

**Assisted Living
Salary & Benefits Report
Sample Pages**

**Extracted from the
2019-2020
22nd Annual Edition**

Introduction

The 2019-2020 **Assisted Living Salary & Benefits Report** is the 22nd annual survey of assisted living, personal care, and residential care facilities. The study is conducted by **Hospital & Healthcare Compensation Service (HCS)** in cooperation with **LeadingAge** and supported by the **National Center for Assisted Living (NCAL)**. Salary and hourly data are reported for 49 positions. Fringe benefits data are reported for 24 questions.

Information contained in this publication includes data from 1,360 participants reporting on over 87,400 employees. Participation in the study is voluntary. Electronic and printed questionnaires were sent to providers throughout the United States. The effective date of data is October 1, 2019. All fiscal data represents the most recent calendar year. All salary data represents base salary only, and does **not** include additional compensation from benefits, bonuses, or pay differentials. To ensure individual participant confidentiality, no information is reported when the facility count equals less than five.

Statistical process control is used in all **HCS** surveys. **HCS** has been conducting salary and benefits studies since 1971. All data submitted goes through one of the industry's most rigorous proofing and validation processes. The process includes compiling data; screening data; answering questions arising from the initial screening process; preparing micro- and macro-reports that provides review of a single facility's data for comprehensive responses, as well as analyses of facility responses on similar positions. The result is a comprehensive database which **HCS** uses to prepare the final results, which ensures users will be confident of the decisions they make from the results of **HCS** surveys.

For matching purposes, brief job descriptions were included in the questionnaire participants completed. To access the job descriptions used for the study go to: www.hhcsinc.com/job-descriptions.html.

Report Structure

The Report consists of two major groupings: Salary data (Sections I - VI) and Hourly data (Sections VII - XI).

Salary Data (Jobs 1 - 23)

Section I - Annual salaries reported by region.

Section II - Annual salaries reported by bed-size, region, and nationally.

Section III - Annual salaries reported by profit type, region, and nationally.

Section IV - Annual salaries reported by revenue size, region, and nationally.

Section V - Annual salaries reported by state and nationally.

Section VI - Annual salaries reported by CBSA.

Hourly Data (Jobs 31 - 59)

Section VII - Hourly rates reported by region.

Section VIII - Hourly rates reported by bed-size, region, and nationally.

Section IX - Hourly rates reported by profit type, region, and nationally.

Section X - Hourly rates reported by state and nationally.

Section XI - Hourly rates reported by CBSA.

Section XII - Formal salary and hourly range data by region and nationally.

Section XIII - Bonus payments for jobs that reported both salary and bonus data.

Section XIV - Contains fringe benefits data. Data are reported by region and nationally.

Control Type

The following is a breakout of participant profit type.

	%		%
Not-for-profit	13.97	For-profit	86.03

Type of Facility

Type	%	Type	%
ALF	79.56	Part of a CCRC	5.66
Personal Care Facility	5.15	Part of a Nursing Home	7.94
Resident Care Facility	15.59	Part of a Hospital	0.59
Stand Alone	38.31		

Services Offered

Service	%	Service	%
Alzheimer Care	76.81	Personal Laundry	83.33
Assistance with ADLs	65.94	Physical Therapy	52.17
Behavioral Health	21.74	Physician Care	29.71
Case Management/Coordination	41.30	Pharmacy	38.41
Home Care	33.33	Respite Care	57.97
Hospice	35.51	Social Activities	78.26
Incontinence Care	68.12	Transportation	76.81
Medication Admin./Assistance	92.75	Wellness Activities	86.96
Nursing (RN, LPN)	89.13	Special Diets	70.29
Occupational Therapy	40.13	3 Meals/Day	83.33
Pastoral Care	41.30	24-Hour Security	60.87
Personal Care Services	76.81		

