

**CCRC**  
**Salary & Benefits Report**  
**Sample Pages**

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

# Continuing Care Retirement Community Salary & Benefits Report 2021 - 2022

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**Hospital & Healthcare  
Compensation Service**

PO Box 376, Oakland, New Jersey 07436  
(201) 405-0075 Fax (201) 405-2110  
[www.hhcsinc.com](http://www.hhcsinc.com)

## Introduction

The 24<sup>th</sup> annual **Continuing Care Retirement Community Salary & Benefits Report** is based on responses from 545 Continuing Care Retirement Communities/Life Plan Communities. The Report consists of two major groupings: Salary data (Sections I - IV) and Hourly data (Sections V - VIII).

Electronic and printed questionnaires were sent to CCRCs throughout the United States. The effective date of data is March 1, 2021. All data rates reflect base pay only, and do not include bonus or benefits. 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 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.

### 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.

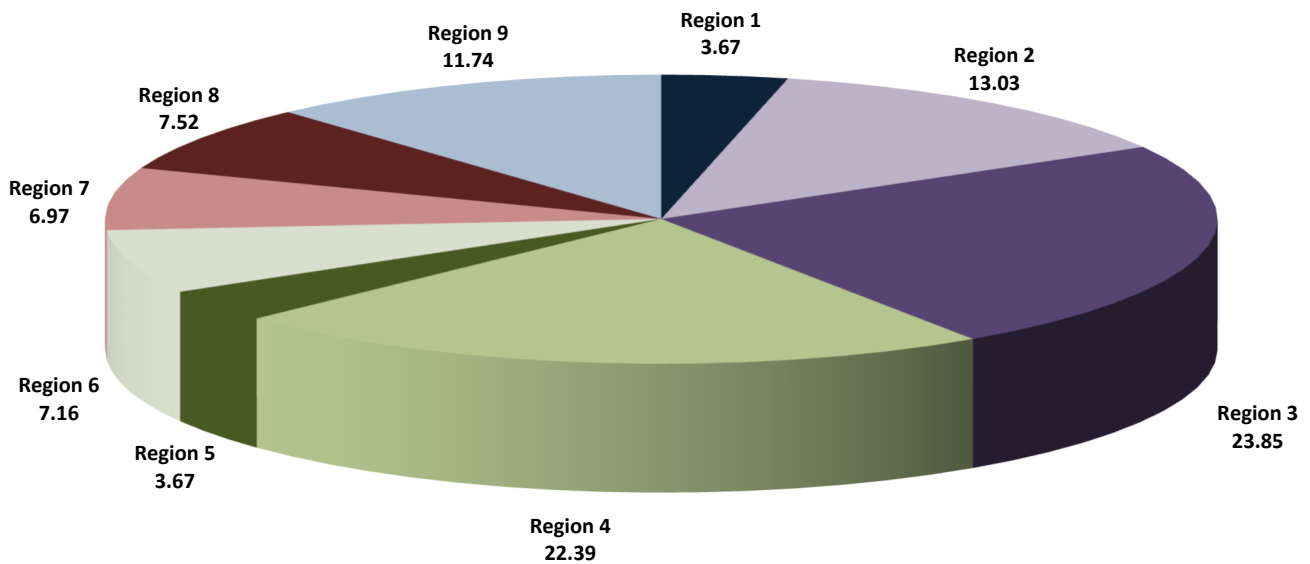
**Section VII:** Reports hourly data by Core-based Statistical Areas (CBSA). Only groupings and jobs that had sufficient data are reported.

**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.

## Regional Participation

Questionnaires for the publication of the **2021-2022 Continuing Care Retirement Community Salary & Benefits Report** were sent to approximately 1,800 CCRCs across the United States. There were 545 responses to the survey, resulting in a response rate of 30.27%. The illustration below shows the percent of participation by region.



	Geographical Area	% Responding	# of Respondents	Avg. Revenue
Region 1	New England	3.67	20	22,962,945
Region 2	Middle Atlantic	13.03	71	22,278,064
Region 3	South Atlantic	23.85	130	19,000,771
Region 4	East N. Central	22.39	122	15,282,367
Region 5	East S. Central	3.67	20	10,397,378
Region 6	West N. Central	7.16	39	12,295,125
Region 7	West S. Central	6.97	38	14,024,075
Region 8	Mountain	7.52	41	13,975,641
Region 9	Pacific	11.74	64	19,013,469
National	All Regions	100.00	545	17,160,549

## Control Type

Of the 545 participants, 392, or 71.93%, indicated that they are not-for-profit. 153, or 28.07% of the facilities, indicated they are for-profit. 50.25% of the not-for-profit respondents reported they are religiously affiliated.

