

2025 Region VIII Health Center Workforce Data

*Understanding and Utilizing Statistics from the
CHAMPS Salary, Benefits, and Turnover
Survey Project*



PARTICIPANT HANDOUTS

PRESENTER

Andrea Martin, Workforce Development & Member Services Director
Community Health Association of Mountain/Plains States

LIVE BROADCAST DATE/TIME

Thursday, November 6, 2025

12:00-1:00PM Mountain Time / 1:00-2:00PM Central Time

TARGET AUDIENCE

CHAMPS Organizational Members and non-members who submitted data for the 2025 Abbreviated Region VIII Health Center Salary, Benefits, and Turnover Survey Project.

EVENT OVERVIEW

The health centers of Region VIII make up a **unique group of employers that benefit from analysis of their own workforce-related benchmarks and trends**. During the spring and summer of 2025, CHAMPS undertook a region-wide survey of the region's community health centers to collect salary, benefits, and turnover data from 44 organizations. This webinar will explain the history and methodology of the survey, overview what is included in the report, and highlight findings relating to salaries, benefits, and tenure for health center staff in 16 hard to recruit/retain titles as well as trends in turnover rates for all staff.

Learning Objectives:

1. Understand the history and methodology of the Region VIII health center salary survey project.
2. Understand key updates to the 2025 survey and related report.
3. Be able to utilize the most appropriate compensation data and tenure/turnover metrics as presented in the related report.

EVENT RECORDING

This event will be archived online. This online version will be posted within two weeks of the live event and will be available for one year. For information about all CHAMPS archives, please visit <https://champsonline.org/events-trainings/distance-learning>.

HANDOUT CONTENTS

Page 2: Description of CHAMPS, Speaker Biography, Related CHAMPS Resources

Pages 3-20: Slides

DESCRIPTION OF CHAMPS

Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-designated community health centers so they can better serve their patients and communities. CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, the collection and dissemination of regional data, and more. Staff and board members of [CHAMPS Organizational Members](https://championline.org/resources/publications-e-communications/champs-publications#salary) receive [targeted benefits](#) in the areas of business intelligence, networking, recognition and awards, recruitment and retention, training discounts and reimbursement, and more. **CHAMPS has been an essential resource for health center training and support for 40 years!** Be sure to take advantage of CHAMPS' programs, products, resources, and other services. For more information about CHAMPS, please visit www.CHAMPSonline.org. The Happenings section of the CHAMPS home page highlights the newest CHAMPS offerings.

SPEAKER BIOGRAPHY

Ms. Martin has worked with CHAMPS for over 20 years, developing, presenting, and coordinating educational events for human resources and other staff members at community health centers across Region VIII (CO, MT, ND, SD, UT, and WY). Additionally, she oversees the collection and analysis of a wide variety of health center workforce metrics to assess the environment of the region, support health center efforts to improve recruitment and retention programs and financial performance, and guide future CHAMPS support programs. Prior to joining CHAMPS, Ms. Martin provided educational programming for a variety of non-profit institutions in the Denver area, including the Denver Museum of Nature and Science and the Downtown Aquarium. She has a Bachelor of Arts degree from Luther College in Decorah, Iowa, with a Certification in Museum Studies.

RELATED CHAMPS RESOURCES

- CHAMPS Region VIII Health Center Salary Surveys & Reports:
<https://championline.org/resources/publications-e-communications/champs-publications#salary>
- CHAMPS Region VIII Health Center Workforce Metrics, Clinical Staffing, and Provider Productivity Expectations Reports:
https://championline.org/resources/publications-e-communications/champs-publications#staffing_expectations
- CHAMPS Members Only: Region VIII Health Center Salary Survey and Related Reports (member log-in credentials required)
<https://championline.org/members-only/login>
- CHAMPS Recruitment and Retention Resources:
<https://championline.org/resources/rrresources>
- CHAMPS Job Opportunities Bank: <https://championline.org/job-bank/opportunities>
- About the CHAMPS Workforce Development Program:
<https://championline.org/about/workforce-development>





Community Health Association of Mountain/Plains States (CHAMPS)

2025 REGION VII HEALTH CENTER WORKFORCE DATA

UNDERSTANDING AND UTILIZING STATISTICS FROM THE CHAMPS 2025
ABBREVIATED SALARY, BENEFITS, & TURNOVER SURVEY PROJECT

THURSDAY, NOVEMBER 6, 2025 – 12:00-1:00PM MOUNTAIN TIME | 1:00-2:00PM CENTRAL TIME

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Presented By



Andrea Martin

CHAMPS Workforce Development
and Member Services Director

Andrea@CHAMPSonline.org



*Please come off mute and/or use the
Chat feature to reach out to the
moderators or presenter.*



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Interactive Poll #1



How many FTEs does your health center employ?

- ▶ Less than 80 FTEs
- ▶ 80-250 FTEs
- ▶ More than 250 FTEs
- ▶ Unsure

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Learning Objectives



- ▶ Understand the **history and methodology** of the Region VIII health center salary survey project.
- ▶ Understand **key updates** to the 2025 survey and related report.
- ▶ Be able to utilize the **most appropriate compensation data and tenure/turnover metrics** as presented in the related report.

