

## Table of Contents

### Summary

|   |              |
|---|--------------|
| Introduction.....   | 15           |
| Methodology & Definitions .....                                 | 16           |
| Regional Map.....   | 17           |
| Regional Participation.....                                     | 18           |
| <b>Executive Summary.....</b>                                   | <b>19-30</b> |
| Control Type .....  | 20           |
| Type of Facility.....   | 20           |
| Services Offered .....  | 20           |
| Annual Turnover Rates .....                                     | 21           |
| Annual Vacancy Rates .....                                      | 21           |
| Shift and Weekend Differentials .....                           | 22           |
| Sign-on Bonuses .....   | 22           |
| Actual Percent Increases .....                                  | 23           |
| Planned Percent Increases .....                                 | 23           |
| Comparison of Nursing Home, CCRC and Assisted Living Rates..... | 24           |
| National Trend Data (same facilities year-to-year) .....        | 25,26        |
| National Total Compensation Data .....                          | 27           |
| National Revenue Data – Up to \$4.9 Million .....               | 28           |
| National Revenue Data - \$5 Million to \$9.9 Million .....      | 29           |
| National Revenue Data - \$10 Million+.....                      | 30           |

### Section I Salary by Region

|  |   |
|--|---|
| 01 CEO/President.....                            | 3 |
| 02 Assisted Living Administrator.....            | 3 |
| 03 Chief Financial Officer .....                 | 3 |
| 04 Director of Human Resources.....              | 4 |
| 05 Director of Information Technology .....      | 4 |
| 06 Director of Marketing .....                   | 4 |
| 07 Director of Nurses.....                       | 5 |
| 08 Resident Care Coordinator.....                | 5 |
| 09 Wellness Care Coordinator .....               | 5 |
| 10 Memory Care Program Director .....            | 6 |
| 11 Activity Director .....                       | 6 |
| 12 Director of Dining/Food Services .....        | 6 |
| 13 Director of Facilities/Plant Operations ..... | 7 |
| 14 Housekeeping Supervisor .....                 | 7 |
| 15 Maintenance Supervisor .....                  | 7 |
| 16 Marketing Representative .....                | 8 |
| 17 Admissions Coordinator.....                   | 8 |
| 18 Social Service Director .....                 | 8 |
| 19 Chaplain .....                                | 9 |
| 23 Fitness Coordinator.....                      | 9 |

**Section II**  
**Salary by Bed-Size**

|    |   |    |
|----|---|----|
| 01 | CEO/President.....                            | 3  |
| 02 | Assisted Living Administrator.....            | 4  |
| 04 | Director of Human Resources.....              | 5  |
| 06 | Director of Marketing .....                   | 6  |
| 07 | Director of Nurses.....                       | 7  |
| 08 | Resident Care Coordinator.....                | 8  |
| 09 | Wellness Care Coordinator .....               | 9  |
| 10 | Memory Care Program Director .....            | 10 |
| 11 | Activity Director .....                       | 11 |
| 12 | Director of Dining/Food Services .....        | 12 |
| 13 | Director of Facilities/Plant Operations ..... | 13 |
| 14 | Housekeeping Supervisor .....                 | 14 |
| 15 | Maintenance Supervisor .....                  | 15 |
| 16 | Marketing Representative .....                | 16 |
| 17 | Admissions Coordinator .....                  | 17 |
| 18 | Social Service Director .....                 | 18 |
| 19 | Chaplain .....                                | 19 |

