

2026 Region VIII Health Center Compensation Data

*Understanding and Utilizing Statistics from the
2026 CHAMPS Salary and Benefits Survey Report*



PARTICIPANT HANDOUTS

PRESENTER

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

LIVE BROADCAST DATE/TIME

Thursday, October 15, 2026

12:00-1:30PM Mountain Time / 1:00-2:30PM Central Time

TARGET AUDIENCE

CHAMPS Organizational Members and non-members who submitted data for the 2026 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 2026 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 3-26: 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](#) 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 over 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://champsonline.org/resources/publications-e-communications/champs-publications#salary>
- CHAMPS Region VIII Health Center Workforce Metrics, Clinical Staffing, and Provider Productivity Expectations Reports:
https://champsonline.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://champsonline.org/members-only/login>
- CHAMPS Recruitment and Retention Resources:
<https://champsonline.org/resources/rrresources>
- CHAMPS Job Opportunities Bank: <https://champsonline.org/job-bank/opportunities>
- About the CHAMPS Workforce Development Program:
<https://champsonline.org/about/workforce-development>



Community Health Association of Mountain/Plains States (CHAMPS)

2026 REGION VIII HEALTH CENTER COMPENSATION DATA

UNDERSTANDING AND UTILIZING STATISTICS FROM THE
2026 CHAMPS SALARY AND BENEFITS SURVEY REPORT

THURSDAY, OCTOBER 15, 2026 – 12:00-1:30PM MOUNTAIN TIME | 1:00-2:30PM CENTRAL TIME

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Presented By



Andrea Marlin

CHAMPS Workforce Development and
Member Services Director

Andrea@CHAMPSonline.org

*Please use the Q&A and Chat features to
reach out to the presenter/moderators.*



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Interactive Poll #1



How many FTEs does your health center employ?

- ▶ Less than 80 FTEs
- ▶ 80-199 FTEs
- ▶ 200-499 FTEs
- ▶ 500 or More 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 2026 survey and report.
- ▶ Be able to utilize the **most appropriate compensation data** as presented in 2026 Salary and Benefits Survey 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:

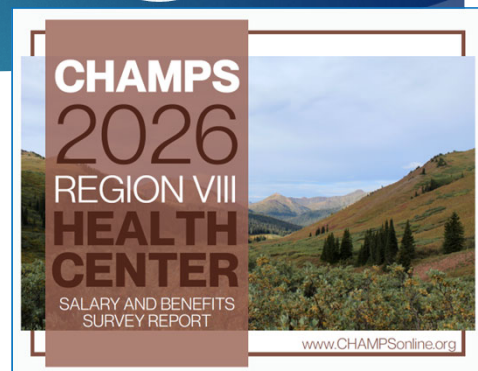
- ▶ Full survey every two years (even years)
 - ▶ Began in 2004
- ▶ Abbreviated surveys in 2023, 2025, and 2027
- ▶ Data collection in spring; reports released by fall

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Region VIII Survey & Reports, con't

▶ Region VIII Health Center **Salary and Benefits Survey Report**

- ▶ Released in October/November 2026
- ▶ Print and Electronic
- ▶ Electronic-Only Companion Reports:
 - ▶ **Workforce Metrics Report** (Nov. 2026)
 - ▶ **Provider Productivity Expectations Report** (by late 2026/early 2027)
 - ▶ **Clinical Staffing Report** (by late 2026/early 2027)



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2026 Salary Survey Advisory Committee



Amber Mozet	Tepeyac Community Health Center	CO
Dana Peterson	Mountain Family Health Centers	CO
Emily Krizmanich	Colorado Community Health Network	CO
Regana Davis	Valley-Wide Health Systems	CO
Sarah Macrander	Colorado Community Health Network	CO
Jamie Dixon	Partnership Health Center	MT
Shelly Hegerle	Community HealthCare Association of the Dakotas	ND/SD
Jessica Weber	Horizon Health Care, Inc.	SD
Kristina Frisk	Complete Health	SD
Maddox Ormiston	Association for Utah Community Health	UT
Sandra DeBry	Association for Utah Community Health	UT
Jana Suazo	Community Health Centers of Central Wyoming	WY
Jennifer Davis	Wyoming Primary Care Association	WY
Tracy Rue	Tepeyac Community Health Center	WY

With additional input from
Andrea Martin, Jen
Anderson, Haleigh
Donahue, and Liz Powers
(CHAMPS), and Sonia
Handforth-Kome and
Robyn Weiss (Northwest
Regional Primary Care
Association/NWRPCA).

