

**Continuing Care Retirement Community  
Salary & Benefits Report  
Sample Pages**

**Extracted from the  
2019-2020  
22<sup>nd</sup> Annual Edition**

## Introduction

The 22<sup>nd</sup> annual **Continuing Care Retirement Community Salary & Benefits Report** is based on responses from 506 Continuing Care Retirement Communities/Life Plan Communities. The effective date of data is March 1, 2019. All data rates reflect base pay only, and do not include bonus or benefits. The Report consists of two major groupings: Salary data (Sections I - IV) and Hourly data (Sections V - VIII).

### Salary Data (Jobs 1 – 255)

**Section I:** Reports salary data by region and total unit size. Total units include Independent Living Units, Licensed Nursing Beds and Assisted Living Beds. The categories are: Up to 299 total units, 300 total units and over, and both sizes combined.

**Section II:** Reports salary data by region and gross revenue size. Jobs were included that had sufficient data to report, so not all the salary jobs are represented. The revenue groupings are: Up to \$17,499,999, \$17,500,000+, and both sizes combined.

**Section III:** Reports salary data by state. Only states and jobs that had sufficient data to report are represented.

**Section IV:** Reports salary data by Core-based Statistical Areas (CBSA). Only groupings and jobs that had sufficient data are reported.

### Hourly Data (Jobs 501 – 760)

**Section V:** Reports hourly data by region and total unit size. Total units include Independent Living Units, Licensed Nursing Beds and Assisted Living Beds. The categories are: Up to 299 total units, 300 total units and over, and both sizes combined.

**Section VI:** Reports hourly data by state. Only states and jobs that had sufficient data to report are represented.

**Section VII:** Reports hourly data by Core-based Statistical Areas (CBSA). Only groupings and jobs that had sufficient data are reported.

**Section VIII:** Reports salary/pay ranges for all jobs. **Note:** The other Sections report on the actual salary or hourly rates paid. *This section reports formal salary range data, not the actual salary/hourly rates paid.*

**Section IX:** Reports on fringe benefits by region.

## Control Type

Of the 506 participants, 408, or 80.64%, indicated that they are not-for-profit. 98, or 19.36% of the facilities, indicated they are for-profit. 43.14% of the not-for-profit respondents reported they are religiously affiliated.

	%		%
For-profit	19.36	Not-for-profit	80.64

## Type of Facility

Participants indicated which of their type of facility. While not all facilities responded to the question, many included more than one response in their answer.

	%		%		%
CCRC/Life Plan Community	94.39	Long-term Care	49.82	Extended Care	10.88
Assisted Living/Personal Care	58.60	Independent Living	57.19	Greenhouse Model	2.11
Nursing Home	40.70	Skilled Nursing	53.68	Household Model	7.72

## Services Offered

	%		%
Adult Day Services	17.89	Pharmacy	47.72
Behavioral Health	13.68	Physical Therapy	88.42
CNAs	91.93	Physician Care	65.61
Dementia Care	84.21	Private Duty	34.39
Dental	39.30	Respiratory	25.26
Dining/Dietary Services	90.88	Respite Services	40.00
Home Care/Hospice	68.07	Social Services	82.46
Medicare Certified	74.04	Speech Pathology	67.02
Nursing (RN, LPN)	95.44	Transportation	92.98
Occupational Therapy	77.89	Volunteer	73.68
Pastoral Care	70.18		

## 180 Director of Dining/Food Services

## Beds Data

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
<b>Up to 299 Total Units</b>								
1	58,082	62,838	87,402	76,112	87,402	87,679	8	7
2	67,662	74,953	86,588	83,147	89,289	95,696	10	10
3	56,899	65,728	76,440	78,422	89,106	110,891	29	29
4	49,923	54,855	60,722	64,080	72,007	80,521	43	42
5	--	--	--	--	--	--	--	--
6	43,065	56,100	60,950	61,653	70,490	79,891	19	17
7	52,371	57,798	66,168	66,700	72,100	75,632	12	12
8	60,375	64,259	65,996	66,670	70,150	71,936	12	11
9	62,480	70,098	72,240	80,561	89,017	110,313	22	22
National	52,555	58,697	69,100	71,287	80,026	91,530	157	152

