

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

**Extracted from the
2021-2022
Annual Edition**

Assisted Living Salary & Benefits Report 2021 - 2022

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Introduction

The 2021-2022 **Assisted Living Salary & Benefits Report** is the 24th 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 50 positions. Fringe benefits data are reported for 24 questions.

Information contained in this publication includes data from 1,105 participants reporting on over 65,500 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, 2021. 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 - 60)

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.

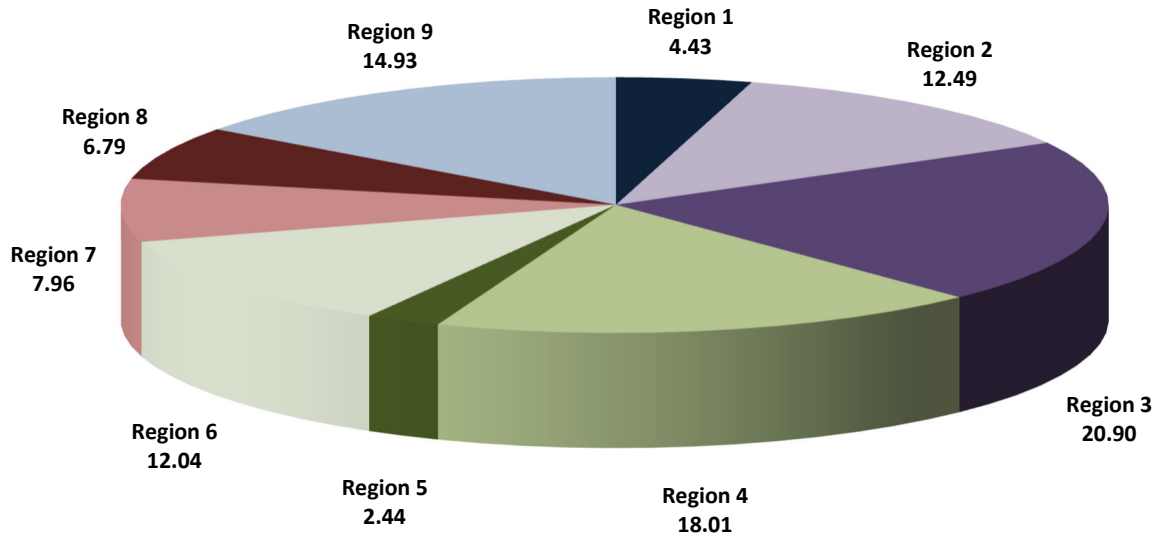
Section XII - Formal salary and hourly range data by region and nationally.

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.

Regional Participation

Salary survey questionnaires for the publication of the 2021-2022 Assisted Living Salary & Benefits Report were sent to approximately 6,500 Assisted Living facilities throughout the United States. There were 1,105 responses to the survey, resulting in a response rate of 17.00%. The graph below shows the percent of participation by region.



	Geographical Area	% Responding	# of Respondents
Region 1	New England	4.43	49
Region 2	Middle Atlantic	12.49	138
Region 3	South Atlantic	20.90	231
Region 4	East N. Central	18.01	199
Region 5	East S. Central	2.44	27
Region 6	West N. Central	12.04	133
Region 7	West S. Central	7.96	88
Region 8	Mountain	6.79	75
Region 9	Pacific	14.93	165
National	All Regions	100	1,105

Control Type

The following is a breakout of participant profit type.

	%		%
Not-for-profit	21.36	For-profit	78.64

Type of Facility

Type	%	Type	%
ALF	89.95	Part of a CCRC	5.97
Personal Care Facility	16.47	Part of a Nursing Home	1.09
Residential Care Facility	29.05	Part of a Hospital	0.81
Stand Alone	38.55		

Services Offered

Service	%	Service	%
Alzheimer Care	76.58	Personal Laundry	87.39
Assistance with ADLs	73.87	Physical Therapy	63.06
Behavioral Health	27.03	Physician Care	27.03
Case Management/Coordination	42.34	Pharmacy	45.95
Home Care	36.04	Respite Care	54.05
Hospice	38.74	Social Activities	89.19
Incontinence Care	72.97	Transportation	77.48
Medication Admin./Assistance	88.29	Wellness Activities	90.09
Nursing (RN, LPN)	90.99	Special Diets	78.38
Occupational Therapy	56.76	3 Meals/Day	88.29
Pastoral Care	55.86	24-Hour Security	60.36
Personal Care Services	78.38		