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Region VIII Survey & Reports



PROJECT GOALS:

- ▶ Provide **market data** for crafting competitive salary and benefits packages for health center employees
 - ▶ Industry/niche specific; breakdowns for best fit
 - ▶ Abbreviated years: selected hard to recruit/retain titles only
- ▶ Identify and track **workforce trends**
 - ▶ Useful for health centers and PCAs
 - ▶ Abbreviated years: years of service & turnover only

REGION VIII PROJECT TIME FRAME:

- ▶ Full survey every two years (even years)
 - ▶ Began in 2004
- ▶ Abbreviated surveys in 2023 and 2025
- ▶ Data collection in spring; reports released by fall

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Region VIII Survey & Reports, con't



- ▶ **Abbreviated Region VIII Health Center **Salary, Benefits, & Turnover** Survey Report**
 - ▶ Released in October 2025
 - ▶ Print and Electronic
- ▶ *No Companion Reports in "abbreviated" years*



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Updates: 2025 Abbreviated Project (Survey &/or Report)



- ▶ **16 Hard-to-Recruit/Retain Titles** only (same as 2023 project)
- ▶ Updated **Job Description Summaries**
 - **GOAL 1:** Report employee data under the most appropriate titles
 - **GOAL 2:** Refer to the most appropriate titles when using the report
- ▶ New budget options in **Salary/Benefits Breakdown Tables**
- ▶ Updated format of **Turnover** question (2024, plus avg. # of emps.)
- ▶ New **Connecting Staff to the CHC Movement** question
 - **NOTE:** Results of this question are not included in the report

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Titles in the 2025 Abbreviated Survey & Report



- | | |
|---------------------------------------|------------------------------------|
| ▶ Director, Executive/CEO | ▶ Medical Assistant, with Creds. |
| ▶ Director, Fiscal/CFO | ▶ Medical Assistant, w/o Creds. |
| ▶ Receptionist/Front Desk/Appt. Clerk | ▶ Nurse Practitioner |
| ▶ Assistant, Dental | ▶ Physician - FP, with OB |
| ▶ Counselor, Lic. Prof. (LPC/LCPC) | ▶ Physician - FP, w/o OB |
| ▶ Dental Hygienist | ▶ Physician Assistant |
| ▶ Dentist | ▶ Registered Nurse |
| ▶ Director, Medical/CMO | ▶ Social Worker, Licensed Clinical |

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Job Description Summaries (and Index of Titles)



Appendix A. Job Description Summaries and Index of Titles

Introduction

The following summary job descriptions are provided to ensure health centers A) reported employee data under the most appropriate titles and B) are referring to the most appropriate titles when utilizing final salary and benefits data to design compensation structures.

- All information provided represents **typical/preferred** information and is not meant to represent exact position requirements; exact duties, responsibilities, education, experience, etc. will vary from health center to health center (e.g., in most cases, various combinations of education and experience may be accepted).

Also note:

- **Supervisory Responsibility:** Indicates whether this title is typically required to supervise one or more other employees.
- **Budget Responsibility:** Indicates whether this title typically has oversight responsibility for staying within a set budget (although they might not have created that budget themselves).

Index: Each title includes page numbers indicating the location of salary, benefits, and years of service data tables referring to the title; references to titles in Data Highlights throughout the report are not included in this index.

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Sample Job Description Summaries



Director, Fiscal/CFO: Pages 12, 15, 26, 27, 28, 29, 32, 33

Do not use this title for other Fiscal Directors or for non-Director "Controller" employees.

Typical Core Duties: The organization's top financial leader, responsible for overseeing business operations and administrative functions typically related to fiscal control of budgets, supervision of purchasing, grants, property, inventory, billing, insurances, payroll, property management, cash disbursements and receipts, accounts receivable, financial statements, and related statistical systems. Prepares federal and other grant budgets and financial status reports. Develops financial analyses and forecasts to support future planning. Provides Board of Directors with relevant financial data for budgetary and financial governing decisions. Supervises business and accounting staff. May be responsible for additional functions (e.g., Human Resources). Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's or Master's degree in Accounting, Business Administration, or Finance; 3-5 years of experience in the finance function with responsibilities of business operations, accounting, cost analysis and control, etc.; Certified Public Accountant (CPA) preferred

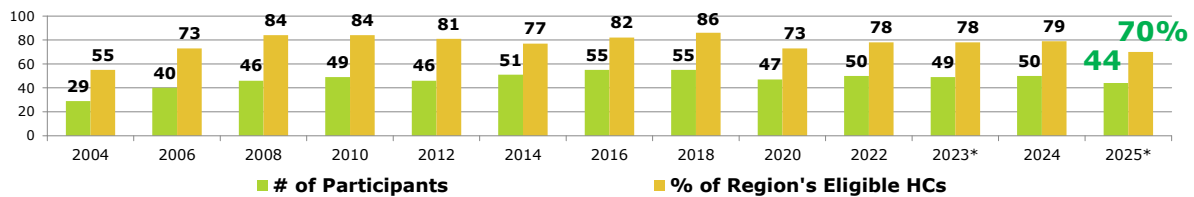
Typical / Preferred

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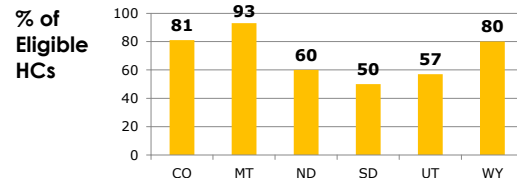
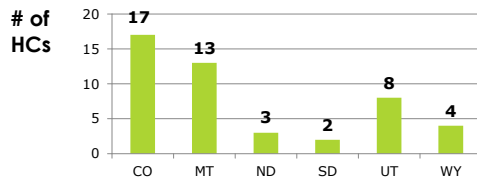
Region VIII Project Participation



Historical



2025 Participation by State



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2025 Salary, Benefits, & Turnover Survey Report Executive Summary: Overview



- ▶ The **44** participating health centers reported:
 - ▶ **\$298.6 million in wages** (includes base plus additional pay)
 - ▶ **\$43.8 million in benefits** (employer contributions to health, dental, vision, life, and disability insurance and retirement/pension plans)
 - ▶ For **3,808 employees** (3,473+ FTE) in these 16 titles