Regional Data

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
010 Memory Care Program Director								
1	55,500	62,000	66,635	66,472	71,982	76,282	25	25
2	48,000	54,040	60,000	60,720	67,363	72,692	84	75
3	47,840	52,141	58,932	60,494	68,198	73,698	102	88
4	48,360	50,945	55,966	57,589	62,681	68,890	47	44
5	47,372	47,840	52,000	54,172	62,000	62,059	5	5
6	49,536	50,269	52,941	54,907	55,973	62,102	19	18
7	45,807	50,390	54,665	52,597	56,731	57,120	15	14
8	50,000	51,950	52,843	55,365	59,414	60,770	23	20
9	49,536	56,677	61,350	60,863	67,047	70,112	59	58
National	48,000	52,395	59,000	59,672	66,410	72,137	379	347
011 Activity Director								
1	49,572	51,500	55,966	55,697	59,126	60,583	26	25
2	37,199	43,680	48,101	48,590	53,650	58,865	106	91
3	39,442	43,627	48,502	50,003	56,570	61,016	140	111
4	33,312	37,440	41,725	42,650	45,854	52,974	120	111
5	37,214	39,527	40,706	40,119	42,500	42,730	6	5
6	33,047	39,998	42,640	43,043	45,000	53,989	45	41
7	31,200	33,300	37,440	38,199	41,600	44,621	25	25
8	31,616	35,570	43,337	42,688	47,773	51,606	42	38
9	38,034	45,757	49,657	48,289	53,264	55,775	76	76
National	34,997	40,237	45,760	46,484	52,265	58,704	586	523
012 Director of Dining/Food Services								
1	55,434	61,903	68,000	66,799	72,100	75,680	38	37
2	52,000	57,926	65,882	66,410	72,584	81,178	106	95
3	51,433	55,000	63,135	64,184	73,000	80,521	198	157
4	45,206	50,201	54,904	55,512	60,268	66,969	227	216
5	46,681	49,576	52,448	54,838	59,890	64,849	26	24
6	40,040	44,950	53,716	54,599	63,421	71,020	50	50
7	43,254	50,052	56,518	54,823	60,147	64,104	55	39
8	37,463	54,837	59,643	59,574	68,715	76,675	52	41
9	42,280	55,451	62,400	62,331	72,030	77,617	116	112
National	45,763	52,542	59,808	60,254	67,683	76,494	868	771

A "----" indicates insufficient data for analysis

Data reported are salary rates

016 Marketing Representative

Beds Data

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
Up to 74 Beds								
1	38,012	38,584	41,184	43,460	49,920	50,045	5	5
2	40,040	45,071	56,175	53,096	58,958	64,333	18	10
3	35,160	36,499	38,979	42,858	45,487	50,644	22	14
4	33,738	35,580	37,627	40,608	44,294	50,018	22	15
5	32,032	33,020	34,487	36,573	35,958	40,957	9	8
6	36,875	37,908	48,083	45,608	52,081	53,764	13	11
7	32,365	35,069	36,192	39,894	39,455	52,216	13	12
8	34,228	34,580	36,697	40,447	41,665	48,926	8	6
9	36,078	41,600	43,680	46,608	53,040	59,159	17	13
National	34,133	35,818	40,155	43,393	50,027	57,000	127	94

75 Beds and Over								
1	35,360	37,300	44,736	42,606	45,760	46,072	10	10
2	31,645	36,296	45,318	43,707	50,337	53,109	21	15
3	35,283	38,458	41,600	45,437	50,213	58,383	33	26
4	35,000	49,538	54,170	52,773	56,482	63,500	28	20
5	--	--	--	--	--	--	--	--
6	40,015	41,548	47,861	50,445	58,408	62,138	12	11
7	--	--	--	--	--	--	--	--
8	36,076	36,400	40,560	42,808	46,696	50,821	16	13
9	36,562	37,245	40,955	45,136	54,996	56,143	17	16
National	35,235	37,580	45,041	46,373	53,570	61,053	140	114