Regional Data

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
007 Director of Nurses								
1	91,876	94,470	101,249	102,106	109,107	117,520	42	36
2	70,000	84,420	100,000	98,304	110,160	120,354	99	97
3	66,290	71,542	84,274	85,789	98,087	106,774	167	158
4	69,400	79,568	87,997	88,305	98,987	105,292	145	137
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6	66,698	75,248	88,000	86,259	97,413	103,373	62	55
7	67,038	80,531	86,943	86,290	92,921	96,576	17	14
8	75,200	80,000	86,341	86,858	90,698	98,988	48	41
9	84,835	90,000	105,201	104,816	115,000	124,046	84	78
National	68,826	79,429	91,736	91,787	104,000	113,294	667	619
008 Resident Care Coordinator								
1	58,555	62,941	68,875	67,176	74,000	75,180	29	28
2	51,980	60,000	66,432	66,650	73,000	81,258	87	85
3	34,174	39,881	59,108	56,053	68,000	75,000	135	122
4	37,203	45,500	56,080	54,699	64,454	68,968	48	48
5	34,663	35,225	38,896	41,364	43,971	51,256	11	9
6	39,724	48,130	55,000	53,956	56,913	67,340	31	22
7	32,136	34,414	36,693	42,422	51,342	55,080	37	30
8	39,520	41,600	43,420	48,593	52,750	66,620	74	54
9	38,771	43,680	49,275	54,033	66,104	74,228	142	124
National	36,500	42,739	56,000	55,874	67,275	75,000	594	522
009 Wellness Care Coord.								
1	65,489	67,337	72,800	73,104	77,582	84,105	18	15
2	50,648	52,000	55,203	60,215	64,296	75,528	30	22
3	51,994	52,219	56,430	58,138	60,991	65,822	58	47
4	51,367	54,080	58,000	60,635	67,974	72,800	61	47
5	46,881	49,637	52,000	52,178	54,470	56,572	16	12
6	38,056	41,999	48,838	49,310	52,000	62,556	25	17
7	47,840	49,837	53,893	53,628	58,069	60,436	74	47
8	47,632	50,086	58,344	60,637	66,760	78,535	42	28
9	43,680	52,894	62,400	63,217	71,760	85,140	61	53
National	46,966	51,979	56,399	59,156	64,480	75,059	385	288

A "--" indicates insufficient data for analysis

Data reported are salary rates

011 Activity Director

Beds Data

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
Up to 69 Beds								
1	45,760	48,327	52,783	52,626	56,079	59,612	11	10
2	38,439	40,300	45,802	47,475	50,126	56,990	29	28
3	36,427	41,600	44,554	46,295	50,745	57,714	49	43
4	37,440	40,321	45,490	45,858	49,806	54,498	89	87
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6	38,439	42,640	52,065	49,198	54,082	58,124	17	14
7	38,025	47,721	54,865	51,581	57,830	60,198	14	10
8	34,122	36,400	39,520	41,533	50,505	50,773	9	9
9	37,827	44,762	50,441	49,756	56,296	60,451	33	32
National	37,365	40,711	46,467	47,301	52,467	58,840	252	234
70 Beds and Over								
1	52,095	54,026	59,494	61,719	66,501	74,454	30	28
2	45,011	49,978	54,387	54,110	58,178	62,854	75	70
3	42,520	48,821	54,955	54,692	60,853	67,382	87	78
4	37,858	40,706	45,820	45,223	48,203	52,279	47	41
5	--	--	--	--	--	--	--	--
6	43,016	44,720	49,663	49,880	55,000	57,712	28	25
7	37,317	39,329	42,351	43,133	44,468	48,465	7	7
8	40,221	44,440	48,433	48,043	52,491	54,266	33	26
9	35,693	43,004	52,912	51,504	59,315	62,400	67	60
National	40,560	45,637	52,000	52,268	58,071	63,454	378	339
All Beds-Sizes Combined								
1	49,887	52,556	56,851	59,326	63,682	72,231	41	38
2	40,560	45,781	51,657	52,214	57,346	63,000	104	98
3	40,001	43,153	51,366	51,708	58,552	64,286	136	121
4	37,440	40,326	45,760	45,654	49,685	53,510	136	128
5	45,902	49,163	51,333	51,306	51,400	56,697	5	5
6	41,600	44,543	49,955	49,635	54,554	58,152	45	39
7	37,317	41,198	45,885	48,103	55,799	58,974	21	17
8	36,473	40,534	46,925	46,369	51,031	53,460	42	35
9	35,990	43,046	51,664	50,896	58,491	62,400	100	92
National	38,561	43,153	49,920	50,239	56,000	62,400	630	573