*Extra: This equates to an average spend of **\$89,918** per staff person (compared with an average spend of **\$80,070** per staff person in these 16 titles in 2024).*

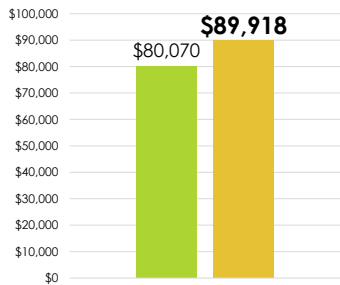
12

Extra Data:

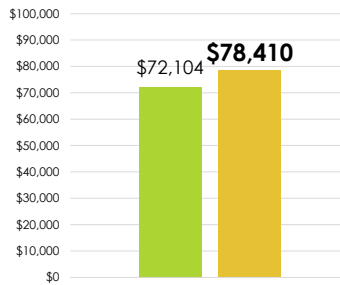
Overall Changes* in Wages & Benefits 2024-2025



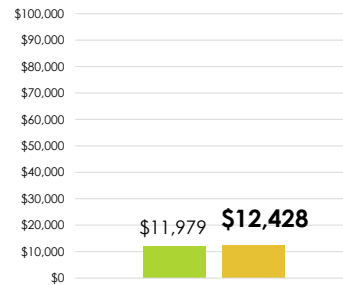
Total Spend: 12.3%



Wages: 8.8%



Benefits: 3.8%



Avg. TTL Spend per Employee

Avg. Wages per Employee

Avg. Benefits per Employee w/Benefits

■ 2024 ■ 2025

Total Spend = Base Salary + Additional Pay + Benefits
Wages = Base Salary + Additional Pay
All Un-equalized

*For Employees in these 16 titles

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2025 Salary, Benefits, & Turnover Survey Report Executive Summary: Participant Profile



TABLE 1: Profile of All Participating Organizations by Budget, State, Sites, Location, and Employees

Total Respondents: 44

ANNUAL BUDGET	
Average	\$27,353,920
Median	\$19,012,642

STATE	
Colorado	17 39%
LT 15M	4
15M-34M	6
MT 34M	7
Montana	13 30%
LT 15M	5
15M-34M	5
MT 34M	3
North Dakota	3 7%
LT 15M	1
15M-34M	2
MT 34M	0
South Dakota	2 5%
LT 15M	1
15M-34M	0
MT 34M	1
Utah	5 11%
LT 15M	2
15M-34M	2
MT 34M	1
Wyoming	4 9%
LT 15M	3
15M-34M	1
MT 34M	0

ANNUAL BUDGET		
Less Than \$15,000,000	16	36.4%
\$15,000,000 - \$34,000,000	16	36.4%
More Than \$34,000,000	12	27.3%
Extra: \$34.1M-\$57.9M	7	15.9%
Extra: \$58M+	5	11.4%

NUMBER OF SITES		
One to Four HC Sites	12	39%
LT 15M	12	
15M-34M	5	
MT 34M	0	
Five to 12 HC Sites	14	32%
LT 15M	4	
15M-34M	9	
MT 34M	1	
13 or More HC Sites	13	30%
LT 15M	0	
15M-34M	2	
MT 34M	11	

LOCATION		
Urban	7	16%
LT 15M	4	
15M-34M	0	
MT 34M	3	
Rural	16	36%
LT 15M	8	
15M-34M	4	
MT 34M	4	
Frontier and Rural/Frontier	4	9%
LT 15M	2	
15M-34M	2	
MT 34M	0	
Urban/Rural	17	39%
LT 15M	3	
15M-34M	7	
MT 34M	7	

NUMBER OF EMPLOYEES		
Less Than 80 Employees	15	34%
LT 15M	13	
15M-34M	2	
MT 34M	0	
80 - 250 Employees	18	41%
LT 15M	3	
15M-34M	14	
MT 34M	1	
More Than 250 Employees	11	25%
LT 15M	0	
15M-34M	0	
MT 34M	11	

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2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Information



► Salary and Benefits Data/Information

- Section-Specific Overview
- Data for 16 Select Titles
- 12 Salary/Benefits Breakdown Tables
- 3 Salary Comparison Tables
- Additional Pay

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2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Information

What We Asked For In the Survey



- **Report for employees in 16 select titles**
- **FTE:** Actual annual Full Time Equivalent (FTE)
- **Base Salary:** Actual annual base pay
 - NOT parking reimbursement, continuing education pay, dues & licensure payments, relocation costs, etc.
- **Additional Pay:** Actual annual amount of bonuses, incentives, differentials, and/or overtime
 - NOT parking reimbursement, continuing education pay, dues & licensure payments, relocation costs, etc.
 - Requested additional details for any reported \$\$
- **Benefits:** Annual employer contributions to health, dental, vision, life, and disability insurance and retirement/pension plans
 - NOT parking reimbursement, continuing education pay, dues & licensure payments, relocation costs, etc.
- **Date of Hire**

Data checks, updates, data checks, upload to database, equalize to 1.0 FTE, data checks, updates, etc.!