	%		%
For-profit	28.07	Not-for-profit	71.93

## 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	93.55	Long-term Care	50.81	Extended Care	8.87
Assisted Living/Personal Care	54.44	Independent Living	56.85	Greenhouse Model	2.42
Nursing Home	43.15	Skilled Nursing	53.63	Household Model	8.47

## Services Offered

	%		%
Adult Day Services	17.74	Pastoral Care	70.16
Behavioral Health	14.92	Pharmacy	49.60
CNAs	90.73	Physical Therapy	85.08
Dementia Care	82.66	Physician Care	63.31
Dental	35.08	Private Duty	29.44
Dining/Dietary Services	91.13	Respiratory	27.82
Home Care	56.05	Respite Services	43.95
Hospice	46.37	Social Services	82.26
Medicaid	53.23	Speech Pathology	65.32
Medicare Certified	75.81	Transportation	88.71
Nursing (RN, LPN)	93.95	Volunteer	72.18
Occupational Therapy	75.40		

## Shift Differentials

Average additional pay for working weekends, 2<sup>nd</sup> or evening shift, and 3<sup>rd</sup> or night shift. Weekend rates reflect additional pay for weekend day shift.

	Weekend	2 <sup>nd</sup> Shift	3 <sup>rd</sup> Shift
501 Staff Nurse	1.73	1.46	1.73
505 Charge Staff Nurse (RN)	1.76	1.58	1.83
510 Practical Nurse (LPN)	1.67	1.42	1.66
515 Charge Nurse (LPN)	1.78	1.41	1.66
535 Certified Nurse Aide	1.32	1.01	1.18
540 Non-Certified Nurse Aide	1.19	0.94	1.05
550 Certified Medication Tech.	1.41	1.05	1.19
625 PT Asst. (LPTA)	1.29	1.02	1.23
630 PT Aide	1.20	0.93	1.15
645 Activity Aide	1.07	0.77	0.95

**090 Director of Nurses**

**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	97,075	99,150	100,000	101,006	100,000	105,440	5	5
2	91,898	99,366	108,143	111,286	117,683	123,156	21	18
3	90,001	96,532	105,000	104,369	113,061	117,763	40	39
4	85,000	89,188	96,395	97,963	107,663	112,245	67	60
5	96,260	97,325	99,750	101,487	103,390	107,732	6	6
6	76,905	85,271	92,747	91,312	98,791	101,735	40	28
7	81,200	92,037	103,411	100,317	109,668	115,500	22	20
8	90,722	93,615	101,500	101,975	111,263	116,550	20	18
9	96,350	109,690	125,000	120,484	130,457	139,443	25	25
National	85,784	92,000	100,057	102,630	111,279	121,862	246	219

**300 Total Units and Over**

1	107,390	114,935	126,500	129,348	142,358	156,624	8	8
2	92,645	97,386	107,546	106,703	116,272	120,583	42	37
3	89,940	93,615	102,000	103,101	110,000	119,288	70	53
4	85,000	95,826	102,475	101,368	109,753	118,000	43	30
5	--	--	--	--	--	--	--	--
6	78,126	83,714	98,750	96,231	103,772	109,740	8	8
7	96,836	100,794	105,825	105,329	106,939	111,805	12	9
8	94,654	95,481	99,511	102,019	106,575	109,077	11	9
9	107,694	115,665	124,985	121,950	130,232	134,155	21	19
National	87,938	96,972	105,000	106,447	117,168	126,370	218	176

**Combined**

1	99,405	100,000	110,880	118,447	135,000	150,880	13	13
2	91,299	98,213	107,572	108,110	116,579	121,006	64	56
3	90,000	93,904	102,833	103,638	112,112	119,392	110	92
4	85,000	89,266	100,000	99,098	107,994	115,000	110	90
5	94,200	97,100	100,000	100,266	104,020	107,155	9	9
6	76,611	85,135	94,147	92,405	100,076	105,436	48	36
7	89,279	96,390	103,800	101,873	109,557	115,768	34	29
8	91,375	95,230	100,000	101,990	108,601	116,171	31	27
9	100,768	110,836	124,993	121,117	130,459	139,531	46	44
National	86,321	94,225	103,000	104,327	114,411	123,776	465	396

