
Count						2		2					

GENERAL ADMINISTRATION, *hourly positions*

All Assisted Living Facilities - SC

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Household Coordinator		HUD Director		HUD Office Manager		Operator						
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate					
** Too few data points		** Too few data points		** Too few data points		** Too few data points						
**		**		**		**						

All Assisted Living Facilities - SE

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Household Coordinator		HUD Director		HUD Office Manager		Operator						
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate					
** Too few data points		** Too few data points		** Too few data points		** Too few data points						
**		**		**		**						

All Assisted Living Facilities - SW

10th Percentile  
50th Percentile  
90th Percentile  
Average  
Count

Household Coordinator		HUD Director		HUD Office Manager		Operator						
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate					
** Too few data points		** Too few data points		** Too few data points		** Too few data points						
**		**		**		**						

**NURSING/HEALTH SERVICES**

All Assisted Living Facilities - SC

Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile													
50th Percentile		\$ 23.75	\$ 24.16	\$ 23.50	\$ 25.00	** Too few data points **	\$ 21.75	** Too few data points **	\$ 23.00	\$ 23.50	\$ 26.50	** Too few data points **	\$ 19.50
90th Percentile													
Average		\$ 25.53	\$ 26.36	\$ 23.19	\$ 24.48	** Too few data points **	\$ 21.75	** Too few data points **	\$ 23.00	\$ 24.27	\$ 25.61	** Too few data points **	\$ 19.38
Count		4	4	5	5		2		2	6	5		3

All Assisted Living Facilities - SE

Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile													
50th Percentile													
90th Percentile													
Average													
Count													

All Assisted Living Facilities - SW

Hospital LTC Manager		Asst. DON		Supervisor of Res. Care/Asst. Liv.		Nursing Supervisor RN		Head Nurse RN		RN		Nursing Supervisor LPN	
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile													
50th Percentile										\$ 25.77	\$ 26.01	\$ 22.50	\$ 26.75
90th Percentile													
Average										\$ 25.77	\$ 26.01	\$ 22.50	\$ 26.75
Count										2	2	2	2

NURSING/HEALTH SERVICES

All Assisted Living Facilities - SC

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile			\$ 10.34	\$ 11.06										
50th Percentile	\$ 18.13	\$ 18.53	\$ 11.00	\$ 12.53	\$ 10.10	\$ 11.18	\$ 24.02	\$ 26.00	\$ 10.58	\$ 12.89	** Too few data points **		** Too few data points **	
90th Percentile			\$ 12.00	\$ 15.60							** Too few data points **		** Too few data points **	
Average	\$ 17.88	\$ 19.32	\$ 11.09	\$ 13.19	\$ 10.11	\$ 11.58	\$ 24.70	\$ 26.30	\$ 11.32	\$ 13.47	** Too few data points **		** Too few data points **	
Count	6	5	8	8	7	7	6	7	3	5				

All Assisted Living Facilities - SE

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	\$ 17.00	\$ 17.25	\$ 10.00	** Too few data points **	\$ 9.00	** Too few data points **	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile				** Too few data points **		** Too few data points **	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Average	\$ 16.50	\$ 17.25	\$ 10.25	** Too few data points **	\$ 9.38	** Too few data points **	** Too few data points **		** Too few data points **		** Too few data points **		** Too few data points **	
Count	3	2	4		4									

All Assisted Living Facilities - SW

	LPN		Certified Medication Aide		Certified Nurse Assistant		MDS Coordinator		Certified Restorative Aide		Occupational Therapist		Certified PT Assistant	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	\$ 16.50	\$ 18.85	\$ 10.63	\$ 12.39	\$ 9.88	\$ 11.00	** Too few data points **	\$ 21.79	** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile							** Too few data points **	\$ 21.79	** Too few data points **		** Too few data points **		** Too few data points **	
Average	\$ 16.50	\$ 18.85	\$ 11.00	\$ 12.20	\$ 10.00	\$ 11.05	** Too few data points **	\$ 21.79	** Too few data points **		** Too few data points **		** Too few data points **	
Count	2	2	4	4	4	4		2						





**NURSING/HEALTH SERVICES**

All Assisted Living Facilities - SC

10th Percentile  
**50th Percentile**  
90th Percentile  
**Average**  
Count

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
** Too few data points **													

All Assisted Living Facilities - SE

10th Percentile  
**50th Percentile**  
90th Percentile  
**Average**  
Count

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
** Too few data points **													

All Assisted Living Facilities - SW

10th Percentile  
**50th Percentile**  
90th Percentile  
**Average**  
Count

Certified OT Assistant													
Starting Hourly Pay Rate	Average Actual Hourly Pay Rate												
** Too few data points **													