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2025 Salary, Benefits, & Turnover Survey Report Employee Salary and Benefits Information



A. Salary and Benefits Data Overview

- ▶ Types of Data
- ▶ Details about Budget Breakdowns
 - ▶ Small: Annual budgets of less than \$15M
 - ▶ Medium: Annual budgets of \$15M-\$34M
 - ▶ Large: Annual budgets of more than \$34M
 - ▶ For some breakdown tables, the "large" budget group is further broken down into two categories:
 - ▶ \$34.1M to \$57.9M
 - ▶ \$58M and above (90th PCTL and up)

B. Reading the Salary and Benefits Tables

- ▶ Definitions

C.-G. Various Salary and Benefits Data Tables

- ▶ C-F: Aggregated BASE Pay data
- ▶ G: MOSTLY Aggregated BASE PAY data

**CHAMPS provides Averages/
Percentiles for All Incumbents
(All Individual Reported Employees)**

Not an average of company averages

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2025 Salary, Benefits, & Turnover Survey Report Salary and Benefits Data Tables



▶ Section C – Salary & Benefits Summaries for 16 Administrative and Clinical Positions

Table 5

ADMINISTRATIVE POSITIONS	Count	Actual FTEs	10th PCTL Salary	25th PCTL Salary	50th PCTL Salary	Average Salary	75th PCTL Salary	90th PCTL Salary	Average Benefits	Benefits as % of Salary
REGISTERED NURSE - ALL	320	274.05	\$63,417	\$68,573	\$74,095	\$75,285	\$81,486	\$87,910	\$12,186	16.19%
Registered Nurse - LT 15M	50	39.80	\$63,407	\$67,110	\$74,512	\$75,264	\$82,534	\$85,227	\$9,431	12.53%
Registered Nurse - 15M - 34M	126	109.20	\$59,208	\$65,478	\$71,249	\$71,469	\$75,650	\$82,441	\$9,537	13.34%
Registered Nurse - MT 34M	144	125.05	\$68,059	\$72,508	\$77,294	\$78,630	\$84,434	\$90,931	\$15,218	19.35%

Median Mean

- ▶ Section D – Salary & Benefits Breakdowns for Administrative & Clinical Leadership
- ▶ Section E – Salary & Benefits Breakdowns for Clinical Team (Providers & APPs)
- ▶ Section F – Salary & Benefits Breakdowns for Support Team members

Aggregated BASE Pay data

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2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Data Tables

Titles Included in Big Breakdown Tables (Sections D and E)



Administrative & Clinical Leadership Titles

- ▶ Executive Director/CEO
- ▶ Fiscal Director/CFO
- ▶ Medical Director/CMO

Aggregated BASE Pay data

Clinical Team Titles

- ▶ Dental Hygienist
- ▶ Dentist
- ▶ Licensed Clinical Social Worker
- ▶ Licensed Professional Counselor
- ▶ Nurse Practitioner
- ▶ Physician - Family Practice with OB
- ▶ Physician - Family Practice w/o OB
- ▶ Physician Assistant

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2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Data Tables

Leadership & Clinical Team Breakdowns
(Sections D-E)

Tables 6-16 Include:

- ▶ Count of Employees
- ▶ Actual FTEs
- ▶ 50th PCTL Salary
- ▶ Average Salary
- ▶ Average Benefits
- ▶ Average Benefits as a % of Average Salary
- ▶ Average Years Employed

With Breakdowns By:

- ▶ Size: HC Budget
 - ▶ With extra "Large" budget breakdown
- ▶ Years Employed
- ▶ Location
- ▶ Size: # of Sites
- ▶ Size: # of Employees
- ▶ Executive Team

Aggregated BASE Pay data

ADMINISTRATIVE LEADERSHIP POSITION
FISCAL DIRECTOR/CFO - ALL
Breakdown by Annual Budget
Fiscal Director/CFO - LT 15M
Fiscal Director/CFO - 15M-34M
Fiscal Director/CFO - MT 34M
Extra: Fiscal Director/CFO - 34.1M-57.9M
Extra: Fiscal Director/CFO - 58M+
Breakdown by Number of Years Employed
Fiscal Director/CFO - LT Five Years Employed
Fiscal Director/CFO - Five-Nine Years Employed
Fiscal Director/CFO - 10-19 Years Employed
Fiscal Director/CFO - 20+ Years Employed
Breakdown by Location
Fiscal Director/CFO - Urban
Fiscal Director/CFO - Rural
Fiscal Director/CFO - Frontier and Rural/Frontier
Fiscal Director/CFO - Urban/Rural
Fiscal Director/CFO - Non-Urban Mix**
Breakdown by Number of Health Center Sites
Fiscal Director/CFO - One-Four HC Site(s)
Fiscal Director/CFO - Five-12 HC Sites
Fiscal Director/CFO - 13 or More HC Sites
Breakdown by Number of Employees
Fiscal Director/CFO - LT 80 Employees
Fiscal Director/CFO - 80-250 Employees
Fiscal Director/CFO - MT 250 Employees
Breakdown by Executive Team
Fiscal Director/CFO - Executive Team Member
Fiscal Director/CFO - Not Executive Team Member

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2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Data Tables

A Few Extra Leadership & Clinical Team Breakdown Categories



► Clinical Leadership (CMO) Table (Table 8)

- Include breakdown by **Employee Credentials**:

- Doctorate vs. Master's Prepared, Type of Program, etc. (e.g., MD, DO, NP/PA, Other/UNK)

► Clinical Team Tables (Tables 9-16)

- Include breakdowns by **Time Worked**:

- Part-Time (less than 0.875 FTE) vs. Full-Time (0.875 FTE+)

Breakdown by Time Worked

			50th PCTL Salary	Average Salary
Nurse Practitioner - Employed Part-Time (LT 0.875 FTE)	96	59.38	\$125,590	\$128,543
Nurse Practitioner - Employed Full-Time (0.875 FTE+)	210	208.32	\$120,755	\$123,039

- By **State-Allowed Scope of Practice** (Dental Hygienist Only, Table 9)

- Variation in Dental Hygiene Scope of Practice by State:

<https://oralhealthworkforce.org/infographics/variation-in-dental-hygiene-scope-of-practice-by-state/>

Breakdown by State Legal Scope of Practice^

Dental Hygienist - Broad Allowed Scope	90	77.99	\$97,374	\$101,861
Dental Hygienist - Moderate Allowed Scope	60	49.48	\$85,706	\$87,222
Dental Hygienist - Narrow Allowed Scope	13	7.24	\$87,360	\$87,291

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Interactive Poll #2



Which type of salary breakdown do you find to be the most useful for leadership and clinical team titles?