**Section III**  
**Salary by Profit Type**

|    |   |    |
|----|---|----|
| 01 | CEO/President.....                            | 3  |
| 02 | Assisted Living Administrator.....            | 4  |
| 03 | Chief Financial Officer .....                 | 5  |
| 04 | Director of Human Resources.....              | 6  |
| 06 | Director of Marketing .....                   | 7  |
| 07 | Director of Nurses.....                       | 8  |
| 08 | Resident Care Coordinator.....                | 9  |
| 09 | Wellness Care Coordinator .....               | 10 |
| 11 | Activity Director .....                       | 11 |
| 12 | Director of Dining/Food Services .....        | 12 |
| 13 | Director of Facilities/Plant Operations ..... | 13 |
| 14 | Housekeeping Supervisor .....                 | 14 |
| 15 | Maintenance Supervisor .....                  | 15 |
| 16 | Marketing Representative .....                | 16 |
| 17 | Admissions Coordinator .....                  | 17 |
| 18 | Social Service Director .....                 | 18 |

**Section IV**  
**Salary by Revenue**

|    |                                    |    |
|----|------------------------------------|----|
| 01 | CEO/President.....                 | 3  |
| 02 | Assisted Living Administrator..... | 4  |
| 03 | Chief Financial Officer .....      | 5  |
| 04 | Director of Human Resources.....   | 6  |
| 06 | Director of Marketing .....        | 7  |
| 07 | Director of Nurses.....            | 8  |
| 08 | Resident Care Coordinator.....     | 9  |
| 09 | Wellness Care Coordinator .....    | 10 |
| 10 | Memory Care Program Director ..... | 11 |
| 11 | Activity Director .....            | 12 |

**Section IV (continued)**  
**Salary by Revenue**

|    |   |    |
|----|---|----|
| 12 | Director of Dining/Food Services .....        | 13 |
| 13 | Director of Facilities/Plant Operations ..... | 14 |
| 14 | Housekeeping Supervisor .....                 | 15 |
| 15 | Maintenance Supervisor .....                  | 16 |
| 16 | Marketing Representative .....                | 17 |
| 17 | Admissions Coordinator.....                   | 18 |
| 18 | Social Service Director .....                 | 19 |
| 19 | Chaplain .....                                | 20 |

**Section V**  
**Salary by State**

|    |   |       |
|----|---|-------|
| 01 | CEO/President.....                            | 3     |
| 02 | Assisted Living Administrator.....            | 3,4   |
| 06 | Director of Marketing .....                   | 4,5   |
| 07 | Director of Nurses.....                       | 5,6   |
| 08 | Resident Care Coordinator.....                | 6     |
| 09 | Wellness Care Coordinator .....               | 7     |
| 10 | Memory Care Program Director .....            | 7,8   |
| 11 | Activity Director .....                       | 8     |
| 12 | Director of Dining/Food Services .....        | 9     |
| 13 | Director of Facilities/Plant Operations ..... | 10    |
| 14 | Housekeeping Supervisor .....                 | 10    |
| 15 | Maintenance Supervisor .....                  | 11    |
| 16 | Marketing Representative .....                | 11,12 |
| 18 | Social Service Director .....                 | 12    |
| 19 | Chaplain .....                                | 12    |

**Section VI**  
**Salary by CBSA**

|    |   |     |
|----|---|-----|
| 01 | CEO/President.....                            | 3   |
| 02 | Assisted Living Administrator.....            | 3,4 |
| 06 | Director of Marketing .....                   | 4   |
| 07 | Director of Nurses.....                       | 4,5 |
| 08 | Resident Care Coordinator.....                | 5   |
| 09 | Wellness Care Coordinator .....               | 5,6 |
| 10 | Memory Care Program Director .....            | 6   |
| 11 | Activity Director .....                       | 6,7 |
| 12 | Director of Dining/Food Services .....        | 7,8 |
| 13 | Director of Facilities/Plant Operations ..... | 8   |
| 14 | Housekeeping Supervisor .....                 | 8   |
| 15 | Maintenance Supervisor .....                  | 8,9 |
| 16 | Marketing Representative .....                | 9   |