All Beds-Sizes Combined								
1	35,683	38,012	44,720	42,890	45,916	50,045	15	15
2	34,050	38,480	49,245	47,462	54,350	59,500	39	25
3	35,027	36,696	40,674	44,534	46,804	56,135	55	40
4	34,258	36,863	50,000	47,560	55,250	59,985	50	35
5	32,136	33,280	35,173	38,009	37,752	49,928	10	9
6	36,891	40,196	47,972	48,026	53,706	60,443	25	22
7	32,822	35,449	36,920	40,265	41,527	50,394	15	14
8	35,256	36,127	38,033	42,063	45,867	53,049	24	19
9	36,015	37,752	43,680	45,796	54,995	56,638	34	29
National	34,320	36,696	42,963	45,027	52,477	58,166	267	208

A "--" indicates insufficient data for analysis

Data reported are salary rates

011 Activity Director

Revenue

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
Revenue Up to \$5,999,999								
1	45,925	49,327	51,491	50,772	52,719	55,081	6	6
2	32,677	36,050	39,774	43,038	48,131	55,787	20	20
3	36,408	39,858	43,113	43,232	46,800	50,244	62	44
4	33,273	37,440	41,056	41,202	44,728	48,464	74	68
5	--	--	--	--	--	--	--	--
6	32,620	39,364	41,578	41,452	43,275	47,421	31	30
7	31,079	33,239	37,440	36,587	38,563	42,292	19	19
8	29,208	32,729	36,400	38,467	45,065	48,000	20	19
9	32,912	39,645	46,000	44,600	48,880	53,315	37	37
National	32,396	37,133	41,518	41,887	46,257	50,955	273	246
Revenue \$6,000,000+								
1	50,306	53,379	56,708	56,932	59,782	60,234	19	18
2	43,163	45,011	49,598	50,067	54,434	58,739	82	67
3	45,614	48,922	54,801	54,994	60,000	65,850	70	60
4	39,186	44,138	45,880	48,885	52,806	60,058	29	28
5	--	--	--	--	--	--	--	--
6	39,998	41,629	44,115	45,602	48,010	57,405	13	10
7	35,473	38,091	42,427	43,306	49,813	52,304	6	6
8	39,004	41,912	46,617	47,227	51,482	55,823	21	18
9	45,760	49,785	52,062	51,794	54,230	55,941	36	36
National	41,917	45,570	51,424	51,316	55,904	60,141	277	244
All Revenues Combined								
1	49,572	51,500	55,966	55,697	59,126	60,583	26	25
2	37,199	43,680	48,101	48,590	53,650	58,865	106	91
3	39,442	43,627	48,502	50,003	56,570	61,016	140	111
4	33,312	37,440	41,725	42,650	45,854	52,974	120	111
5	37,214	39,527	40,706	40,119	42,500	42,730	6	5
6	33,047	39,998	42,640	43,043	45,000	53,989	45	41
7	31,200	33,300	37,440	38,199	41,600	44,621	25	25
8	31,616	35,570	43,337	42,688	47,773	51,606	42	38
9	38,034	45,757	49,657	48,289	53,264	55,775	76	76
National	34,997	40,237	45,760	46,484	52,265	58,704	586	523