- Budget Range
- Years of Service
- Location
- Other
- I use multiple breakdowns

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2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Data Tables

Support Team Breakdowns (Section F)



Table 17 – Breakdowns for Select Administrative & Clinical Support Positions

► By Number of Years Employed only

CLINICAL SUPPORT POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
DENTAL ASSISTANT - ALL	343	317.07	\$46,467	\$46,446	\$9,723	20.93%	4.0
Dental Assistant - LT Five Years Employed	265	244.99	\$44,512	\$44,838	\$8,493	18.94%	1.6
Dental Assistant - Five-Nine Years Employed	38	35.15	\$52,000	\$51,037	\$12,190	23.89%	7.2
Dental Assistant - 10-19 Years Employed	33	30.28	\$53,160	\$52,116	\$14,931	28.65%	14.4
Dental Assistant - 20+ Years Employed	7	6.65	\$54,746	\$55,673	\$13,944	25.05%	26.0

Administrative Title:

► Receptionist/Front Desk/Appointment Clerk

Clinical Titles:

- Dental Assistant
- Medical Assistant, with Credentials
- Medical Assistant, without Credentials
- Registered Nurse

Aggregated BASE Pay data

2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Data Tables

Comparison Tables, Part I (Section G)



► Comparison of Region VIII Health Center Data for 2020, 2022, 2023, 2024, and 2025 (16 titles, Tables 18-19)

- **Medians** for all Region VIII data and for each of the three main budget breakdowns
 - Less than \$15M, \$15-\$34M, and more than \$34M
- Provides percentage change from year to year and for 2020-2025

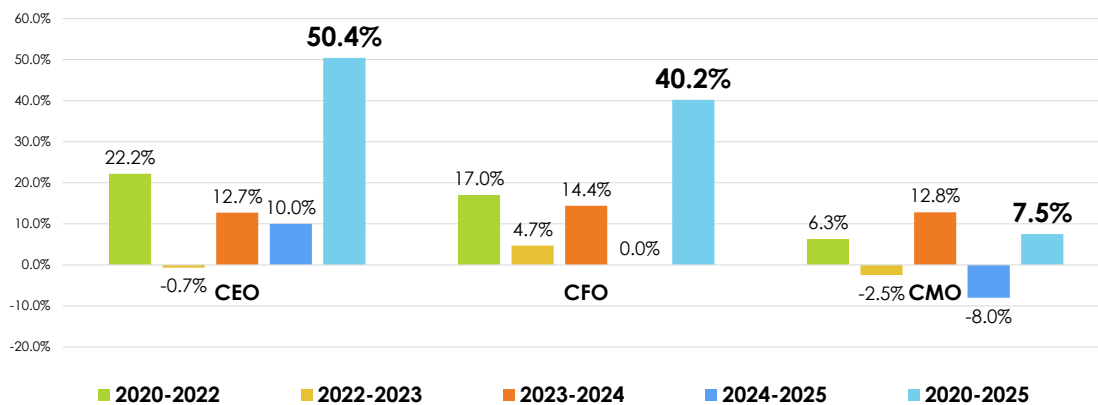
Position Title	Region VIII									
	2020 Median	2022 Median	2023 Median	2024 Median	2025 Median	Change '20-'22	Change '22-'23	Change '23-'24	Change '24-'25	Change '20-'25
Dental Assistant	\$35,453	\$41,554	\$43,285	\$43,474	\$46,467	17.2%	4.2%	0.4%	6.9%	31.1%
Dental Hygienist	\$74,880	\$82,160	\$85,810	\$87,715	\$96,000	9.7%	4.4%	2.2%	9.4%	28.2%
Dentist	\$151,900	\$160,000	\$164,355	\$170,676	\$179,212	5.3%	2.7%	3.8%	5.0%	18.0%

Data not available for 2021
Aggregated BASE Pay data

2025 Salary, Benefits, & Turnover Survey Report

Change in Region VIII HC Salary Medians

Comparison Tables, Part I (Section G - Leadership)



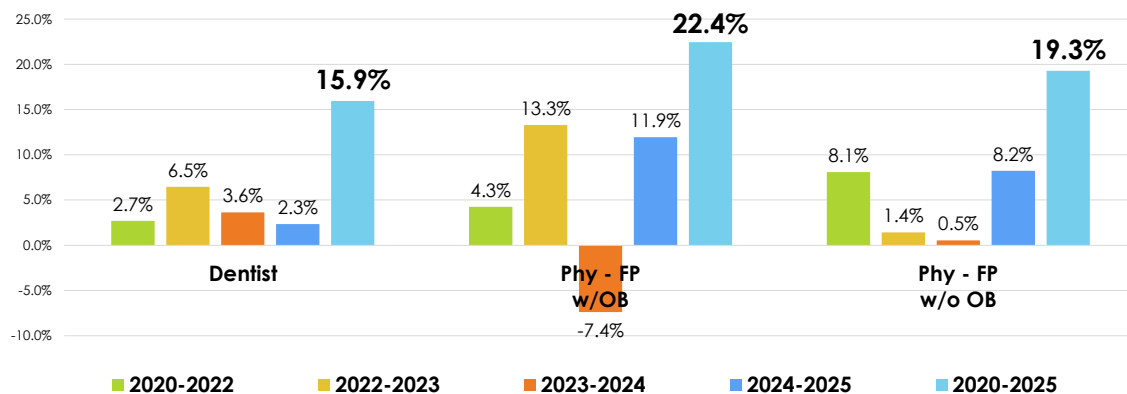
Based on Equalized Base Salaries

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2025 Salary, Benefits, & Turnover Survey Report