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	97,889	104,422	107,598	109,458	116,433	120,030	19	19
3	89,942	93,090	105,150	104,405	114,671	117,206	39	38
4	84,922	87,537	95,000	96,181	103,191	110,900	66	55
5	96,680	97,775	100,750	101,924	104,633	107,838	8	8
6	76,392	83,543	90,550	90,632	99,184	101,543	34	27
7	82,098	92,105	103,022	100,024	109,557	110,891	25	21
8	90,861	94,230	99,511	100,462	106,405	115,064	21	19
9	92,280	104,815	120,869	116,271	130,343	134,709	16	14
National	85,000	90,538	100,003	100,699	110,115	117,897	231	204
<b>Revenue \$17,500,000+</b>								
1	100,000	106,152	117,650	123,394	136,967	156,562	10	10
2	87,400	96,408	106,000	107,418	116,272	123,702	45	37
3	90,000	94,250	101,429	103,099	109,376	119,725	71	54
4	85,430	96,658	104,129	103,681	113,500	120,335	44	35
5	--	--	--	--	--	--	--	--
6	83,154	94,446	98,002	96,813	101,522	107,871	13	8
7	99,913	102,713	105,412	106,725	109,079	116,400	9	8
8	94,307	98,375	105,788	105,618	110,466	118,285	10	8
9	104,487	112,246	125,788	123,378	130,347	140,000	30	30
National	90,017	97,588	105,590	108,200	117,958	128,959	233	191
<b>Combined</b>								
1	99,405	100,000	110,880	118,447	135,000	150,880	13	13
2	91,299	98,213	107,572	108,110	116,579	121,006	64	56
3	90,000	93,904	102,833	103,638	112,112	119,392	110	92
4	85,000	89,266	100,000	99,098	107,994	115,000	110	90
5	94,200	97,100	100,000	100,266	104,020	107,155	9	9
6	76,611	85,135	94,147	92,405	100,076	105,436	48	36
7	89,279	96,390	103,800	101,873	109,557	115,768	34	29
8	91,375	95,230	100,000	101,990	108,601	116,171	31	27
9	100,768	110,836	124,993	121,117	130,459	139,531	46	44
National	86,321	94,225	103,000	104,327	114,411	123,776	465	396

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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>070 Marketing Coordinator</b>								
CA	38,267	39,731	47,016	49,472	54,475	63,989	23	20
FL	31,000	34,486	49,296	50,043	58,900	72,032	17	10
IL	37,430	43,212	45,448	46,354	51,539	52,815	16	9
IN	32,568	37,783	45,000	45,161	51,500	57,834	7	5
MI	45,000	45,000	55,000	52,370	56,100	58,425	6	5
NC	35,256	38,994	42,587	45,181	49,775	59,903	17	16
NJ	44,363	45,906	48,850	50,525	50,000	57,744	10	9
NY	51,966	52,000	52,296	55,554	54,590	60,770	5	5
OH	31,921	34,562	47,674	47,063	57,593	61,940	10	7
PA	41,231	42,734	45,000	51,820	60,277	68,372	18	15
VA	36,351	38,146	45,427	47,451	52,153	63,662	9	8
WA	42,967	43,720	48,161	48,001	52,565	52,960	8	6
National	36,156	41,002	47,809	49,350	55,750	65,972	201	162
<b>075 Dir. of Resident &amp; Facility Svc./Move-In Coord.</b>								
IL	50,448	56,346	68,858	66,364	70,202	75,822	13	8
NC	49,657	52,534	62,500	65,159	72,774	81,140	8	7
OH	50,071	51,198	54,399	55,463	58,078	63,437	12	8
National	47,000	51,531	62,020	64,597	72,211	90,697	71	60
<b>090 Director of Nurses</b>								
AZ	92,183	95,000	99,500	101,275	108,150	109,711	9	9
CA	109,170	118,138	126,608	125,143	130,463	139,897	31	29
CO	93,738	95,950	100,000	103,548	112,000	116,691	13	13
DE	89,306	93,000	104,000	102,338	111,669	114,039	8	8
FL	90,000	95,865	104,354	104,705	115,003	118,706	32	29
IA	74,447	81,963	90,550	89,580	97,739	101,274	19	19
IL	89,084	95,529	108,160	106,380	115,868	122,904	26	19
IN	77,206	85,003	92,498	92,469	100,675	108,394	25	22
KS	85,466	87,359	95,900	93,055	100,179	100,919	17	10
KY	99,750	101,500	104,020	104,658	106,472	109,886	5	5
MD	108,157	109,965	113,726	116,009	119,025	132,904	12	10
MI	94,000	96,081	102,900	101,562	104,782	109,000	13	10
NC	89,107	90,178	98,170	97,627	104,700	108,000	23	20
NJ	103,224	108,015	116,250	115,254	119,759	123,642	17	16
NY	94,161	95,835	102,471	113,822	124,499	140,000	8	8
OH	85,002	88,197	97,611	97,444	105,000	111,386	37	32