<b>300 Total Units and Over</b>								
1	84,665	94,713	116,325	108,223	120,074	123,775	6	6
2	71,760	82,775	92,669	95,477	110,000	115,250	31	30
3	70,213	79,291	87,000	88,824	96,522	111,663	82	67
4	53,234	64,320	73,200	77,586	86,448	104,930	39	31
5	--	--	--	--	--	--	--	--
6	54,120	58,162	71,043	71,585	81,085	92,200	23	8
7	63,400	69,452	79,791	81,534	93,817	102,600	11	8
8	62,925	70,000	81,693	81,303	91,279	96,506	12	9
9	68,199	77,000	93,745	95,631	105,812	125,442	11	11
National	60,007	72,649	85,882	87,341	101,187	114,950	216	171

<b>Combined</b>								
1	61,193	79,063	87,402	90,933	113,651	120,002	14	13
2	67,662	80,241	89,312	92,394	109,242	115,000	41	40
3	60,467	73,158	84,488	85,681	94,513	111,565	111	96
4	51,151	56,228	66,049	69,815	78,781	100,231	82	73
5	--	--	--	--	--	--	--	--
6	44,275	56,500	63,430	64,831	73,000	81,636	42	25
7	56,160	60,353	70,635	72,633	79,127	102,141	23	20
8	60,026	64,630	69,650	73,255	80,423	91,279	24	20
9	63,600	70,170	76,000	85,584	98,325	121,490	33	33
National	55,632	63,634	78,000	79,786	91,243	110,000	373	323

A "--" indicates insufficient data for analysis

Data reported are salary rates

## 090 Director of Nurses

## Revenue

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
<b>Revenue \$0 - \$17,499,999</b>								
1	--	--	--	--	--	--	--	--
2	86,251	100,000	107,100	104,254	110,160	114,720	21	21
3	79,500	87,520	93,087	95,553	100,150	115,003	43	40
4	76,201	80,870	86,995	92,459	99,434	111,960	55	51
5	--	--	--	--	--	--	--	--
6	67,093	74,140	79,000	82,307	90,265	96,786	26	23
7	68,652	76,000	84,864	85,768	92,890	101,300	11	11
8	75,200	76,958	80,000	84,162	90,000	100,050	9	9
9	73,809	79,813	90,000	95,819	116,500	121,734	29	26
National	74,428	80,040	90,000	92,741	102,058	115,602	200	187
<b>Revenue \$17,500,000+</b>								
1	100,900	110,700	113,651	114,842	119,279	129,913	11	11
2	90,002	94,973	104,136	108,132	115,000	122,400	48	40
3	80,600	92,152	98,000	99,500	108,159	117,000	77	66
4	81,476	85,280	91,936	95,824	109,200	114,913	53	41
5	--	--	--	--	--	--	--	--
6	80,922	83,643	87,883	92,586	102,305	112,190	20	12
7	88,048	93,376	100,214	101,124	106,463	114,971	14	12
8	83,076	87,165	100,115	99,476	111,986	113,445	11	10
9	106,404	111,000	120,000	119,560	127,308	133,042	30	29
National	84,891	91,803	102,476	103,453	113,600	122,874	265	222
<b>Combined</b>								
1	91,461	100,000	113,000	110,516	115,558	128,377	13	13
2	88,999	96,346	105,206	106,881	112,150	120,428	70	62
3	80,000	89,762	97,474	98,168	103,917	115,445	122	108
4	76,204	84,250	90,000	93,817	105,595	114,563	111	95
5	81,102	88,311	94,000	90,527	95,680	98,215	5	5
6	68,340	75,550	83,815	85,433	93,105	104,888	64	36
7	76,000	84,932	94,234	93,780	103,542	111,231	25	23
8	76,862	81,500	90,000	92,222	105,000	113,288	20	19
9	78,031	91,500	114,849	108,730	122,535	128,512	60	56
National	76,689	85,294	97,200	98,571	110,854	120,161	490	417