A "--" indicates insufficient data for analysis

Data reported are salary rates

038 Medication Aide

Profit Type

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
For-Profit								
1	16.54	17.03	17.75	18.47	19.83	21.07	71	15
2	13.01	13.78	15.88	16.19	18.44	19.78	462	75
3	10.98	11.92	13.23	13.58	15.07	16.63	1,520	177
4	13.27	14.76	15.36	15.14	16.01	16.54	675	117
5	13.10	14.92	15.49	15.23	16.49	16.61	66	15
6	12.80	13.63	14.50	14.66	15.32	16.48	307	41
7	10.92	11.64	12.37	12.59	13.49	14.78	817	82
8	12.04	14.15	14.69	14.52	15.46	16.36	630	62
9	13.76	14.32	15.44	15.82	17.00	18.72	1,272	172
National	11.76	13.12	14.77	14.75	16.09	17.60	5,820	756
Not-For-Profit								
1	--	--	--	--	--	--	--	--
2	15.44	15.86	17.38	17.49	19.06	19.61	147	10
3	12.10	13.56	14.26	13.71	14.86	15.04	97	5
4	13.63	14.23	15.50	15.85	17.33	18.80	89	7
5	--	--	--	--	--	--	--	--
6	12.38	12.65	13.48	13.64	14.35	15.36	281	37
7	--	--	--	--	--	--	--	--
8	13.00	13.53	14.00	14.34	14.95	15.02	118	10
9	13.62	14.45	15.58	15.61	16.56	17.42	46	8
National	12.41	13.03	14.19	14.65	15.58	17.50	826	83
Combined								
1	15.87	16.93	17.75	18.34	20.01	21.61	84	17
2	13.06	13.87	16.00	16.34	18.51	19.78	609	85
3	10.97	11.92	13.25	13.58	15.06	16.60	1,617	182
4	13.31	14.68	15.40	15.18	16.01	16.57	764	124
5	13.33	15.15	15.56	15.25	16.47	16.60	70	16
6	12.50	13.05	13.96	14.18	15.05	16.03	588	78
7	10.93	11.63	12.36	12.59	13.53	14.74	848	85
8	12.26	13.80	14.65	14.49	15.36	16.36	748	72
9	13.74	14.32	15.47	15.81	16.97	18.77	1,318	180
National	11.83	13.09	14.73	14.74	16.05	17.57	6,646	839

A "--" indicates insufficient data for analysis

Data reported are hourly rates

State Data

State	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
040 Activity Aide								
MA	15.28	16.46	16.98	16.86	17.69	18.17	25	16
MD	13.44	14.66	15.51	15.66	16.52	18.07	78	37
MI	12.23	12.50	13.15	13.13	13.54	13.75	100	21
MN	12.77	13.01	14.96	14.92	16.94	17.26	47	15
MO	11.89	12.40	13.00	13.00	13.26	13.78	22	8
NC	12.03	12.09	13.24	13.48	14.69	15.13	18	8
NE	13.44	13.55	14.85	15.26	15.55	17.28	8	5
NJ	12.82	14.11	14.96	14.99	16.10	16.79	77	32
NY	12.49	14.00	14.99	15.29	16.94	17.19	31	18
OH	11.14	11.58	12.15	12.38	12.91	13.63	126	37
PA	10.25	13.00	14.31	14.00	15.31	16.79	75	30
TX	10.76	11.88	13.33	13.11	14.16	15.30	15	12
VA	12.50	13.31	14.23	14.82	15.88	18.59	52	20
WA	13.50	13.50	17.33	16.36	17.54	18.59	19	13
WI	10.93	11.38	12.22	13.36	13.71	17.69	33	9
National	11.75	12.50	13.97	14.25	15.69	17.25	1,267	502

041 Housekeeping and Laundry Aide

AZ	11.02	11.25	11.72	12.13	12.87	13.60	193	21
CA	12.78	13.50	14.37	14.40	14.95	16.06	334	80
CO	11.21	12.00	13.00	12.82	13.37	14.37	79	21
CT	14.14	14.31	14.46	14.55	14.82	15.01	20	5
FL	10.07	10.43	10.76	11.01	11.43	12.33	259	35
GA	10.09	11.64	12.35	12.33	13.34	13.78	91	17
HI	14.04	14.06	14.09	14.34	14.61	14.88	40	6
IL	9.86	10.96	12.61	12.41	13.65	14.19	150	54
IN	10.53	11.00	11.37	11.76	12.93	13.44	60	34
KS	11.44	12.48	13.31	13.04	13.70	14.32	23	8
KY	11.71	12.21	12.59	12.34	12.79	12.81	15	6
MA	13.54	14.19	14.66	14.86	15.46	16.60	58	18
MD	11.84	12.55	13.31	13.31	14.08	14.59	239	41
MI	11.48	11.84	12.43	12.68	13.75	14.34	146	27
MN	11.88	12.15	13.49	13.52	14.79	15.61	78	34
MO	10.46	10.77	11.58	11.55	11.94	12.70	58	13
NC	9.79	10.70	11.69	11.49	12.30	12.74	82	15
NE	10.68	11.58	12.92	12.53	13.30	13.40	38	13