FOOD SERVICES

All Assisted Living Facilities - SC

	Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	\$ 17.55	\$ 18.20	** Too few data points **	\$ 34.85	** Too few data points **		\$ 8.50	\$ 9.38	\$ 9.86	\$ 10.80	** Too few data points **		** Too few data points **	
90th Percentile										\$ 14.80				
Average	\$ 17.73	\$ 19.80		\$ 34.85			\$ 8.48	\$ 9.27	\$ 9.66	\$ 11.31				
Count	6	7		2			5	6	7	8				

All Assisted Living Facilities - SE

	Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	\$ 12.50	** Too few data points **	** Too few data points **		** Too few data points **		** Too few data points **		\$ 9.00	** Too few data points **	** Too few data points **		** Too few data points **	
90th Percentile														
Average	\$ 12.50								\$ 9.00					
Count	2								2					

All Assisted Living Facilities - SW

	Director of Food Services/Dietary Mgr.		Dietician		Chef/Kitchen Manager		Dietary Aid		Cook		Sous Chef/Kitchen Supervisor		Dining Room Supervisor	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile														
50th Percentile	** Too few data points **	\$ 14.95	** Too few data points **		** Too few data points **		\$ 7.75	\$ 8.34	\$ 9.00	\$ 10.80	** Too few data points **		** Too few data points **	
90th Percentile														
Average		\$ 16.50					\$ 7.75	\$ 8.34	\$ 9.17	\$ 10.88				
Count		3					2	2	3	3				



HOUSEKEEPING AND MAINTENANCE

All Assisted Living Facilities - SC

	Food Service Worker/Server		Housekeeping/ Laundry Supervisor/Mgr.		Housekeeping/ Laundry Staff		HUD Maintenance		Maintenance Asst./ Groundskeeper	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile										
50th Percentile	\$ 8.25	\$ 9.20	\$ 10.00	\$ 11.54	\$ 8.38	\$ 10.30	** Too few data points		\$ 12.00	\$ 12.50
90th Percentile							**			
Average	\$ 8.25	\$ 9.21	\$ 10.90	\$ 12.46	\$ 8.73	\$ 9.96			\$ 11.74	\$ 13.49
Count	2	3	5	5	6	7			6	7

All Assisted Living Facilities - SE

	Food Service Worker/Server		Housekeeping/ Laundry Supervisor/Mgr.		Housekeeping/ Laundry Staff		HUD Maintenance		Maintenance Asst./ Groundskeeper	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile										
50th Percentile	** Too few data points		** Too few data points		** Too few data points		** Too few data points		\$ 12.50	** Too few data points **
90th Percentile	**		**		**		**			
Average									\$ 12.50	
Count									2	

All Assisted Living Facilities - SW

	Food Service Worker/Server		Housekeeping/ Laundry Supervisor/Mgr.		Housekeeping/ Laundry Staff		HUD Maintenance		Maintenance Asst./ Groundskeeper	
	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate	Starting Hourly Pay Rate	Average Actual Hourly Pay Rate
10th Percentile										
50th Percentile	** Too few data points		** Too few data points	\$ 11.33	\$ 8.13	\$ 9.96	** Too few data points		\$ 12.50	\$ 14.00
90th Percentile	**		** Too few data points				**			
Average			** Too few data points	\$ 11.33	\$ 8.13	\$ 9.96			\$ 12.50	\$ 14.00
Count				2	2	2			2	2

PAY

All Assisted Living Facilities - SC

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile	0.5%	1.5%										
50th Percentile	2.0%	3.5%	22.50	\$ 0.63	\$ 0.75	\$ 0.88	\$ 0.88	\$ 0.75	\$ 1.13	\$ 0.75	\$ 0.75	\$ 1.00
90th Percentile	2.77%	10.2%										
Average	1.6%	4.02%	25.75	\$ 0.85	\$ 0.70	\$ 1.02	\$ 1.10	\$ 0.70	\$ 1.60	\$ 0.90	\$ 0.92	\$ 1.15
Count	8	9	4	6	3	6	6	3	6	5	3	5

All Assisted Living Facilities - SE

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile												
50th Percentile	1.0%	3.0%	2.00	** Too few data points **			** Too few data points **			** Too few data points **		
90th Percentile				** Too few data points **			** Too few data points **			** Too few data points **		
Average	6.0%	12.2%	2.67	** Too few data points **			** Too few data points **			** Too few data points **		
Count	5	5	3	** Too few data points **			** Too few data points **			** Too few data points **		