**Thank
You!**

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Updates: 2026 Salary/Benefits Survey and/or Report



- ▶ Use of **Position Codes** – unique for each title
- ▶ Asked for **Base Salary** as an hourly figure
- ▶ Asked for the **Number of Direct Reports** for each employee
 - The number of other employees that report directly to this person in the organization's hierarchy, receiving assignments, guidance, and performance evaluations directly from this superior.
 - Extra breakdowns in existing tables for leadership staff
- ▶ **NEW** salary/benefits **Breakdown Tables for Supervisors/Managers**

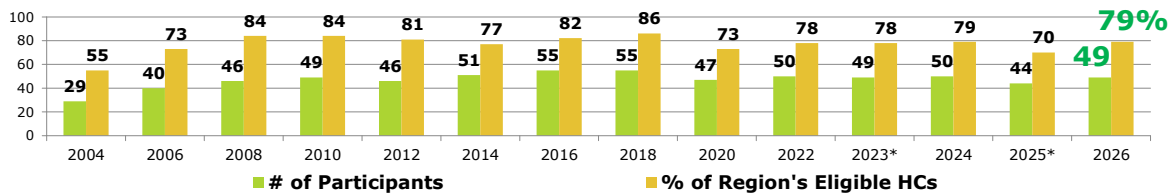
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Region VIII Project Participation

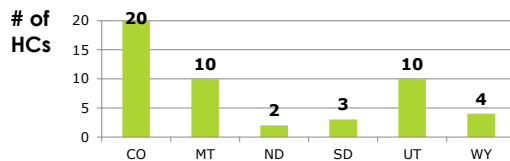
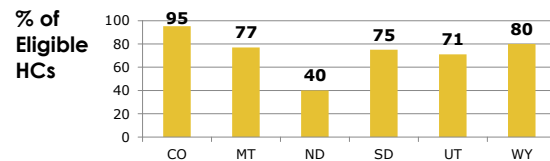


Historical

*Abbreviated Survey Years



2026 Participation by State



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2026 Salary and Benefits Survey Report Executive Summary: Overview



- ▶ The **49** participating health centers reported:
 - ▶ **\$793+ million in wages** (includes base plus additional pay)
 - ▶ **\$126+ million in benefits** (employer contributions to health, dental, vision, life, and disability insurance and retirement/pension plans)
 - ▶ For **10,470 employees** (9,566+ FTE)

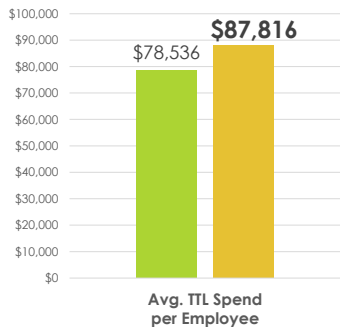
*Extra: This equates to an average spend of **\$87,819** per staff person (compared with an average spend of **\$78,536** per staff person in 2024).*

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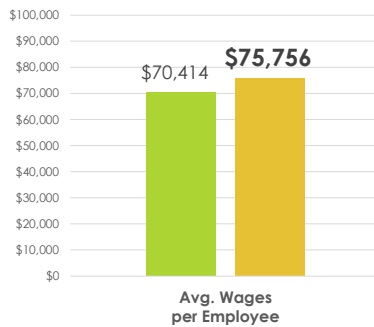
Extra Data: Overall Changes in Wages & Benefits 2025-2026



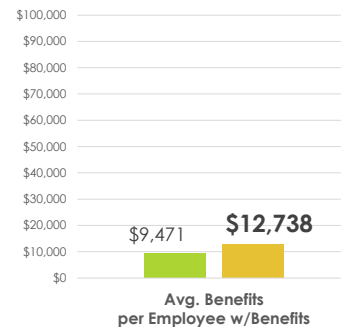
Total Spend: 11.8%



Wages: 7.6%



Benefits: 34.5%



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

■ 2024 ■ 2026

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2026 Salary and Benefits Survey Report Executive Summary: Participant Profile



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

Total Respondents: 49

ANNUAL BUDGET		
Average	\$34,390,739	
Median	\$19,339,758	
STATE		
Colorado	20	41%
LT 15M	5	
15M-34M	6	
MT 34M	9	
Montana	10	20%
LT 15M	3	
15M-34M	5	
MT 34M	2	
North Dakota	2	4%
LT 15M	1	
15M-34M	1	
MT 34M	0	
South Dakota	3	6%
LT 15M	2	
15M-34M	1	
MT 34M	0	
Utah	10	20%
LT 15M	4	
15M-34M	4	
MT 34M	2	
Wyoming	4	8%
LT 15M	2	
15M-34M	2	
MT 34M	0	