Data reported are hourly rates

CBSA Data

CBSA	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incs.	No. of Fac.
035 Lead Resident Assistant								
Richmond, VA	13.79	13.92	14.00	15.18	16.11	17.15	18	5
Sacramento--Arden-Arcade--Roseville, CA	15.66	15.91	16.17	16.09	16.37	16.48	46	5
San Diego-Carlsbad-San Marcos, CA	15.11	15.26	15.30	15.76	16.27	16.91	39	7
San Francisco-Oakland-Fremont, CA	16.61	16.87	18.36	18.48	20.04	21.12	60	12
Seattle-Tacoma-Bellevue, WA	16.02	16.71	19.03	18.32	19.74	19.88	58	11
Tampa-St. Petersburg-Clearwater, FL	11.27	11.60	13.16	12.97	13.50	14.57	10	5
Toledo, OH	11.45	11.90	12.44	12.72	13.00	14.13	9	5
Washington-Arlington-Alexandria, DC-VA-MD-WV	15.28	15.91	16.57	16.66	17.25	18.06	197	32
036 Resident Assistant								
Atlanta-Sandy Springs-Marietta, GA	10.60	11.07	11.92	11.78	12.43	12.74	387	21
Austin-Round Rock, TX	12.11	12.46	12.58	12.68	13.13	13.44	233	7
Baltimore-Towson, MD	12.85	13.61	14.15	14.21	14.68	15.55	584	25
Boston-Cambridge-Quincy, MA-NH	15.00	15.16	15.69	15.67	16.02	16.33	492	22
Buffalo-Niagara Falls, NY	11.54	11.88	12.36	12.30	12.85	13.04	51	6
Charlotte-Gastonia-Concord, NC-SC	10.20	10.66	11.47	11.25	11.92	12.13	197	9
Chicago-Naperville-Joliet, IL-IN-WI	12.44	13.23	13.78	13.63	14.24	14.39	601	40
Cincinnati-Middletown, OH-KY-IN	11.52	11.88	12.08	12.36	12.62	13.80	174	13
Cleveland-Elyria-Mentor, OH	11.32	11.41	11.50	11.64	11.69	11.99	199	7
Columbus, OH	10.87	11.15	11.61	11.93	12.41	13.15	300	19
Dallas-Fort Worth-Arlington, TX	10.73	10.93	11.41	11.61	12.30	12.77	484	24
Dayton, OH	11.86	11.93	12.25	12.50	12.55	13.58	191	9
Denver-Aurora, CO	12.68	13.31	14.05	13.75	14.24	14.47	366	16
Detroit-Warren-Livonia, MI	12.05	12.26	12.98	12.86	13.35	13.54	371	22
Evansville, IN-KY	11.10	11.11	11.18	11.36	11.61	11.72	35	5
Greensboro-High Point, NC	9.73	9.88	10.22	10.35	10.28	10.94	132	6
Greenville, SC	10.20	10.51	11.21	11.10	11.58	11.88	47	6
Honolulu, HI	15.19	15.29	15.42	15.38	15.46	15.53	137	6
Houston-Sugar Land-Baytown, TX	10.58	10.77	11.05	11.27	11.98	12.01	447	7
Indianapolis-Carmel, IN	11.26	11.47	11.60	11.96	12.03	12.55	54	8
Kansas City, MO-KS	12.60	13.54	13.69	13.68	13.81	14.73	92	6
Lafayette, IN	10.98	10.99	11.00	11.20	11.25	11.52	43	5
Lexington-Fayette, KY	11.00	11.00	11.40	11.43	11.73	11.89	32	5
Los Angeles-Long Beach-Santa Ana, CA	13.12	13.62	14.21	14.14	14.78	15.10	1,054	39
Louisville-Jefferson County, KY-IN	10.97	11.18	11.42	11.83	12.58	13.18	106	11
Miami-Fort Lauderdale-Miami Beach, FL	11.07	11.16	11.54	11.68	11.83	12.33	57	6
Milwaukee-Waukesha-West Allis, WI	12.33	12.52	12.65	12.66	12.92	12.99	79	5
Minneapolis-St. Paul-Bloomington, MN-WI	13.85	14.11	14.92	14.93	15.39	16.08	280	14
New York-Northern New Jersey-Long Island, NY-NJ	13.88	14.17	14.59	14.88	15.73	16.10	1,574	48
Orlando-Kissimmee, FL	9.62	9.95	10.19	10.14	10.39	10.49	204	10
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	13.08	13.26	13.52	13.90	14.23	15.04	605	24