All Assisted Living Facilities - SW

	Experience Factor			Evening Shift Differential			Night Shift Differential			Weekend Shift Differential		
	Min. Percent Increase per Year	Max. Percent Increase per Year	Max Number of Years	Min	Midpoint	Max	Min	Midpoint	Max	Min	Midpoint	Max
10th Percentile												
50th Percentile	1.0%	3.0%	9.00	\$ 0.63	** Too few data points **		\$ 0.88	** Too few data points **		\$ 2.00	** Too few data points **	
90th Percentile					** Too few data points **			** Too few data points **			** Too few data points **	
Average	1.0%	3.0%	9.00	\$ 0.63	** Too few data points **		\$ 0.88	** Too few data points **		\$ 2.00	** Too few data points **	
Count	3	2	2	2	** Too few data points **		2	** Too few data points **		2	** Too few data points **	

BENEFITS

All Assisted Living Facilities - SC

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	55%																						
50th Percentile		6	6	6	6	6	6	1.5	1.5	1.5	5	5	5	5	11	20	5	11.5	19	** Too few data points **		** Too few data points **	\$ 300.00
90th Percentile																							
Average		6.3	6.4	6.3	6.2	6.3	6.2	1.5	1.5	1.6	4.5	5.2	5.5	5.0	10.5	16.2	8.6	11.3	15.5	** Too few data points **		**	\$ 300.00
Count	11	4	5	4	5	6	5	6	5	5	4	5	4	5	4	5	7	4	6				2

All Assisted Living Facilities - SE

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	20%																						
50th Percentile		** Too few data points		6	5.5	** Too few data points	5.5	1.8	** Too few data points	** Too few data points	8.25	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	** Too few data points **	
90th Percentile																							
Average		**	7.0	5.5	5.5	1.8	**	**	8.3														
Count	5		3	2	**	2	2						2										

All Assisted Living Facilities - SW

	Provide PTO (instead of sick & vacation days)	Holidays per Year - Salary			Holidays per Year - Hourly			Holiday Pay Rate			Sick Days per Year			Vacation Days per Year			PTO Days per Year			Health Insurance Contributions - Salary		Health Insurance Contributions - Hourly	
		Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Mid.	Max	Min	Max	Min	Max
10th Percentile	75%																						
50th Percentile		6.5	** Too few data points		6	6.5	6.5	1.5	1.75	1.8	** Too few data points **	** Too few data points **	** Too few data points **	12	14	14	** Too few data points **	\$ 900.00	** Too few data points **	** Too few data points **	** Too few data points **		
90th Percentile																							
Average		6.5	**		6.3	6.5	6.5	1.7	1.8	1.8	**	**	**	11.0	13.7	14.7	**	\$ 900.00	**	**	**		
Count	4	2		3	2	2	3	2	2				3	3	3						2		



**BENEFITS (cont.)**

All Assisted Living Facilities - SC

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile						
<b>50th Percentile</b>	86.00	78.00	** Too few data points **	50.00	** Too few data points **	50.00
90th Percentile						
<b>Average</b>	67.00	68.50	** Too few data points **	38.33	** Too few data points **	33.67
<b>Count</b>	3	4		3		3

All Assisted Living Facilities - SE

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile						
<b>50th Percentile</b>	** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile						
<b>Average</b>	** Too few data points **		** Too few data points **		** Too few data points **	
<b>Count</b>						

All Assisted Living Facilities - SW

	Health Insurance Contributions - % pay single coverage		Health Insurance Contributions - % pay employee + 1 coverage		Health Insurance Contributions - % pay family coverage	
	Min	Max	Min	Max	Min	Max
10th Percentile						
<b>50th Percentile</b>	** Too few data points **		** Too few data points **		** Too few data points **	
90th Percentile						
<b>Average</b>	** Too few data points **		** Too few data points **		** Too few data points **	
<b>Count</b>						

## CONSULTANTS – EXPENDITURES & HOURS

### a. Consultants Annual Expenditures (in \$) – Assisted Living Facilities Only

<b>Position</b>	<b>10<sup>th</sup> percentile</b>	<b>Median (50<sup>th</sup>) percentile</b>	<b>90<sup>th</sup> percentile</b>	<b>Average</b>	<b>N</b>
Chaplain	**	**	**	**	1
Dietary	720	4,957	12,609	5,665	15
Medical Director	930	5,850	35,940	11,317	12
Physical Therapist	**	25,000	**	36,403	3
Speech Therapist	**	24,400	**	28,295	4
Occupational Therapist	**	17,247	**	24,166	4
Social Services	**	1,800	**	2,254	7
Health Information Mgmt.	**	930	**	1,478	4
Pharmacy	236	2,048	4,620	2,283	12
Fin. Mgmt. / Accounting	**	22,206	**	18,935	6
Other	-	-	-	-	0