A "--" indicates insufficient data for analysis

Data reported are salary rates

## State Data

State	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
<b>060 Director of Marketing</b>								
SC	53,875	64,196	91,456	89,073	104,998	125,090	9	9
TX	65,040	68,000	75,000	76,753	82,555	93,420	25	21
VA	60,074	71,757	83,304	84,531	95,433	105,776	24	15
WA	73,650	77,942	82,707	82,147	87,936	90,545	7	6
National	60,494	69,090	80,821	84,509	94,002	110,300	366	334
<b>065 Marketing Representative</b>								
AZ	39,330	41,417	50,000	48,204	52,499	56,181	13	5
CA	52,441	55,261	62,551	64,600	72,507	77,280	31	24
FL	44,840	52,363	65,552	63,046	75,250	77,460	32	16
IL	51,486	55,294	59,425	60,030	60,028	73,259	26	13
IN	37,196	41,339	47,541	49,806	49,900	54,378	15	9
MA	55,373	59,467	65,239	69,035	82,910	87,388	12	6
MD	46,295	47,589	50,625	54,214	57,990	63,929	7	5
NC	47,257	48,500	52,208	55,190	60,860	67,299	17	13
NJ	47,024	49,625	52,753	55,579	62,126	65,003	13	8
OH	36,764	39,390	45,515	48,900	54,350	61,324	18	12
OR	39,063	39,645	46,114	45,714	46,818	52,165	7	5
PA	48,820	51,306	55,286	56,576	60,008	64,826	21	16
SC	52,502	52,535	56,014	57,885	58,786	72,451	21	11
TX	39,802	45,675	53,500	54,994	63,960	69,806	23	14
VA	37,497	42,006	48,790	53,902	65,558	76,321	11	7
WA	48,379	50,442	55,222	56,654	62,568	66,186	14	6
National	41,619	48,790	55,301	57,420	64,544	75,000	366	209
<b>070 Marketing Coordinator</b>								
CA	35,984	39,328	43,549	45,529	49,501	52,566	27	26
FL	32,784	35,660	39,276	41,667	47,932	54,497	31	22
IA	37,731	44,574	45,136	43,781	46,200	49,154	6	5
IL	35,187	36,774	55,215	50,427	58,240	63,274	5	5
MD	44,001	45,047	47,314	51,724	54,069	62,408	12	6
MI	41,448	49,616	54,537	50,835	57,262	58,372	6	5
NC	36,150	39,406	41,600	44,230	48,491	53,519	19	15
NJ	46,400	47,162	48,307	49,840	52,448	58,300	18	10
NY	42,642	44,524	50,198	48,540	51,775	52,682	6	6
OH	36,431	40,170	41,600	44,981	45,989	56,106	13	9
PA	38,565	41,600	47,948	51,015	53,996	66,223	20	13