Change in Region VIII HC Salary Medians

Comparison Tables, Part I (Section G - Doctorate-Level Providers)



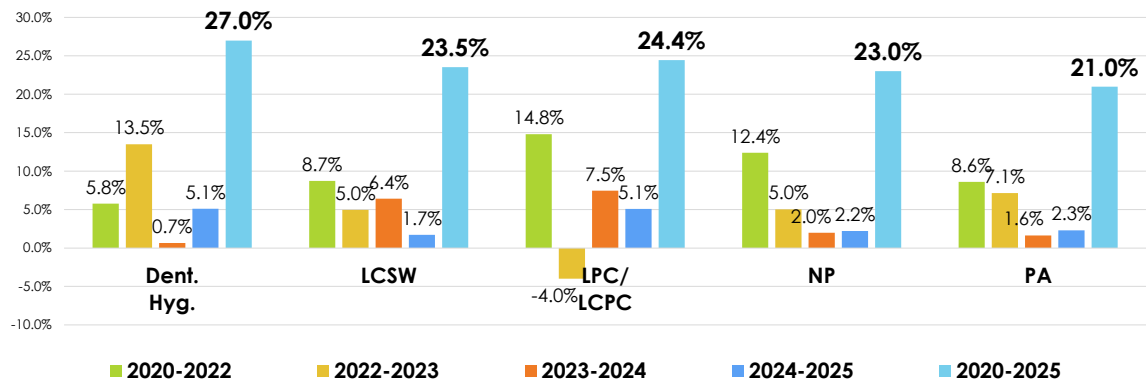
Based on Equalized Base Salaries

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2025 Salary, Benefits, & Turnover Survey Report

Change in Region VIII HC Salary Medians

Comparison Tables, Part I (Section G – Advanced Practice Providers)



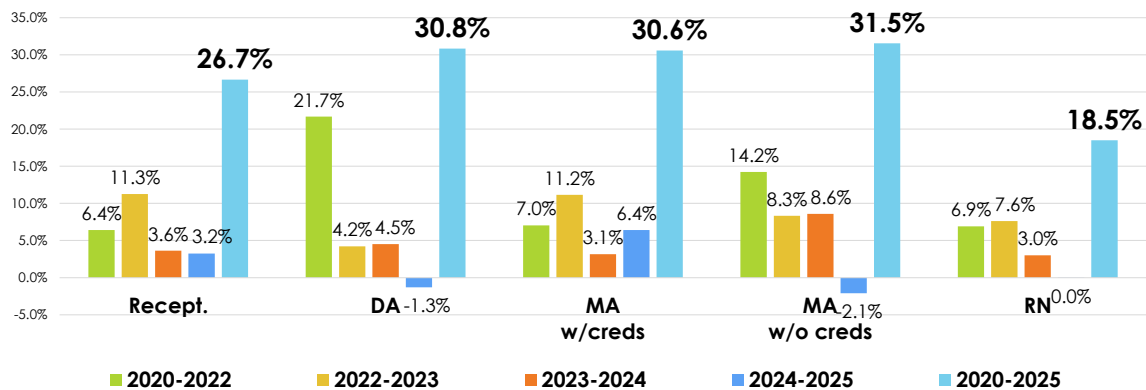
Based on Equalized Base Salaries

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2025 Salary, Benefits, & Turnover Survey Report

Change in Region VIII HC Salary Medians

Comparison Tables, Part I (Section G – Support Staff)



Based on Equalized Base Salaries

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2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Data Tables

Comparison Tables, Part II (Section G – Other Base Pay Data)



► Comparison of 2025 Region VIII Salary Data with **Other Recently Published BASE Pay Data** (without Additional Pay) (16 titles, Table 20)

- Compares CHAMPS Region VIII median figures (all plus three budget breakdowns) with:
 - 2025 Colorado Health Center Data from Colorado Community Health Network (CCHN)
 - 2025 National Health Center Data from the National Association of Community Health Centers (NACHC)
 - 2025 Data from Various Industries (mostly Montana and Wyoming) from Associated Employers
 - May 2024 Ambulatory Health Care Services Data from the U.S. Department of Labor, Bureau of Labor Statistics

Position Title	CHAMPS: 2025 Region VIII Report Annual Base Pay* Data from 44 Health Centers				CCHN: 2025 Colorado Report Annual Base Pay** Data from 17 Health Centers	NACHC: Health Center Salary & Benefits Report 2025-2026 Annual Base Pay** Data from 508 Health Centers				Associated Employers: Wage & Salary Survey, 2025 Annual Version***	U.S. Dept. of Labor, Bureau of Labor Statistics: May 2024 Ambulatory Health Care Services National Wage Estimates
	Region VIII Median	LT \$15M Median	\$15M-\$34M Median	MT \$34M Median	Colorado Median	National Median	Up to \$19.9M Median	\$20M-\$44.9M Median	\$45M+ Median	All Categories Median	Annual National Median
Dental Assistant	\$46,467	\$43,264	\$42,912	\$49,192	\$48,818	\$43,500	\$42,150	\$42,640	\$45,856	\$36,920	\$47,250
Dental Hygienist	\$96,000	\$96,720	\$90,199	\$96,000	\$97,374	\$85,113	\$85,831	\$82,243	\$88,083	\$86,663	\$94,420
Dentist	\$179,212	\$182,500	\$175,000	\$182,807	\$179,130	\$171,642	\$175,074	\$167,738	\$173,633	N/A	\$172,580

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2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Data Tables

Comparison Tables, Part III (Section G – Other Total Comp Data)