### b. Consultants Annual Hours – Assisted Living Facilities Only

<b>Position</b>	<b>10<sup>th</sup> percentile</b>	<b>Median (50<sup>th</sup>) percentile</b>	<b>90<sup>th</sup> percentile</b>	<b>Average</b>	<b>N</b>
Chaplain	-	-	-	-	0
Dietary	27	92	472	131	13
Medical Director	10	36	300	62	9
Physical Therapist	**	250	**	826	3
Speech Therapist	**	290	**	347	4
Occupational Therapist	**	175	**	764	3
Social Services	**	24	**	38	6
Health Information Mgmt.	**	16	**	17	3
Pharmacy	12	20	360	70	9
Fin. Mgmt. / Accounting	**	750	**	696	5
Other	-	-	-	-	0

## FRINGE BENEFITS

c. Employee Benefits Offered, Paid for by Employer or Employee (% of Respondents Answering “Yes”) – Assisted Living Facilities Only

	<b>Mgmt</b>	<b>Non-Mgmt</b>	<b>Full Time</b>	<b>Part Time</b>
Educational Assistance Program For College Level Courses	33%	33%	33%	9%
Educational Assistance For Non-College Level Courses	67%	67%	69%	27%
Educational Assistance for Continuing Education	71%	75%	55%	20%
Professional Association Membership Fees	79%	45%	30%	22%
Time Off For Education & Professional Meetings	71%	27%	40%	30%
Uniform Allowance	7%	8%	17%	17%
Accidental Death & Dismemberment	46%	46%	42%	17%
Short Term Non-Occupational Sickness & Accidental Disability	31%	31%	33%	8%
Long Term Disability Insurance	18%	18%	20%	0%
Health Insurance	57%	57%	62%	23%
Life Insurance	38%	38%	42%	17%
Dental Insurance	57%	57%	62%	25%
Retirement Plan	31%	31%	36%	0%
Flexible Spending Program	23%	23%	25%	8%
Long Term Care Insurance Plan	0%	0%	0%	0%

d. How are paid days off managed? – Assisted Living Facilities Only

Sick leave and vacation	38.5%
Generic paid time off (PTO)	50%
Other	11.5%

e. Do you offer a sign-on bonus? – Assisted Living Facilities Only

Yes	7%
No	93%



f. Do you offer any other bonuses? – Assisted Living Facilities Only

Yes	47%
No	53%

g. Vacancy rates – Assisted Living Facilities Only

<b>Position</b>	<b>Avg # of vacant positions</b>	<b>Avg # of authorized positions</b>
RN	0.0	1.0
LPN	0.1	2.1
CNA/CMA	1.7	7.7
Dining Services	0.4	2.3
Housekeeping/Laundry	0.1	0.7



## **2016 KHCA/LeadingAge KS Wage Survey** **Instructions and Position Descriptions**

The 2016 NNFA/NALA Wage Survey is conducted by the Kansas Health Care Association and LeadingAge Kansas in order to collect important data that will be used in two ways: 1) to offer participating communities information about practices across the state that will inform decisions related to management and employment, and 2) in advocacy efforts and as a tool to educate policymakers. Participation in the survey is voluntary and responses will be kept confidential.

### **INSTRUCTIONS**

The survey can be accessed online via a link provided in email invitations. Progress will be saved as you progress. Use the “Back” button at the bottom of any page to go backward in the survey and review answers previously entered. If you need to pause and step away during the completion of the survey, clicking on the survey link again from the same computer will take you back to the last point of completion.

The survey contains three main sections:

- 1) Information about your community
- 2) Information about FTEs and wages for each position in five groups
  - a. Facility Management and Administration
  - b. General Administration
  - c. Nursing/Health Services
  - d. Food Services
  - e. Housekeeping and Maintenance
- 3) Information about employment benefits

For consistency, the survey should be completed at the location or facility level. If you have multiple locations, please complete one survey for each. If you are filling out a survey for more than one facility do not use the same survey link for multiple facilities. You must use the survey link that includes the name of the facility for which the data is requested. If someone else received the email they may forward it for completion. If you attempt to use a survey link more than once it will not accept your data.

Most of the fields in the first section, collecting information about your community, are required. After that, most fields are **optional**. Please answer only items that apply to your organization.

Find notes with field definitions and answers to commonly asked questions on pages 2 and 3 of this document, and position descriptions on pages 4 through 10, organized to parallel the survey.

Please send questions or feedback to [tcostello@nationalresearch.com](mailto:tcostello@nationalresearch.com) and include “KS Wage Survey” in the subject line.



## IMPORTANT NOTES

**FTEs** – When FTEs are requested, please enter the number of “full-time (40 hours per week) equivalent” staff; for example, if two part-time employees work 20 hours per week each, they would count as one FTE.