Data reported are salary rates

## 645 Activity Aide

## Beds Data

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
<b>Up to 299 Total Units</b>								
1	13.11	13.70	16.63	16.16	18.83	18.83	23	6
2	12.04	12.51	13.55	13.71	14.78	15.04	67	15
3	12.06	12.56	13.75	14.09	15.14	16.07	42	18
4	10.49	11.35	12.58	12.84	14.15	15.59	144	47
5	--	--	--	--	--	--	--	--
6	10.73	11.74	13.74	13.28	14.96	15.47	42	18
7	11.73	12.89	14.56	13.78	15.26	15.72	17	7
8	--	--	--	--	--	--	--	--
9	13.50	13.73	14.92	15.59	17.53	18.25	47	15
National	11.15	12.26	13.59	13.79	15.00	17.01	394	130
<b>300 Total Units and Over</b>								
1	14.03	15.34	16.72	16.93	17.75	19.68	23	7
2	11.81	12.18	13.86	14.10	15.48	16.42	159	34
3	11.35	12.65	13.77	14.24	15.87	16.96	166	43
4	10.62	11.60	12.44	13.37	14.76	16.42	135	34
5	--	--	--	--	--	--	--	--
6	11.22	11.93	12.32	13.16	15.11	15.79	88	8
7	12.49	12.52	12.58	13.95	13.82	16.23	27	7
8	13.34	13.77	14.17	15.18	17.67	18.02	32	8
9	13.65	14.28	14.97	16.41	17.36	21.86	60	19
National	11.32	12.23	13.97	14.36	15.87	17.32	691	161
<b>Combined</b>								
1	13.55	14.15	16.72	16.58	18.83	18.83	46	13
2	11.80	12.25	13.59	13.98	15.08	16.33	226	49
3	11.91	12.50	13.77	14.20	15.87	16.59	208	61
4	10.50	11.39	12.58	13.06	14.47	15.82	279	81
5	--	--	--	--	--	--	--	--
6	10.45	11.78	13.29	13.24	14.99	15.59	130	26
7	12.49	12.54	13.10	13.87	14.81	15.78	44	14
8	13.70	13.87	14.75	15.59	17.77	18.14	42	11
9	13.49	13.86	14.95	16.05	17.48	18.88	107	34
National	11.18	12.24	13.75	14.10	15.42	17.23	1,085	291

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
<b>585 Cook</b>								
IL	14.38	14.86	15.88	15.75	16.56	17.50	155	18
IN	11.82	12.20	12.63	12.76	13.20	14.19	172	19
KS	12.15	12.58	13.30	13.67	14.45	15.69	143	7
MA	14.98	16.44	17.71	17.62	19.48	19.93	70	7
MD	15.31	15.52	16.82	16.38	16.96	17.23	118	5
MI	12.69	13.75	14.83	14.61	15.65	16.11	119	15
NC	11.56	12.42	13.52	13.97	15.10	16.81	244	25
NJ	14.64	15.51	16.65	16.78	17.87	18.58	150	16
NY	14.49	14.58	16.34	17.18	18.41	20.79	81	10
OH	11.01	12.02	12.65	13.12	13.95	15.60	225	43
OR	13.87	14.35	15.48	15.38	16.13	16.70	107	9
PA	13.78	14.86	16.07	16.04	17.40	18.32	255	21
SC	11.08	11.98	12.61	12.95	13.66	14.86	147	16
TX	12.14	12.99	13.47	13.67	14.53	15.07	230	24
VA	12.14	13.72	14.32	14.75	16.14	17.16	237	17
WA	16.33	17.14	17.31	17.80	18.44	19.47	62	7
National	12.11	13.21	14.58	14.90	16.45	17.89	4,024	423
<b>590 Dietary Aide</b>								
CA	12.18	12.70	13.25	13.91	15.23	16.30	204	29
CO	11.87	12.19	12.42	12.94	12.78	13.87	38	8
FL	9.93	10.24	10.48	10.77	11.39	11.92	323	32
IA	9.70	10.05	10.79	10.78	11.58	11.83	249	17
IL	10.50	10.69	11.55	11.70	12.47	13.45	83	11
IN	9.64	9.98	10.06	10.41	10.64	11.73	180	11
MI	9.95	10.26	10.91	11.33	12.34	13.35	196	11
NC	9.32	9.92	10.64	10.91	11.96	12.66	286	27
NJ	11.05	11.34	11.65	12.34	13.56	14.02	77	9
NY	11.17	11.26	11.86	13.97	14.95	18.90	99	7
OH	9.46	9.96	10.24	12.26	13.52	17.73	315	27
OR	11.29	11.45	11.93	12.65	13.65	14.63	45	6
PA	10.36	11.22	11.44	11.68	11.83	13.09	479	25
SC	9.91	10.09	11.18	11.63	12.95	14.13	99	7
TX	9.85	10.51	11.63	11.57	12.27	12.65	220	17
VA	9.88	10.21	11.47	11.82	12.29	13.18	129	11
WA	13.30	14.35	15.52	14.90	15.91	16.04	42	6