► Comparison of 2025 Region VIII Salary Data with **Other Recently Published Total Compensation Data** (13 titles, Table 21)

- Compares CHAMPS Region VIII median figures (all plus three budget breakdowns) with:
 - 2025 National Health Center Data from the National Association of Community Health Centers (NACHC)
 - 2025 Provider and Management/Staff Data from MGMA

Position Title	CHAMPS: 2025 Region VIII Report Annual Total Pay* Data from 44 Health Centers				NACHC: Health Center Salary & Benefits Report 2025-2026 Annual Total Compensation** Data from 508 Health Centers	MGMA: 2025 DataDive Provider and Management/Staff Compensation Survey Reports Annual Total Compensation*** Based on 2024 Data
	Region VIII Median	LT \$15M Median	\$15M-\$34M Median	MT \$34M Median	Annual National Median	Annual National Median
Dental Assistant	\$47,092	\$43,264	\$44,458	\$50,066	\$43,664	N/A
Dental Hygienist	\$96,000	\$88,480	\$95,191	\$96,000	\$85,329	N/A
Dentist	\$179,585	\$184,050	\$175,000	\$181,898	\$173,500	\$199,307

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2025 Salary, Benefits, & Turnover Survey Report

Salary and Benefits Information

Additional Pay (Bonuses/Incentives, Differentials, Overtime)



- ▶ **77%** of HCs reported **\$5.9M in Additional Pay** for 1+ employee(s)
 - ▶ In these 16 titles; compares with 69% of HCs in 2023.
 - ▶ **48.2%** of all reported employees earned additional pay (2023: 45.2%)
 - ▶ Additional pay represented an avg. of **4.4%** of un-equalized base (2023: 5.0%)

Titles with Highest \$\$ per Employee*

- ▶ Physician - FP with OB (\$15,796)
- ▶ Director, Executive/CEO (\$12,400)
- ▶ Physician - FP without OB (\$8,673)
- ▶ Physician Assistant (\$8,098)
- ▶ Nurse Practitioner (\$8,032)

*Per employee earning Additional Pay

Titles w/Biggest Difference – Base vs. Total for All 1.0 FTE Emps.**

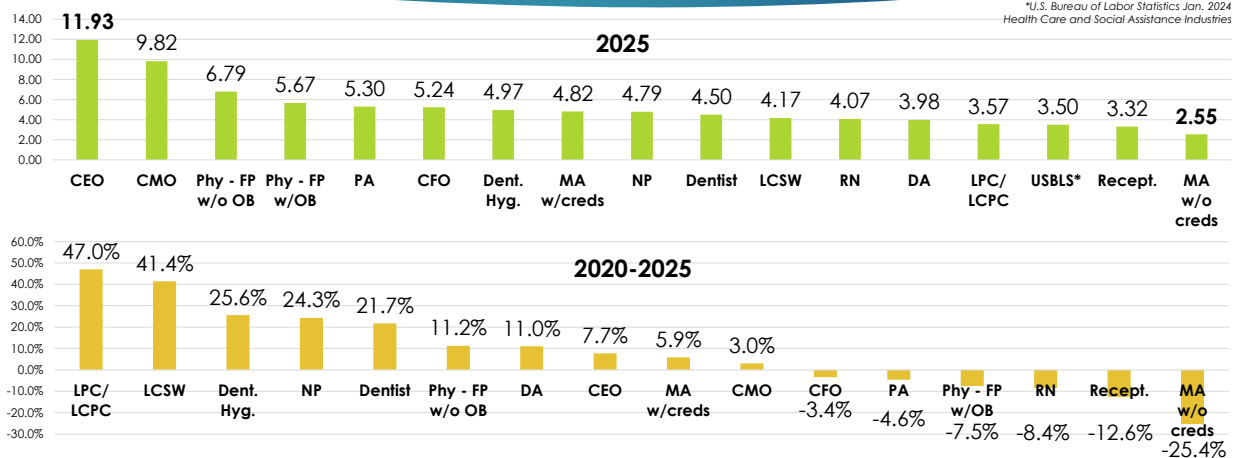
- ▶ Physician Assistant (3.15%)
- ▶ Nurse Practitioner (3.03%)
- ▶ Physician - Family Practice, with OB (2.92%)
- ▶ Director, Executive/CEO (2.36%)
- ▶ Medical Assistant, with Credentials (2.20%)