**Positions** – The list of positions included in the survey may not exactly match the positions in your organization. Please use the “Positions Descriptions” section to best match your positions to those in the survey, and leave blank any positions in the survey that don’t match any of the positions at your community.

**Annual Salary vs. Hourly Wage** – Positions are categorized as salary or hourly. For salary positions, please provide the annual salary. For hourly positions, please provide the hourly pay rate. If a position is categorized differently on the survey than it is in your organization (for example, you pay your office manager an annual salary instead of an hourly wage, or your marketing representative an hourly wage instead of an annual salary), please use 2,080 hours to convert the annual salary to hourly wage or vice versa.

**Starting Salary or Rate** – Enter the starting salary or pay rate paid for a new employee with no experience in the position. This should necessarily not be the starting salary of the person in the position today, but what you would pay should you need to fill the position.

**Average Actual Salary or Hourly Rate** – This should be the average of what you are actually paying employees in the position today.

**Experience Factor** – Enter the minimum and maximum percentage that would be **added** to the starting hourly rate for each year of experience. If different positions have different experience factors, consider all positions when identifying the minimum and maximum percentages. This should just reflect the **increase**, not the base plus increase (for example, if pay was increased 3% from a base of \$10/hour to \$10.30/hour, the value entered should be 3%). Also enter the maximum number of years for which an employee can earn an increase to their pay due to experience.

**Shift Differential** – Enter the hourly rate shift differential, in terms of dollars and cents (\$X.xx), paid for the evening, night, and weekend shifts for any position. This should just reflect the increase in pay, not the base plus the increase or totally hourly rate for evening, night, and weekend shifts. If you only pay one differential for each shift type, enter it in the midpoint column, otherwise enter the minimum, midpoint, and maximum (for all positions).

**Holidays Per Year** – Enter the number of holidays per year that you provide off for salaried positions and pay time-and-a-half or double for hourly positions. If all positions have the same holidays, only enter a value for the midpoint; if different positions earn different numbers of days, please enter the minimum, midpoint, and maximum numbers.



**Sick Days Per Year** – Enter the number of sick leave days earned per year. ***(Communities giving PTO days should not include days here unless specific sick leave days are earned separate from PTO days.)*** If your employees earn a certain fraction of hours for every hour worked, please enter the value for full-time employees for a full year.

**Vacation Days Per Year** – Enter the number of vacation days earned per year. ***(Communities giving PTO days should not include days here unless specific vacation days are earned separate from PTO days.)*** If your employees earn a certain fraction of hours for every hour worked, please enter the value for full-time employees for a full year.

**PTO Days per Year** – If your community combines all earned benefit days (vacation, holiday, and sick) per year as one benefit, complete the PTO row and enter the number of PTO days earned per year at the minimum, midpoint, and maximum levels. If your employees earn a certain fraction of hours for every hour worked, please enter the value for full-time employees for a full year.

**Health Insurance Coverage** – Enter the dollars paid on all health insurance costs per employee per month. This should cover all healthcare costs, including premiums paid for the employee's coverage and dependent coverage plus any deductible coverage.

**Holiday Pay Rate** – Enter the multiplied rate of pay given for those employees who work a holiday (for example, regular time would be entered as 1.0, time-and-a-half as 1.5, double time as 2.0, etc.).

## POSITIONS DESCRIPTIONS

### **SALARIED**

The descriptions in this job family match positions whose incumbents are directly responsible for community management and administration or positions on the staff of a multiple-community headquarters or corporate management unit. Larger standalone communities may also have these positions on staff.

#### **CHIEF EXECUTIVE OFFICER**

Responsible for overall management of Retirement Community. Implements policies and procedures established by a governing body or entity, ensuring compliance with governmental regulations. Coordinates departmental functions and organizes facility programs within established budgets. Provides leadership in long-range strategic planning. Represents the organization in the community and ensures that socially responsible programs are implemented and viable.

#### **CHIEF OPERATING OFFICER**

Oversees all internal functions. May have overall strategic and operation responsibility for programs.

#### **CHIEF FINANCIAL OFFICER**

Partners with the CEO to set financial policy and direction. Leads financial administration business planning and budgeting.

#### **CONTROLLER**

Leads day-to-day finance operations. Ensures systems and procedures in place support the organization. Oversee accounts ledgers and reporting systems.

#### **EXECUTIVE DIRECTOR/ADMINISTRATOR (CCRC OR MULTI-LEVEL)**

Responsible for overall management of Continuing Care Retirement Community. Implements policies and procedures established by a governing body or entity, ensuring compliance with governmental regulations. Coordinates departmental functions and organizes facility programs within established budgets. Provides leadership in long-range strategic planning. Represents the organization in the community and ensures that socially responsible programs are implemented and viable.