A "--" indicates insufficient data for analysis

Data reported are salary rates

012 Director of Dining/Food Services

Revenue

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
Revenue Up to \$3,999,999								
1	53,473	65,345	78,409	75,618	79,568	96,368	6	5
2	39,932	40,813	43,680	50,233	59,275	68,212	20	19
3	35,312	39,411	43,587	46,471	53,282	59,298	113	88
4	37,488	40,456	48,292	49,561	56,160	62,390	69	61
5	35,298	37,248	39,520	40,131	41,600	41,853	20	15
6	34,393	37,440	47,840	47,334	55,171	58,823	26	25
7	34,349	37,440	41,600	42,736	46,301	52,936	78	61
8	41,394	46,020	51,667	52,492	58,206	63,232	33	23
9	41,933	46,150	52,000	53,394	58,916	67,733	44	35
National	35,726	39,692	45,760	47,932	55,000	62,110	409	332
Revenue \$4,000,000+								
1	56,909	66,319	74,000	71,454	80,001	81,883	44	35
2	59,922	64,257	70,000	71,825	78,390	84,619	93	84
3	52,445	57,326	66,952	69,349	79,588	89,979	155	111
4	50,490	55,345	62,098	61,216	66,071	70,433	126	90
5	44,009	47,943	51,091	52,392	54,576	61,600	18	8
6	50,556	54,364	61,800	60,098	63,654	69,500	43	25
7	51,280	52,606	55,378	57,801	60,299	67,105	38	18
8	53,702	54,325	60,000	62,064	66,495	78,034	54	29
9	51,429	58,165	64,581	67,049	76,533	83,326	118	87
National	52,000	57,446	64,925	66,400	75,000	83,139	689	487
All Revenues Combined								
1	56,843	66,319	75,057	73,683	80,089	86,303	54	43
2	43,680	60,871	68,199	67,877	77,309	84,334	117	107
3	39,066	44,900	57,091	59,392	71,461	85,821	271	202
4	40,300	49,982	57,866	56,761	64,449	69,882	207	155
5	36,142	38,803	41,600	44,395	49,957	56,346	38	23
6	36,930	46,779	56,875	54,470	62,574	68,988	76	53
7	35,285	38,579	43,480	46,169	52,596	58,954	116	79
8	44,446	51,636	57,269	57,831	63,370	71,956	87	52
9	46,459	52,910	61,280	63,132	72,800	81,647	162	122
National	39,560	47,840	58,240	59,200	68,517	79,835	1,128	836

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032 Practical Nurse (LPN)

Profit Type

Region	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	No. of Incumbents	No. of Facilities
For-Profit								
1	27.70	29.74	31.14	31.14	32.32	34.11	268	38
2	23.00	25.89	27.93	27.83	30.48	31.94	469	98
3	22.32	23.66	26.00	26.39	28.74	31.04	563	122
4	23.05	23.87	25.55	25.65	27.52	28.64	1,030	136
5	20.11	20.54	22.02	22.31	23.58	25.18	153	23
6	21.89	24.83	26.67	25.82	27.79	28.58	115	26
7	21.46	22.60	24.04	24.01	24.94	26.42	149	23
8	22.84	25.02	27.92	27.22	29.77	30.83	41	18
9	24.64	25.69	27.54	28.52	31.11	33.00	234	60
National	22.42	24.12	26.39	26.76	29.28	31.60	3,022	544
Not-For-Profit								
1	25.49	26.67	27.25	28.57	30.45	32.32	32	7
2	22.75	24.08	26.65	26.52	28.86	29.98	95	26
3	23.31	23.70	24.87	25.33	27.03	28.35	136	31
4	24.08	24.85	25.48	26.51	28.04	29.27	85	24
5	--	--	--	--	--	--	--	--
6	22.55	23.43	25.60	25.52	27.00	28.22	106	32
7	20.58	22.21	23.72	23.35	24.49	25.25	40	7
8	23.43	24.86	27.82	26.37	27.96	28.59	30	5
9	27.33	27.94	30.92	31.61	33.65	36.85	150	12
National	22.91	24.01	26.19	26.37	28.00	29.82	678	145
Combined								
1	27.05	29.08	31.00	30.74	32.30	34.26	300	45
2	22.91	25.47	27.79	27.56	30.05	31.87	564	124
3	22.41	23.65	25.81	26.18	28.39	30.48	699	153
4	23.14	23.95	25.54	25.78	27.74	28.91	1,115	160
5	20.11	20.57	22.01	22.30	23.53	25.07	157	24
6	22.50	24.10	26.40	25.66	27.34	28.40	221	58
7	21.00	22.43	24.02	23.86	24.86	26.33	189	30
8	22.39	24.93	27.83	27.03	29.48	30.46	71	23
9	24.79	25.99	28.42	29.03	31.49	34.34	384	72
National	22.50	24.07	26.33	26.68	28.97	31.38	3,700	689