**Section VII**  
**Hourly by Region**

|    |                                      |    |
|----|--------------------------------------|----|
| 31 | Staff Nurse (RN) .....               | 3  |
| 32 | Practical Nurse (LPN).....           | 3  |
| 33 | Lead Certified Nurse Aide .....      | 3  |
| 34 | Certified Nurse Aide.....            | 4  |
| 35 | Lead Resident Assistant .....        | 4  |
| 36 | Resident Assistant.....              | 4  |
| 37 | Dementia Personal Care Aide .....    | 5  |
| 38 | Medication Aide.....                 | 5  |
| 39 | Recreation Therapist.....            | 5  |
| 40 | Activity Aide .....                  | 6  |
| 41 | Housekeeping and Laundry Aide .....  | 6  |
| 42 | Dishwasher.....                      | 6  |
| 43 | Maintenance Helper .....             | 7  |
| 44 | Maintenance Mechanic I.....          | 7  |
| 45 | Maintenance Mechanic II.....         | 7  |
| 46 | Security Guard .....                 | 8  |
| 47 | Driver .....                         | 8  |
| 48 | Dining Room Supervisor.....          | 8  |
| 49 | Chef/Kitchen Manager.....            | 9  |
| 50 | Chef.....                            | 9  |
| 51 | Sous Cook.....                       | 9  |
| 52 | Cook .....                           | 10 |
| 53 | Food Service Aide.....               | 10 |
| 54 | Waitperson .....                     | 10 |
| 55 | Business Office Manager.....         | 11 |
| 56 | Executive Assistant.....             | 11 |
| 57 | Payroll Clerk .....                  | 11 |
| 58 | Administrative Assistant .....       | 12 |
| 59 | Receptionist .....                   | 12 |
| 60 | Concierge/Hospitality Assistant..... | 12 |

**Section VIII**  
**Hourly by Bed-Size**

|    |                                     |    |
|----|-------------------------------------|----|
| 31 | Staff Nurse (RN) .....              | 3  |
| 32 | Practical Nurse (LPN).....          | 4  |
| 33 | Lead Certified Nurse Aide .....     | 5  |
| 34 | Certified Nurse Aide.....           | 6  |
| 35 | Lead Resident Assistant .....       | 7  |
| 36 | Resident Assistant.....             | 8  |
| 37 | Dementia Personal Care Aide .....   | 9  |
| 38 | Medication Aide.....                | 10 |
| 39 | Recreation Therapist.....           | 11 |
| 40 | Activity Aide .....                 | 12 |
| 41 | Housekeeping and Laundry Aide ..... | 13 |
| 42 | Dishwasher.....                     | 14 |
| 43 | Maintenance Helper .....            | 15 |
| 44 | Maintenance Mechanic I.....         | 16 |
| 45 | Maintenance Mechanic II.....        | 17 |
| 46 | Security Guard .....                | 18 |
| 47 | Driver .....                        | 19 |

**Section VIII (continued)**  
**Hourly by Bed-Size**

|    |                                      |    |
|----|--------------------------------------|----|
| 48 | Dining Room Supervisor.....          | 20 |
| 49 | Chef/Kitchen Manager.....            | 21 |
| 50 | Chef.....                            | 22 |
| 51 | Sous Cook.....                       | 23 |
| 52 | Cook .....                           | 24 |
| 53 | Food Service Aide.....               | 25 |
| 54 | Waitperson .....                     | 26 |
| 55 | Business Office Manager.....         | 27 |
| 56 | Executive Assistant.....             | 28 |
| 57 | Payroll Clerk .....                  | 29 |
| 58 | Administrative Assistant .....       | 30 |
| 59 | Receptionist .....                   | 31 |
| 60 | Concierge/Hospitality Assistant..... | 32 |