#### **HOSPITAL LTC MANAGER**

Responsible for LTC unit in hospital setting. Enforces facility policies and ensures compliance with state licensing regulation. Coordinates departmental functions and organizes facility programs within established budgets. Implements policies and procedures established by a governing body or entity.

**EXECUTIVE DIRECTOR/ADMINISTRATOR (SKILLED NURSING)  
EXECUTIVE DIRECTOR/ADMINISTRATOR (ASSISTED LIVING)**

Responsible for overall management of nursing facility or assisted living facility. Enforces facility policies and ensures compliance with state licensing regulation. Coordinates departmental functions and organizes facility programs within established budgets. Implements policies and procedures established by a governing body or entity.

**EXECUTIVE DIRECTOR/ADMINISTRATOR (RESIDENTIAL HOUSING)**

Responsible for overall management of housing community. Implements policies and procedures established by a governing body or entity, ensuring compliance with governmental regulations. Coordinates departmental functions and organizes facility programs within established budgets. Provides leadership in long-range strategic planning.

**MANAGER (RESIDENTIAL HOUSING)**

Responsible for overall management of facility. Enforces organization policies, ensures compliance with regulatory agencies, and is responsible for fiscal control. Organizes facility programs to benefit residents and is responsible for volunteer activities.

**ASSISTANT ADMINISTRATOR/ASSISTANT MANAGER (ANY SETTING)**

Assists Facility Administrator in managing operations and maintaining positive staff relationships. May have responsibilities over marketing or other ancillary departments. May be responsible for interviewing, certification, and recertification of residents. May also serve as Director of Resident Programs and Activities. Participates with the Administrator in budget planning and expense control.

**DIRECTOR OF NURSING (DON)**

Plans, supervises and coordinates all resident care and healthcare nursing. Supervises nursing service personnel. Responsible to the Facility Administrator for ensuring compliance with applicable regulations.

**DIRECTOR OF THERAPY**

Directs therapy organization strategies and objectives.

**DIRECTOR OF STAFF DEVELOPMENT**

Plans and conducts employee orientations and in-service training. Ensures appropriate records are maintained. May be responsible for Nurse Assistant Certification Program.

**DIRECTOR OF HUMAN RESOURCES**

Provides leadership in all aspects of human resource development and management. Provides human resource consultation to managers and to facility administrators and executive directors. Reports to chief executive officer.

**SECURITY SUPERVISOR**

Oversees security personal. Patrols facility or other organization premises. Responds to requests for assistance. May check in guests. May be armed.

**DIRECTOR OF ENVIRONMENTAL SERVICES**

Under the general direction of the administrator, oversees all operations in connection with environmental services of the organization, including maintenance, housekeeping and laundry.

**VOLUNTEER DIRECTOR**

Manages recruitment, screening, training, and program activities for all facility volunteers. Monitors volunteer programs and coordinate volunteer activities. Develops collaborative relationships with other organizations and corporations supporting volunteerism or serving as potential sources for volunteers. Acts as a liaison with neighborhood, community groups and agencies to enhance relations.

**ACTIVITY DIRECTOR**

Plans, organizes and directs social, educational, and recreational programs to meet resident needs, interests and abilities. Responsible for the development and implementation of an activities program that meets the needs and interests of residents, both ambulatory and nonambulatory (when applicable). Maintains records of activities provided and resident participation. Participates in resident care planning meetings. Conducts in-service education programs for nursing staff. Develops and maintain contact with community agencies and organizations.

**DIRECTOR OF SOCIAL SERVICES/SSD**

Plans polices and goals for social services dept. May serve as an adviser to issues concerning the resident family and facility.

**DIRECTOR OF SOCIAL SERVICES/SOCIAL WORKER**

Refers and assists residents and families to secure community-based aid and services, such as transportation, not offered by the organization. May work with community programs to bring services on site.

**DIRECTOR OF SALES/MARKETING**

Manages the marketing of services and all business development activities. Ensures that sales personnel have adequate guidance and support to assist them in converting prospects into residents. Develops collateral materials and advertising campaigns to promote the organization's facilities and services.

**MARKETING REPREENATIVE /COORDINATOR**

Responsible for supporting marketing and business development efforts.

**DIRECTOR OF INFORMATION TECHNOLOGY**

Manages the organization's information systems, including the development and implementation of new computer-based applications. Works with users of the organization's information systems to ensure maximum usefulness of information and procedures. Monitors vendors and outside contractors to ensure that performance satisfies contractual agreements.

**ADMISSIONS COORDINATOR**

Assists residents with orientation to organization operation and rules. Assists potential residents with applications and in accessing organization services.

