Hospital & Healthcare Compensation Service
PO Box 376, Oakland, New Jersey 07436
(201) 405-0075 Fax (201) 405-2110
www.hhcsinc.com

Press Release

CCRC Turnover/Wage Increases Normalize Toward Pre-Pandemic Levels in 2026 Report

Oakland, NJ, July 2026 – Employee turnover rates in Continuing Care Retirement Communities (CCRCs)/Life Plan Communities continued their downward trajectory, according to the newly released **2026-2027 CCRC Salary & Benefits Report**. After peaking during 2022/2023, turnover across all surveyed departments and jobs has been steadily declining, moving progressively closer to the standard pre-pandemic baseline levels observed prior to 2020. The national Report is published annually by **Hospital & Healthcare Compensation Service (HCS)** in cooperation with ***LeadingAge***.

Over the last few years, CCRC compensation strategies have shifted from reactive crisis management/strategic investment towards strengthening service quality and resident satisfaction. After navigating initial survival challenges, stabilizing executive leadership, and establishing sustainable recruitment/training practices, CCRCs are building upon their solid foundation of care to further enrich the complete resident experience.

Increases for Director of Dining Services remained in the 4.0% range, going from a 4.51% hourly increase in 2025 to 4.22% in 2026. Hourly rates for Chef/Kitchen Managers increased to 4.73% in 2026 from 4.27% in 2025. Chefs saw an increase of 4.55% in 2026, up from 4.09% in 2025. Alongside rising wages, turnover rates for dining services employees have steadily improved, falling from 54.48% in 2022; 52.07% in 2023; 47.69% in 2024; 44.36% in 2025; and 40.87% in 2026. This positive trend is mirrored in vacancy rates, which decreased from 15.30% in 2023 to 12.05% in 2026.

Director of Dining Services Salary Comparison by Revenue Size

Job Title	$15M - $19M	$20M - $29M	$30M - $49M	$40+M
Director of Dining Services	$82,118	$96,000	$114,909	$121,366

National salaries by revenue size from the 2026-2027 CCRC Salary & Benefits Reports.
*Salaries represent the national 50th percentile of data.

Sign-on bonuses continue to be utilized as a means of attracting new personnel, although their prevalence has adjusted downward in alignment with the stabilized hiring climate. 50.23% of participating communities reported offering sign-on bonuses, representing a consistent multi-year contraction from 55.70% in 2025, 56.60% in 2024, and a high of 64.19% in 2023. This steady reduction further underscores that recruitment has become less of an acute operational struggle for CCRCs/LPCs.

This year marks the 29th annual year of publication of the **Report**. 495 CCRCs participated and provided compensation data on more than 90,190 employees, covering 47 management and 55 nonmanagement positions. 86.67% of study participants were not-for-profit facilities; 66.67% of not-for-profit respondents were religiously affiliated. The effective date of study data is March 1, 2026. Findings are reported according to revenue size, total unit size, region, state, and CBSA. The **Report** also includes 18 fringe benefits, turnover/vacancy rates by department, shift differentials, and projected salary increases by department for 2026 to 2027.

The **CCRC Report** is available for $400. To order, visit the **HCS** website at **www.hhcsinc.com** or call (201) 405-0075.

The **HCS Nursing Home Salary & Benefits Report** will be published in late July. The **Assisted Living Report** was released earlier this year. Both studies are supported by **AHCA/NCAL**.

HCS, founded in 1971, is recognized as the leader in national healthcare salary and benefits research. **HCS** conducts national and custom marketplace studies, publishing more than ten specialized **Reports** each year.

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