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.
<b>685 Groundskeeper</b>								
New York-Northern New Jersey-Long Island, NY-NJ	11.04	11.50	12.42	14.86	17.97	18.84	42	11
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	14.99	15.46	15.85	16.29	17.20	18.31	23	8
Sarasota-Bradenton-Venice, FL	13.49	13.97	14.72	14.39	15.00	15.14	7	5
<b>690 Security Guard</b>								
Charlotte-Gastonia-Concord, NC-SC	11.90	12.42	12.91	13.31	13.59	14.86	56	7
Chicago-Naperville-Joliet, IL-IN-WI	13.43	14.69	15.56	15.43	16.37	16.72	33	9
Columbus, OH	11.22	12.44	12.45	12.32	13.00	13.36	23	5
Denver-Aurora, CO	15.43	15.82	16.19	17.01	17.37	18.99	22	5
Jacksonville, FL	11.74	11.83	12.50	12.28	12.66	12.71	28	5
Miami-Fort Lauderdale-Miami Beach, FL	12.58	12.84	13.20	13.61	13.45	14.77	75	6
New York-Northern New Jersey-Long Island, NY-NJ	13.14	13.38	14.60	15.27	17.03	17.22	84	12
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	12.55	12.91	13.94	14.22	15.21	16.89	169	22
Phoenix-Mesa-Scottsdale, AZ	12.42	12.80	14.50	13.83	14.64	14.97	57	7
Portland-Vancouver-Beaverton, OR-WA	13.86	14.99	15.22	15.14	15.83	16.38	11	5
San Diego-Carlsbad-San Marcos, CA	14.03	14.28	15.28	15.44	16.73	16.94	32	5
Washington-Arlington-Alexandria, DC-VA-MD-WV	15.40	15.79	15.83	15.96	16.28	16.69	95	6
<b>695 Driver</b>								
Boston-Cambridge-Quincy, MA-NH	17.26	17.38	18.33	17.91	18.33	18.35	34	5
Charlotte-Gastonia-Concord, NC-SC	12.88	13.66	14.83	14.71	15.36	16.23	41	8
Chicago-Naperville-Joliet, IL-IN-WI	12.83	14.00	15.63	15.18	16.12	17.00	44	15
Columbus, OH	10.93	11.86	12.50	13.06	13.13	15.46	11	5
Denver-Aurora, CO	14.80	15.00	15.78	15.81	16.43	17.46	13	9
Indianapolis-Carmel, IN	12.68	13.90	14.23	14.28	15.36	15.91	14	5
Kansas City, MO-KS	13.67	14.09	14.51	14.42	15.02	15.17	15	6
Los Angeles-Long Beach-Santa Ana, CA	13.46	13.75	16.31	15.94	17.23	18.20	19	10
Miami-Fort Lauderdale-Miami Beach, FL	14.51	14.80	14.97	15.27	15.56	16.01	52	7
New York-Northern New Jersey-Long Island, NY-NJ	14.52	15.48	17.28	17.58	19.38	21.08	69	16
Orlando-Kissimmee, FL	10.32	11.08	13.12	12.85	14.51	15.10	15	6
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	12.34	13.93	15.58	15.33	16.94	17.65	96	23
Phoenix-Mesa-Scottsdale, AZ	12.90	13.78	15.48	14.94	16.26	16.49	31	8
Portland-Vancouver-Beaverton, OR-WA	14.38	14.94	16.26	15.92	16.88	17.07	18	7
San Diego-Carlsbad-San Marcos, CA	14.79	15.22	16.18	16.24	17.12	17.53	30	7
San Francisco-Oakland-Fremont, CA	18.87	19.68	20.82	20.82	20.82	22.77	10	5
Sarasota-Bradenton-Venice, FL	12.72	13.13	14.10	13.98	14.50	15.40	24	8
Seattle-Tacoma-Bellevue, WA	17.14	17.47	17.87	18.36	19.14	20.47	13	7
South Bend-Mishawaka, IN-MI	11.57	12.00	12.42	13.39	15.63	15.71	9	5
Tampa-St. Petersburg-Clearwater, FL	11.67	11.99	13.50	13.08	14.09	14.52	26	7
Toledo, OH	10.31	11.09	11.82	11.64	12.00	12.87	5	5
Washington-Arlington-Alexandria, DC-VA-MD-WV	17.20	17.63	18.00	17.76	18.15	18.16	66	6