**All 1.0 FTE employees, including both those with and without additional pay

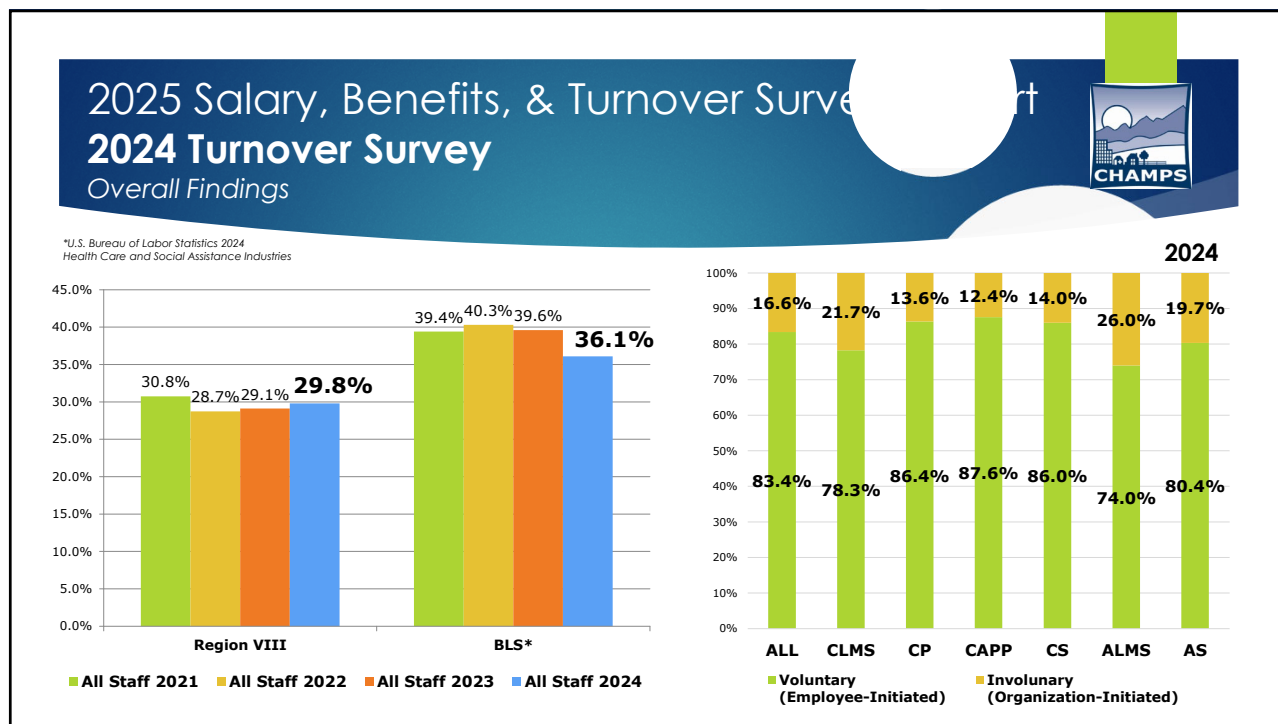
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2025 Salary, Benefits, & Turnover Survey Report

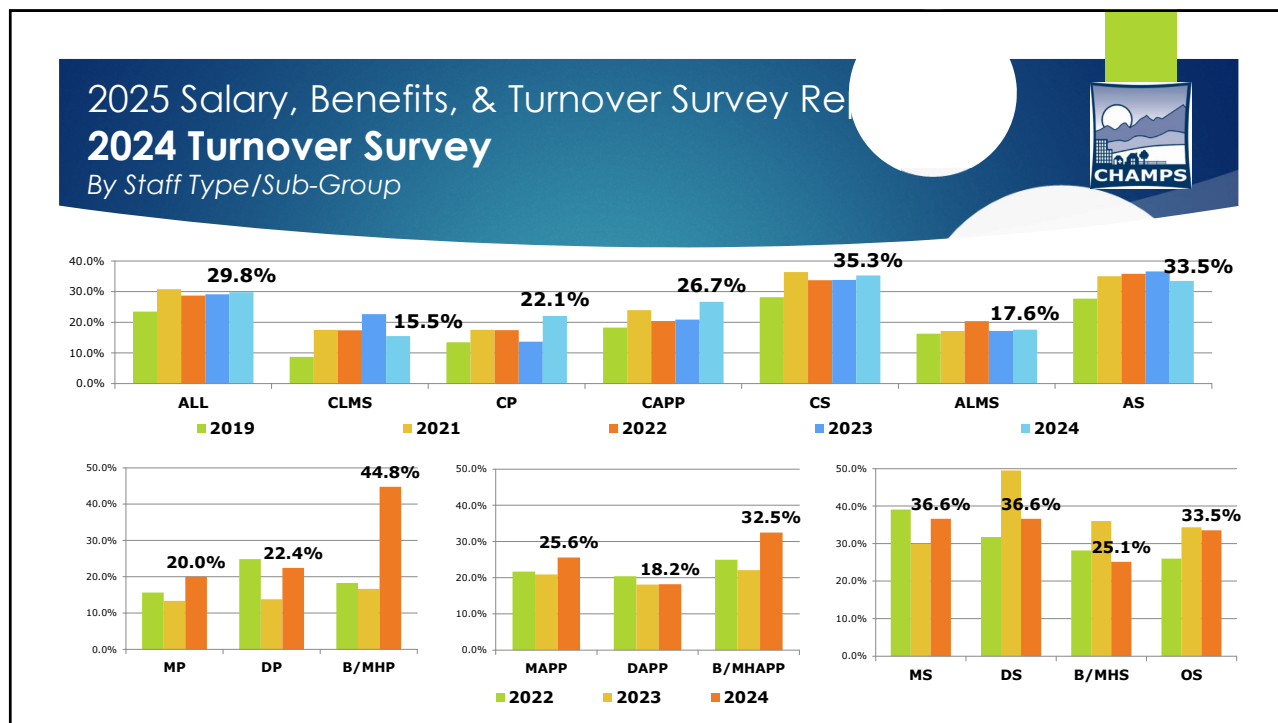
Tenure (Years of Service/YOS)



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Any Questions?



Reach Out!

Andrea@CHAMPSONline.org

- ▶ **Please Evaluate this event:**
<https://www.surveymonkey.com/r/Eval-2025RVIIISalaryDataWebinar>
- ▶ **Please Evaluate the report (maybe win a prize!):**
<https://www.surveymonkey.com/r/Eval-2025RVIIISalaryReport>

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Community Health Association of Mountain/Plains States (CHAMPS)

THANK YOU FOR JOINING US!

THE HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA), DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) PROVIDED FINANCIAL SUPPORT FOR THIS PROGRAM. THE AWARD TOTALED \$863,984 AND PROVIDED 80% OF TOTAL OVERALL CHAMPS COSTS. THE CONTENTS ARE THOSE OF THE AUTHOR. THEY MAY NOT REFLECT THE POLICIES OF HRSA, HHS, OR THE U.S. GOVERNMENT.

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