Data reported are hourly rates

III. Paid Holidays

1. Are holidays included in PTO?

	Regional Percents									Number of Facilities	% of Total
	1	2	3	4	5	6	7	8	9		
Yes	26.7	12.1	10.2	3.3	2.3	53.3	6.6	8.0	14.9	191	14.2
No	73.3	87.9	89.8	96.7	97.7	46.7	93.4	92.0	85.1	1,157	85.8
Total # of Facilities	45	141	266	307	44	150	106	87	202	1,348	100

2. How many **Holidays** (including Christmas & excluding other religious holidays) are paid though not worked?

Federal Holidays include: New Year's Day, Martin Luther King Jr.'s Birthday, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans' Day, Thanksgiving Day, and Christmas Day.

Management

Average # of Days	National	6.9
--------------------------	-----------------	------------

3. What is the rate of pay for **Holidays** worked?

Holiday Rate of Pay	Regional Percents									# of Facilities	All Regions % of Total
	1	2	3	4	5	6	7	8	9		
A. No additional pay	40.0	38.5	65.6	76.3	93.2	34.0	85.8	61.0	48.0	796	60.4
B. 1 ½ x base pay	35.6	43.7	24.7	15.6	6.8	40.0	12.3	24.4	27.0	334	25.4
C. 2 x base pay		0.7	0.8	3.6		22.0		13.4	1.0	60	4.6
D. 2 ½ x base pay											
E. 3 x base pay	24.4	17.0	8.9	4.5		4.0	0.9	1.2	24.0	126	9.6
F. Equal time off							0.9			1	0.1
Total	45	135	247	308	44	150	106	82	200	1,317	100

4. How many **Holidays** (including Christmas & excluding other religious holidays) are paid though not worked?

Federal Holidays include: New Year's Day, Martin Luther King Jr.'s Birthday, Washington's Birthday, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans' Day, Thanksgiving Day, and Christmas Day.

Clinical

Average # of Days	National	6.9
--------------------------	-----------------	------------

5. What is the rate of pay for **Holidays** worked?

Holiday Rate of Pay	Regional Percents									# of Facilities	All Regions % of Total
	1	2	3	4	5	6	7	8	9		
A. No additional pay	2.2	0.7	1.2	0.3		1.3	0.9		0.5	10	0.8
B. 1 ½ x base pay	57.8	68.5	43.6	71.3	43.2	49.3	27.4	41.9	39.8	690	51.8
C. 2 x base pay	37.8	30.1	55.2	28.0	56.8	47.3	71.7	58.1	56.2	619	46.5
D. 2 ½ x base pay		0.7		0.3						2	0.2
E. 3 x base pay	2.2					2.0			3.5	11	0.8
F. Equal time off											
Total	45	143	250	307	44	150	106	86	201	1,332	100

6. How many **Religious Holidays** (excluding Christmas) are paid though not worked?

The most prevalent response was zero days, followed by one day.