**CHAPLAIN**

Provides religious counseling and guidance to residents, family members and employees. Performs church rites, or arranges for appropriate religious leader to do so, as requested by patient, resident, or family. May act as liaison between organization staff, family and friends of residents during period of crisis.

**HUD DIRECTOR/MANAGER**

Ensures HUD policies and procedures are followed. Oversees community operations including leasing and maintenance.

**HUD SERVICE COORDINATOR**

Provides general service management to residents

**HOURLY**

The descriptions in this job family match positions not associated with direct resident care.

**ACCOUNTS PAYABLE CLERK**

Compiles and maintains accounts payable records.

**ACCOUNTS RECEIVABLE CLERK**

Maintains billing records and follow-up of accounts receivable.

**PAYROLL CLERK**

Maintains generals and subsidiary ledgers. Issues checks, processes payroll, makes bank deposits and prepares statements.

**HUMAN RESOURCE ASSISTANT**

Answers routine questions related to employee benefits and established personnel policies and practices. Performs one or more HR generalist activities such as performance appraisal administration, salary administration, pre-screening applicants for employments, and compiling statistics for statutory and internal reports. Performs clerical duties common to personnel administration.

**ACTIVITY COORDINATOR**

Supervises residents in recreational and educational activities. Escorts residents to and from activities. Leads physical workouts and other group activities. Responsible for general clean-up of recreational areas and equipment. May be assigned other duties such as driving residents during outdoor activities, mail delivery, etc.



**BUSINESS OFFICE MANAGER**

Provides a variety of administrative support including word processing, spreadsheets, presentation graphics; operates office equipment; maintains files and records; orders office supplies; maintains schedules and calendars. Develops and implements procedures. Supervises and trains office clerical employees. Typically reports to a facility administrator.

**HUD OFFICE MANAGER**

Provides administrative support for HUD housing unit.

**SOCIAL WORKER - LICENSED**

Counsels and aids individuals and families who require assistance. Interviews new residents to assess their psychosocial needs. Obtains information such as medical, psychological, and social factors contributing to the resident's situation, and evaluates resident's capacities. Counsels residents individually, or with family, regarding assessments plans. Aids residents to improve social functioning. May refer resident to community health resources and other organizations.

**SOCIAL SERVICES DESIGNEE**

Counsels and aids individuals and families who require assistance. Interviews new residents to assess their psychosocial needs. Obtains information such as medical, psychological, and social factors contributing to the resident's situation, and evaluates resident's capacities. Counsels residents individually, or with family, regarding assessments plans. Aids residents to improve social functioning. May refer resident to community health resources and other organizations.

**ADMINISTRATIVE ASSISTANT/SUPPORT**

Provides a variety of administrative support including word processing, spreadsheets, presentation graphics; operates office equipment; maintains files and records; orders office supplies; maintains schedules and calendars.

**RECEPTIONIST**

Receives visitors. Type's letters and correspondence

**OPERATOR**

Operates telephone system.

**MEDICAL RECORDS CLERK**

Assembles patient medical records and reviews for completeness. May compile data from medical records for statistical reports. Reviews records for required reports and documents. staff. Orders supplies and equipment. May sterilize instruments and disinfect equipment.

**SECURITY PERSON**

Patrols facility or other organization premises. Responds to requests for assistance. May check in guests. May be armed.

**VAN DRIVER**

Operates organization van, bus or other vehicle. Transports residents and staff.

**HOURLY NURSING/HEALTH SERVICES**

The descriptions in this job family match positions associated with resident care.

**ASSISTANT DIRECTOR OF NURSING**

Assists the Director of Nursing in the organization and management of resident services. In larger facilities, may assume responsibility for designated nursing units and staff. Maintains nursing procedures and techniques. Oversees maintenance of medical records for nursing facility residents.

**SUPERVISOR OF RESIDENTIAL CARE/ASSISTED LIVING**

Plans and supervises all resident nursing care within a RCFE and/or assisted living facility. Coordinates all facets of health care. Supervises nursing service personnel. Responsible to facility administrator, if a SNF is associated with the organization may report to the Director of Nursing (DON).

**NURSING SUPERVISOR R.N.**

In addition to RN duties, schedules and directs assignments. Makes rounds to monitor delivery of patient care.

**HEAD NURSE R.N.**

Performs variety of administrative duties and nursing duties. May be responsible for training and the performance of their teams.

**R.N.**

Gives direct care and dispenses medication to residents. Assists doctors, gives emergency first aid and supervises other personnel as assigned. May report to Director of Nursing.

**NURSING SUPERVISOR L.P.N.**

In addition to LPN duties, schedules and directs assignments of subordinate LPNs. Makes rounds to monitor delivery of resident care. May supervise other nursing service personnel.