**Section IX**  
**Hourly by Profit Type**

|    |                                      |    |
|----|--------------------------------------|----|
| 31 | Staff Nurse (RN) .....               | 3  |
| 32 | Practical Nurse (LPN).....           | 4  |
| 33 | Lead Certified Nurse Aide .....      | 5  |
| 34 | Certified Nurse Aide.....            | 6  |
| 35 | Lead Resident Assistant .....        | 7  |
| 36 | Resident Assistant.....              | 8  |
| 38 | Medication Aide.....                 | 9  |
| 40 | Activity Aide .....                  | 10 |
| 41 | Housekeeping and Laundry Aide .....  | 11 |
| 42 | Dishwasher.....                      | 12 |
| 43 | Maintenance Helper .....             | 13 |
| 44 | Maintenance Mechanic I.....          | 14 |
| 46 | Security Guard .....                 | 15 |
| 47 | Driver .....                         | 16 |
| 48 | Dining Room Supervisor.....          | 17 |
| 50 | Chef.....                            | 18 |
| 51 | Sous Cook.....                       | 19 |
| 52 | Cook .....                           | 20 |
| 53 | Food Service Aide.....               | 21 |
| 54 | Waitperson .....                     | 22 |
| 55 | Business Office Manager.....         | 23 |
| 58 | Administrative Assistant .....       | 24 |
| 59 | Receptionist .....                   | 25 |
| 60 | Concierge/Hospitality Assistant..... | 26 |

**Section X**  
**Hourly by State**

|    |                                 |     |
|----|---------------------------------|-----|
| 31 | Staff Nurse (RN) .....          | 3   |
| 32 | Practical Nurse (LPN).....      | 3,4 |
| 33 | Lead Certified Nurse Aide ..... | 4   |
| 34 | Certified Nurse Aide.....       | 4,5 |
| 35 | Lead Resident Assistant .....   | 5,6 |
| 36 | Resident Assistant.....         | 6,7 |

**Section X (continued)**  
**Hourly by State**

|    |                                     |       |
|----|-------------------------------------|-------|
| 37 | Dementia Personal Care Aide .....   | 7     |
| 38 | Medication Aide.....                | 8     |
| 39 | Recreation Therapist.....           | 8     |
| 40 | Activity Aide .....                 | 9     |
| 41 | Housekeeping and Laundry Aide ..... | 10    |
| 42 | Dishwasher.....                     | 11    |
| 43 | Maintenance Helper .....            | 11    |
| 44 | Maintenance Mechanic I.....         | 12    |
| 46 | Security Guard .....                | 13    |
| 47 | Driver .....                        | 13    |
| 48 | Dining Room Supervisor.....         | 13,14 |
| 49 | Chef/Kitchen Manager.....           | 14    |
| 51 | Sous Cook.....                      | 14    |
| 52 | Cook .....                          | 15    |
| 53 | Food Service Aide.....              | 16    |
| 54 | Waitperson .....                    | 16,17 |
| 55 | Business Office Manager.....        | 17,18 |
| 56 | Executive Assistant.....            | 18    |
| 57 | Payroll Clerk .....                 | 18    |
| 58 | Administrative Assistant .....      | 18    |
| 59 | Receptionist .....                  | 19    |

**Section XI**  
**Hourly by CBSA**

|    |                                     |       |
|----|-------------------------------------|-------|
| 31 | Staff Nurse (RN) .....              | 3     |
| 32 | Practical Nurse (LPN). ....         | 3,4   |
| 33 | Lead Certified Nurse Aide .....     | 4     |
| 34 | Certified Nurse Aide .....          | 4,5   |
| 35 | Lead Resident Assistant .....       | 5     |
| 36 | Resident Assistant.....             | 5-7   |
| 37 | Dementia Personal Care Aide .....   | 7     |
| 38 | Medication Aide.....                | 7     |
| 39 | Recreation Therapist.....           | 8     |
| 40 | Activity Aide .....                 | 8,9   |
| 41 | Housekeeping and Laundry Aide ..... | 9,10  |
| 42 | Dishwasher.....                     | 10    |
| 43 | Maintenance Helper .....            | 10    |
| 44 | Maintenance Mechanic I.....         | 11    |
| 47 | Driver .....                        | 11    |
| 48 | Dining Room Supervisor.....         | 11,12 |
| 51 | Sous Cook.....                      | 12    |
| 52 | Cook .....                          | 12,13 |
| 53 | Food Service Aide.....              | 13    |
| 54 | Waitperson .....                    | 13,14 |
| 55 | Business Office Manager.....        | 14,15 |
| 56 | Executive Assistant.....            | 15    |
| 57 | Payroll Clerk .....                 | 15    |
| 58 | Administrative Assistant .....      | 15,16 |
| 59 | Receptionist .....                  | 16    |