Data reported are salary rates



## 535 Certified Nurse 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	16.38	16.67	16.95	17.29	17.78	18.12	414	8
2	14.89	15.46	16.00	16.14	16.54	17.55	662	21
3	12.73	13.84	14.78	15.00	16.19	16.80	999	44
4	13.37	14.08	15.00	15.05	15.98	16.59	2,375	73
5	12.36	13.67	14.52	14.51	15.30	16.15	191	7
6	13.47	14.14	14.76	14.74	15.53	15.99	1,340	30
7	12.40	12.68	13.29	13.61	13.86	15.76	684	22
8	14.23	14.95	15.90	16.05	16.95	18.45	718	21
9	15.14	16.53	18.36	18.37	19.99	21.57	1,019	28
National	13.16	14.09	15.17	15.47	16.50	17.97	8,402	254

### 300 Total Units and Over

1	15.90	17.00	17.33	17.72	18.58	19.36	590	9
2	15.60	15.95	16.86	16.96	17.85	18.55	1,660	39
3	12.76	13.90	14.76	14.74	15.57	16.68	3,045	54
4	14.32	14.75	15.46	15.57	16.43	16.85	1,878	33
5	--	--	--	--	--	--	--	--
6	12.82	14.75	14.97	14.82	15.69	16.13	591	9
7	13.09	13.15	13.92	14.26	14.90	16.26	447	10
8	14.86	15.63	17.00	16.66	17.20	17.91	250	7
9	16.38	17.31	17.65	18.13	18.76	20.33	899	22
National	13.56	14.72	15.83	15.93	17.09	18.23	9,438	187

### Combined

1	16.14	16.75	17.15	17.52	18.24	19.25	1,004	17
2	15.09	15.82	16.52	16.70	17.59	18.40	2,361	61
3	12.74	13.83	14.76	14.86	15.92	16.79	4,044	98
4	13.70	14.38	15.10	15.21	16.00	16.71	4,253	106
5	12.96	13.80	14.43	14.47	15.30	15.88	269	11
6	13.36	14.20	14.78	14.76	15.65	16.03	1,931	39
7	12.48	12.76	13.44	13.82	14.28	16.23	1,131	32
8	14.60	14.94	16.21	16.21	17.14	18.55	968	28
9	15.51	17.01	18.05	18.27	19.30	20.89	1,918	50
National	13.27	14.33	15.51	15.68	16.80	18.11	17,879	442

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>535 Certified Nurse Aide</b>								
AZ	15.74	16.13	16.67	16.84	17.49	18.14	214	8
CA	15.20	16.52	17.75	18.00	18.78	21.42	1,174	31
CO	14.71	14.95	16.30	16.47	17.60	18.65	535	13
DE	15.93	16.17	16.63	17.00	16.74	17.25	211	9
FL	12.98	14.08	14.39	14.61	15.38	16.44	928	29
GA	13.29	14.24	15.08	14.52	15.10	15.49	195	5
IA	13.82	14.36	14.83	14.91	15.38	15.73	707	20
IL	15.05	15.61	16.17	16.19	16.72	17.48	1,169	22
IN	13.91	14.12	14.67	14.76	15.56	16.06	917	23
KS	12.18	13.04	13.93	13.86	14.75	15.74	639	10
KY	13.10	14.63	15.30	15.01	15.80	16.76	157	6
MA	16.53	17.27	17.79	18.29	19.31	19.94	527	7
MD	15.30	15.60	16.58	16.25	16.90	17.05	239	7
MI	15.24	15.47	15.64	15.98	16.25	17.27	637	13
NC	12.75	13.31	14.73	14.50	15.50	16.10	1,465	25
NJ	15.60	15.90	17.00	16.86	17.82	18.01	476	17
NY	15.92	16.14	17.25	17.58	18.60	19.47	318	8
OH	13.32	13.73	14.68	14.61	15.02	15.86	1,190	40
OR	16.87	17.29	18.10	18.14	19.11	19.44	213	8
PA	14.96	15.80	16.43	16.43	17.14	17.98	1,567	36
SC	12.49	12.54	13.55	13.56	14.07	14.70	621	9
TX	12.45	12.75	13.49	13.88	14.38	16.33	970	28
VA	12.85	14.17	14.73	14.87	15.82	16.65	385	14
WA	18.06	18.68	19.35	19.47	20.47	21.08	413	9
WI	14.53	15.25	15.54	15.55	16.13	16.52	340	8
National	13.27	14.33	15.51	15.68	16.80	18.11	17,879	442