Data reported are hourly rates

### III. Paid Holidays (cont'd)

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

Holiday Rate of Pay	Regional Percents									All Regions	
	1	2	3	4	5	6	7	8	9	# of Facilities	% of Total
A. No additional pay	14.3		9.9	7.6	25.0	5.0	13.8	8.3	8.1	36	8.0
B. 1 ½ x base pay	57.1	52.5	44.1	45.7	25.0	32.5	24.1	33.3	30.6	185	40.9
C. 2 x base pay	14.3	39.0	36.9	39.0	50.0	60.0	62.1	58.3	56.5	202	44.7
D. 2 ½ x base pay			2.7	1.0					1.6	5	1.1
E. Equal time off	14.3	8.5	6.3	6.7		2.5			3.2	24	5.3
<b>Total</b>	<b>14</b>	<b>59</b>	<b>111</b>	<b>105</b>	<b>8</b>	<b>40</b>	<b>29</b>	<b>24</b>	<b>62</b>	<b>452</b>	<b>100</b>

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

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

7. When are employees eligible for Paid Holidays?

	Regional Percents									All Regions	
	1	2	3	4	5	6	7	8	9	# of Facilities	% of Total
A. Upon employment	68.8	72.3	56.6	52.0	71.4	71.1	57.1	81.0	78.0	278	63.9
B. After 30 days		3.1	2.0	2.0			3.6	4.8	1.7	9	2.1
C. After 60 days	12.5	10.8	11.1	10.8		10.5	10.7	4.8	5.1	42	9.7
D. After 90 days	18.8	13.8	30.3	35.3	28.6	18.4	28.6	9.5	15.3	106	24.4
<b>Total</b>	<b>16</b>	<b>65</b>	<b>99</b>	<b>102</b>	<b>7</b>	<b>38</b>	<b>28</b>	<b>21</b>	<b>59</b>	<b>435</b>	<b>100</b>

### IV. Excused Paid Absences

1. National average number of days for:

**Personal Leave 4.4      Sick Leave 7.1      Bereavement Leave 3.1**

2. When are employees eligible for Excused Paid Absences?

	Regional Percents									All Regions	
	1	2	3	4	5	6	7	8	9	# of Facilities	% of Total
A. Upon employment	100.0	43.8	47.4	58.8		30.0	50.0	50.0	15.8	52	44.8
B. After 30 days									5.3	1	0.9
C. After 60 days		12.5		8.8		10.0	10.0		5.3	8	6.9
D. After 90 days		43.8	52.6	32.4	100.0	60.0	40.0	50.0	73.7	55	47.4
E. After 6 months											
F. After 1 year											
<b>Total</b>	<b>4</b>	<b>16</b>	<b>19</b>	<b>34</b>	<b>2</b>	<b>10</b>	<b>10</b>	<b>2</b>	<b>19</b>	<b>116</b>	<b>100</b>