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
034 Certified Nurse Aide								
MN	14.55	16.00	16.61	16.25	16.87	16.94	115	17
MO	14.94	15.25	15.57	15.74	15.91	16.59	63	7
NC	11.60	12.30	13.20	13.17	13.85	14.61	230	32
NJ	15.30	15.47	15.73	16.11	15.87	17.12	182	12
NM	13.97	14.17	14.97	15.18	16.24	16.49	70	5
NY	14.76	14.78	14.84	14.97	15.05	15.29	80	10
OH	14.26	14.97	15.74	15.74	16.80	17.24	515	34
OK	11.87	12.06	13.42	13.14	13.87	14.27	136	16
OR	16.48	16.50	16.68	16.84	16.99	17.59	130	14
PA	14.56	14.80	15.43	15.69	16.50	16.93	55	11
SC	11.43	12.86	13.65	13.35	13.90	14.09	188	11
TN	12.18	12.64	13.00	13.22	13.75	14.48	28	7
TX	12.18	12.82	13.32	13.48	14.11	14.69	623	47
VA	12.66	13.49	14.69	14.56	16.00	16.13	110	9
WA	15.33	15.83	17.08	17.40	18.32	18.84	289	24
WI	13.96	14.18	14.30	14.93	15.58	16.41	23	7
National	12.61	13.76	15.19	15.19	16.50	17.50	6,375	538
035 Lead Resident Assistant								
AZ	17.12	17.44	17.68	17.48	17.78	17.96	47	9
CA	16.04	17.87	18.56	18.91	19.63	22.01	414	50
CO	15.90	16.32	17.41	17.43	18.33	19.20	88	14
CT	16.99	17.07	18.69	19.41	21.28	23.50	34	7
FL	12.81	13.56	15.00	14.69	15.83	16.03	63	26
GA	15.52	15.66	16.07	16.00	16.32	16.59	71	12
IL	16.51	16.89	17.16	17.35	17.71	18.39	176	22
LA	12.55	13.18	13.61	13.78	13.98	15.14	47	9
MA	17.73	18.72	20.58	20.75	22.50	23.69	88	19
MD	17.20	18.34	20.61	20.62	22.59	24.41	133	32
MI	14.46	14.90	16.74	16.50	17.84	18.13	152	25
MN	15.53	16.19	17.31	17.41	18.69	19.30	51	13
NC	13.49	14.50	15.42	15.24	16.05	17.05	116	23
NJ	18.28	18.69	20.00	20.47	21.59	24.31	227	37
NY	15.63	17.65	19.67	19.26	20.83	21.65	151	23
OH	13.00	13.98	14.60	14.90	16.14	16.66	121	31
OR	16.35	16.52	16.70	16.91	17.25	17.65	17	7