### 540 Non-Certified Nurse Aide

CA	14.40	14.81	15.83	16.40	16.39	18.87	104	9
CO	12.32	12.69	13.98	14.20	14.76	16.75	81	10
FL	10.87	11.00	11.25	11.97	12.44	13.60	35	6
IA	9.93	10.67	11.64	11.71	13.20	13.52	24	5
IL	13.47	13.59	14.21	14.12	14.42	14.76	47	7

Data reported are hourly rates

### III. Paid Holidays

Management

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

	Regional Percents									All Regions	
	1	2	3	4	5	6	7	8	9	# of Facilities	% of Total
<b>Yes</b>	27.8	20.0	36.3	42.5	10.0	31.6	25.7	20.0	8.1	<b>144</b>	<b>28.3</b>
<b>No</b>	72.2	80.0	63.7	57.5	90.0	68.4	74.3	80.0	91.9	<b>364</b>	<b>71.7</b>
<b>Total</b>	<b>18</b>	<b>65</b>	<b>124</b>	<b>106</b>	<b>20</b>	<b>38</b>	<b>35</b>	<b>40</b>	<b>62</b>	<b>508</b>	<b>100</b>

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

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.

Number of Holidays	Regional Data									National Average	
	1	2	3	4	5	6	7	8	9	National	Average
<b>Average # of Days</b>	7.0	6.8	6.6	6.6	7.4	6.5	6.5	6.8	7.1	<b>National</b>	<b>6.7</b>

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

Holiday Rate of Pay	Regional Percents									All Regions	
	1	2	3	4	5	6	7	8	9	# of Facilities	% of Total
<b>A. No additional pay</b>	65.0	53.0	36.9	73.7	70.0	63.9	78.3	75.0	67.9	<b>248</b>	<b>60.9</b>
<b>B. 1 ½ x base pay</b>	5.0	13.6	19.0	2.0		5.6			9.4	<b>35</b>	<b>8.6</b>
<b>C. 2 x base pay</b>		15.2	17.9	6.1	20.0	5.6			3.8	<b>37</b>	<b>9.1</b>
<b>D. 2 ½ x base pay</b>											
<b>E. Equal time off</b>	30.0	18.2	26.2	18.2	10.0	25.0	21.7	25.0	18.9	<b>87</b>	<b>21.4</b>
<b>Total</b>	<b>20</b>	<b>66</b>	<b>84</b>	<b>99</b>	<b>10</b>	<b>36</b>	<b>23</b>	<b>16</b>	<b>53</b>	<b>407</b>	<b>100</b>

4. How many **Religious Holidays** (excluding Christmas) are paid though not worked for **Management** employees?

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

5. When are **Management** employees eligible for Paid Holidays?

	Regional Percents									All Regions	
	1	2	3	4	5	6	7	8	9	# of Facilities	% of Total
<b>A. Upon employment</b>	77.8	82.1	82.5	70.8	100.0	82.9	89.7	93.9	80.7	<b>366</b>	<b>81.3</b>
<b>B. After 30 days</b>	5.6		2.1	2.8		2.9	3.4			<b>8</b>	<b>1.8</b>
<b>C. After 60 days</b>	5.6	3.6	1.0	10.4					1.8	<b>16</b>	<b>3.6</b>
<b>D. After 90 days</b>	11.1	14.3	14.4	16.0		14.3	6.9	6.1	17.5	<b>60</b>	<b>13.3</b>
<b>Total</b>	<b>18</b>	<b>56</b>	<b>97</b>	<b>106</b>	<b>19</b>	<b>35</b>	<b>29</b>	<b>33</b>	<b>57</b>	<b>450</b>	<b>100</b>