**Section XII**  
**Salary/Pay Ranges by Region**

|    |   |   |
|----|---|---|
| 01 | CEO/President.....                            | 3 |
| 02 | Assisted Living Administrator.....            | 3 |
| 04 | Director of Human Resources.....              | 3 |
| 06 | Director of Marketing .....                   | 3 |
| 07 | Director of Nurses.....                       | 3 |
| 08 | Resident Care Coordinator.....                | 3 |
| 09 | Wellness Care Coordinator .....               | 4 |
| 11 | Activity Director .....                       | 4 |
| 12 | Director of Dining/Food Services .....        | 4 |
| 13 | Director of Facilities/Plant Operations ..... | 4 |
| 14 | Housekeeping Supervisor .....                 | 4 |
| 15 | Maintenance Supervisor .....                  | 4 |
| 16 | Marketing Representative .....                | 5 |
| 17 | Admissions Coordinator.....                   | 5 |
| 18 | Social Service Director .....                 | 5 |
| 31 | Staff Nurse (RN) .....                        | 6 |
| 32 | Practical Nurse (LPN).....                    | 6 |
| 34 | Certified Nurse Aide.....                     | 6 |
| 35 | Lead Resident Assistant .....                 | 6 |
| 36 | Resident Assistant.....                       | 6 |
| 38 | Medication Aide.....                          | 6 |
| 40 | Activity Aide .....                           | 7 |
| 41 | Housekeeping and Laundry Aide .....           | 7 |
| 42 | Dishwasher.....                               | 7 |
| 44 | Maintenance Mechanic I.....                   | 7 |
| 46 | Security Guard .....                          | 7 |
| 47 | Driver .....                                  | 7 |
| 48 | Dining Room Supervisor.....                   | 8 |
| 49 | Chef/Kitchen Manager.....                     | 8 |
| 50 | Chef.....                                     | 8 |
| 51 | Sous Cook.....                                | 8 |
| 52 | Cook .....                                    | 8 |
| 53 | Food Service Aide.....                        | 8 |
| 54 | Waitperson .....                              | 9 |
| 55 | Business Office Manager.....                  | 9 |
| 58 | Administrative Assistant .....                | 9 |
| 59 | Receptionist .....                            | 9 |

**Section XIII  
Bonus Data**

|                  |     |
|------------------|-----|
| Bonus Data ..... | 3,4 |
|------------------|-----|

**Section XIV  
Fringe Benefits**

|  |       |
|--|-------|
| I Percent of Nonstatutory Benefits Provided .....          | 3     |
| II Vacation Time/PTO.....                                  | 3,4   |
| III Paid Holidays .....                                    | 5,6   |
| IV Excused Paid Absences.....                              | 6     |
| V Educational Assistance .....                             | 6,7   |
| VI Group Life Insurance .....                              | 8,9   |
| VII Accidental Death & Dismemberment Insurance (AD&D)..... | 9,10  |
| VIII Long-Term Disability Insurance .....                  | 11    |
| IX Health Insurance.....                                   | 12-14 |
| X Dental Insurance.....                                    | 15    |
| XI Vision Insurance .....                                  | 16    |
| XII Long-Term Care Insurance.....                          | 17    |
| XIII 401(k)/403(b) Plan/Defined Contribution Plan .....    | 17    |
| XIV Severance .....  | 18    |
| XV Mileage.....  | 18    |
| XVI Cell Phone.....  | 19    |
| XVII Professional Association Dues.....                    | 20    |
| XVIII Educational and Professional Meetings .....          | 20    |