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.
040 Activity Aide								
Charlotte-Gastonia-Concord, NC-SC	14.94	15.62	17.62	17.28	18.84	19.58	16	8
Chicago-Naperville-Joliet, IL-IN-WI	12.93	13.60	14.71	14.99	15.62	17.90	43	24
Cincinnati-Middletown, OH-KY-IN	12.94	13.21	13.37	13.69	13.79	14.37	18	8
Cleveland-Elyria-Mentor, OH	12.58	12.96	13.00	13.58	13.91	14.73	12	7
Columbus, OH	13.25	13.60	14.63	15.28	17.21	17.88	11	8
Dallas-Fort Worth-Arlington, TX	12.93	14.50	15.98	15.76	17.58	18.15	21	19
Dayton, OH	13.50	13.78	14.43	14.68	15.80	16.03	18	8
Denver-Aurora, CO	14.89	15.59	16.36	16.97	18.44	19.43	19	10
Detroit-Warren-Livonia, MI	11.85	12.14	13.14	13.03	13.69	14.03	9	6
Greensboro-High Point, NC	16.05	17.63	18.00	18.44	21.00	21.05	8	5
Hartford-West Hartford-East Hartford, CT	14.09	14.69	16.38	16.24	17.43	18.17	16	6
Indianapolis-Carmel, IN	12.22	12.41	12.72	13.05	13.06	14.01	24	6
Jacksonville, FL	13.32	13.39	13.75	14.74	15.31	16.66	10	5
Los Angeles-Long Beach-Santa Ana, CA	15.14	16.49	17.25	17.93	18.82	21.70	36	26
Miami-Fort Lauderdale-Miami Beach, FL	12.91	13.40	13.50	14.58	14.94	16.85	10	7
Minneapolis-St. Paul-Bloomington, MN-WI	14.54	15.24	16.48	17.14	18.58	21.68	59	23
New York-Northern New Jersey-Long Island, NY-NJ	14.97	15.78	17.45	17.41	18.50	20.30	90	45
Oklahoma City, OK	13.12	15.23	15.30	14.60	15.65	15.73	7	5
Orlando-Kissimmee, FL	13.08	13.97	15.92	15.98	18.59	19.10	8	6
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	12.26	12.75	15.00	14.85	16.77	17.66	46	23
Phoenix-Mesa-Scottsdale, AZ	14.01	14.25	14.58	15.37	16.78	17.08	18	9
Pittsburgh, PA	11.47	12.55	15.70	14.77	16.58	17.70	23	15
Portland-Vancouver-Beaverton, OR-WA	16.00	16.15	17.74	17.31	18.85	19.02	15	10
Providence-New Bedford-Fall River, RI-MA	13.64	13.77	14.69	15.05	16.24	16.65	11	5
Raleigh-Cary, NC	14.43	15.00	16.25	17.17	18.20	20.48	9	6
Riverside-San Bernardino-Ontario, CA	14.85	15.52	17.00	17.56	19.45	20.80	8	7
San Diego-Carlsbad-San Marcos, CA	15.24	16.38	18.25	18.05	19.32	20.64	17	7
San Francisco-Oakland-Fremont, CA	16.55	17.45	17.77	18.40	19.25	20.61	27	13
Sarasota-Bradenton-Venice, FL	12.91	13.29	13.79	14.77	14.88	17.13	9	5
Seattle-Tacoma-Bellevue, WA	16.03	18.41	19.50	19.55	21.25	22.91	29	15
St. Louis, MO-IL	12.00	12.56	13.48	13.55	14.42	14.95	31	10
Tampa-St. Petersburg-Clearwater, FL	10.91	12.13	12.76	13.48	14.27	17.38	9	8
Washington-Arlington-Alexandria, DC-VA-MD-WV	14.00	15.50	16.64	16.94	18.37	19.24	82	37

041 Housekeeping and Laundry Aide

Atlanta-Sandy Springs-Marietta, GA	12.07	12.74	13.00	13.39	14.48	15.02	49	14
Austin-Round Rock, TX	12.43	12.50	13.21	13.34	14.16	14.33	31	5
Baltimore-Towson, MD	13.16	14.40	15.50	15.00	15.72	15.95	114	25
Boston-Cambridge-Quincy, MA-NH	14.15	16.00	16.59	16.48	17.04	17.82	143	23
Bridgeport-Stamford-Norwalk, CT	14.46	14.76	14.96	15.57	16.30	16.93	31	7
Charlotte-Gastonia-Concord, NC-SC	11.42	11.80	12.13	12.64	13.21	14.01	32	7

Data reported are hourly rates

III. Paid Holidays

Management

1. Are holidays included in PTO for **Management** employees?

	Regional Percents									Number of Facilities	% of Total
	1	2	3	4	5	6	7	8	9		
Yes	58.3	52.2	41.6	22.3	11.1	64.9	15.9	32.0	32.7	419	38.2
No	41.7	47.8	58.4	77.7	88.9	35.1	84.1	68.0	67.3	679	61.8
Total # of Facilities	48	136	231	197	27	131	88	75	165	1,098	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.

Average # of Days (Management)	National	7.0
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3. What is the rate of pay for **Holidays** worked for **Management** employees?

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	37.5	35.3	49.8	67.9	85.2	23.7	79.3	64.8	67.5	593	54.4
B. 1 ½ x base pay	35.4	41.9	26.4	21.9	11.1	44.3	14.9	33.8	29.4	324	29.7
C. 2 x base pay		0.7		1.5		19.1				29	2.7
D. 2 ½ x base pay											
E. 3 x base pay	27.1	22.1	23.8	8.7	3.7	13.0	5.7	1.4	3.1	144	13.2
F. Equal time off											
Total	48	136	231	196	27	131	87	71	163	1,090	100

4. Are holidays included in PTO for **Clinical** employees?

Clinical

	Regional Percents									Number of Facilities	% of Total
	1	2	3	4	5	6	7	8	9		
Yes	25.0	11.8	16.0	3.1	3.7	56.5	6.8	13.3	4.8	170	15.5
No	75.0	88.2	84.0	96.9	96.3	43.5	93.2	86.7	95.2	927	84.5
Total # of Facilities	48	136	231	196	27	131	88	75	165	1,097	100

5. 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.

Average # of Days (Clinical)	National	6.9
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