**L.P.N.**

Gives direct care, dispenses medication to residents, assists doctors, gives emergency first aid.

**CERTIFIED MEDICATION AIDE**

Possesses state medication aide certification and is placed on the medication aide registry operated by the Department of Health and Human Services Regulation and Licensure. Provides and documents medication provision.

**CERTIFIED NURSE ASSISTANT**

Gives personal care and attention to residents under RN or LPN supervision. This is a non-certified position.

**MDS COORDINATOR**

Responsibilities include overseeing the generation of a Minimum Data Set (MDS) for each Medicare patient and electronic transmission of required data by timeframe mandated by the state.

**CERTIFIED RESTORATIVE AID**

Provides simple technical restorative and rehabilitative nursing care. Charts required information and signs entries daily. Documents resident health records as required.

**OCCUPATIONAL THERAPIST**

Plans and conducts individualized occupational therapy programs to help residents develop, regain or maintain the ability to perform daily activities.

**CERTIFIED PT ASSISTANT**

Providing physical therapy services under the supervision of a physical therapist

**CERTIFIED OT ASSISTANT**

Helps residents by providing services under the direction of the occupational therapist

**HOURLY FOOD SERVICES**

The descriptions in this job family match positions associated with food services.

**DIRECTOR OF FOOD SERVICES/DIETARY MANAGER**

Supervises food service personnel. Plans menus and special functions. Purchases food supplies and requisitions equipment. Instructs personnel in food type and quantity, proper equipment use and care. Prepares work schedules. Reports to Facility Administrator

**DIETICIAN (on staff, do not include consultants)**

Possesses bachelor's degree plus professional registration. Professional work developing, implementing, and evaluating nutritional programs. Checks menus for nutritional value. Counsels staff and residents on dietary plans. May also perform the duties of Dietary Manager.

**CHEF/KITCHEN MANAGER**

Responsible for providing leadership and supervision to all kitchen personnel. Oversees all food production. Accountable for menu planning, food purchasing and forecasting. Maintains high quality food production, storage, sanitation and safety standards. Teaches culinary skills to food production staff. Develops and standardizes recipes. Monitors and complies with food and labor budget.

**DIETARY AID**

Takes accurate and informative dietary histories and/or makes assessments of patients and residents. Interprets physician's routine dietary orders and modifies diet according to dietary

patterns. Verifies accuracy of diets as received by patients. Observes patient's acceptance of diet and makes notations in patient's records. Consults routinely with registered dietitian on the care of the patients.

**SOUS CHEF/KITCHEN SUPERVISOR**

Assists the chef and takes his/her place when the chef is not available. Requisitions daily supplies, takes food inventory and may establish the work schedule of the kitchen staff.

**COOK**

Responsible for food preparation and cooking, usually with specific responsibility for certain foods. Directs and supervises kitchen employees engaged in food preparation.

**DINING ROOM SUPERVISOR**

Assists residents and guests to their proper seating assignments in the dining room. Reports absent residents. Inspects table settings and ensures they are complete and clean. Inspects salad bar to ensure cleanliness and that it is well stocked. Ensures that wait staff are meeting residents' needs.

**FOOD SERVICE WORKER/SERVER**

This position may include some combination of the following: Takes orders and serves meals. May assist in cleanup of service area and equipment. Prepares meal trays in kitchen. Includes cleaning and dishwashing, tray set-up and delivery. Clears tables after meals. Washes and cleans kitchen equipment.

**HOUSEKEEPING AND MAINTENANCE**

The descriptions in this job family match positions associated with housekeeping and maintenance.

**HOUSEKEEPING/LAUNDRY SUPERVISOR/MANAGER**

Supervises housekeeping and laundry personnel and processes. Inspects equipment and requisitions supplies.

**HOUSEKEEPER/LAUNDRY STAFF**

This position may include some combination of the following: Performs daily cleaning tasks in both the residential and commons areas, including removal of trash. Moves furniture, equipment and supplies. May train and orient new employees. Receives, counts, and sorts clothes. Operates washer and dryer. Checks operation and condition of washers and dryers. May perform mending as needed. Cleans, strips, waxes, and buffs floor surfaces. Uses cleaning equipment and other supplies to maintain clean areas. May dispose of trash, move furniture and perform related tasks.

**MAINTENANCE ASSISTANT/GROUNDSKEEPER**

Performs various assigned unskilled maintenance tasks not requiring stationary engineer or craft license and makes repairs following general instructions and/or under supervision. Maintains lawns and landscaping areas under supervision. Operates and repairs grounds maintenance equipment. Performs other related duties as assigned.

**HUD MAINTENANCE**

Performs skilled maintenance tasks. May supervise and maintain building security. May.