ANNUAL BUDGET		
Less Than \$15,000,000	17	34.7%
\$15,000,000 - \$34,000,000	19	38.8%
More Than \$34,000,000	13	26.5%
Extra: \$34.1M-\$63.9M	8	16.3%
Extra: \$64M+	5	10.2%
LOCATION		
Urban	12	24%
LT 15M	5	
15M-34M	3	
MT 34M	4	
Rural	19	39%
LT 15M	9	
15M-34M	9	
MT 34M	1	
Frontier and Rural/Frontier	4	8%
LT 15M	2	
15M-34M	2	
MT 34M	0	
Urban/Rural	14	29%
LT 15M	1	
15M-34M	5	
MT 34M	8	

NUMBER OF SITES		
One to Four HC Sites	19	39%
LT 15M	14	
15M-34M	5	
MT 34M	0	
Five to 12 HC Sites	17	35%
LT 15M	3	
15M-34M	11	
MT 34M	3	
13 or More HC Sites	13	27%
LT 15M	0	
15M-34M	3	
MT 34M	10	
NUMBER OF FULL-TIME EQUIVALENTS (FTEs)		
Less Than 80 FTEs	18	37%
LT 15M	16	
15M-34M	2	
MT 34M	0	
80 - 199 FTEs	19	39%
LT 15M	1	
15M-34M	16	
MT 34M	2	
200 - 499 FTEs	8	16%
LT 15M	0	
15M-34M	1	
MT 34M	7	
500 or More FTEs	4	8%
LT 15M	0	
15M-34M	0	
MT 34M	4	

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2026 Salary and Benefits Survey Report

Salary and Benefits Information



► Salary and Benefits Data/Information

- Job Description Summaries
- Section-Specific Overview
- Data for All Titles
- Breakdown Tables
- Comparison Tables
- Additional Pay
- Benefits Packages
- Salary Increases & Other Benefits

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Appendix A: Job Description Summaries (and Index of Titles)



Appendix A. Job Description Summaries and Index of Titles

Introduction

The following summary job descriptions, reviewed and updated by the 2026 Salary Survey Advisory Committee (see page 8), 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.

- Each title has an associated numeric **position code** that remains the same from year to year of the survey.
- 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 and benefits data tables referring to the title; references to titles in Data Highlights throughout the report are not included in this index.

*Includes survey project definitions for:
Assistant, Coordinator, Supervisor, Manager, and Director*

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Sample Job Description Summaries



1260: Director, Fiscal/CFO: Pages 18, 36, 82, 85, 88, 89, 90, 93

Do not use this title for non-Director "Controller" employees (listed separately).

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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2026 Salary and Benefits Survey Report Salary and Benefits Information *What We Asked For In the Survey*



- ▶ **Report for ALL employees**
- ▶ **FTE:** Actual annual Full Time Equivalent (FTE)
- ▶ **Base Salary:** Actual hourly base pay
 - ▶ NOT parking reimbursement, continuing education pay, dues & licensure payments, relocation costs, etc.
 - ▶ The tool utilized the FTE and hourly base pay to calculate an annual base salary figure
- ▶ **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, Members of the Executive Team**
- ▶ **NEW: Number of Direct Reports**

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

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2026 Salary and Benefits Survey Report Employee Salary and Benefits Information



A. Salary and Benefits Data Overview

- ▶ **Largest groups of employees**
 1. Medical Assistant, With Credentials (922)
 2. Receptionist/Front Desk/Appt. Clerk (839)
 3. Registered Nurse (503)
- ▶ **Highest paid, on average**
 1. Physician – OB/GYN (\$340,924)
 2. Medical Director/CMO (\$273,096)
- ▶ **Highest benefits as % of salary, on average**
 1. Clinical Intern (33.52%)
 2. Physician Resident (33.40%)

B. Reading the Salary and Benefits Tables

- ▶ Definitions

C.-I. Various Salary and Benefits Data Tables

- ▶ C-H: Aggregated BASE Pay data
- ▶ I: MOSTLY Aggregated BASE PAY data (some TOTAL PAY)

CHAMPS provides Averages/Percentiles for All Incumbents (All Individual Reported Employees)
Not an average of company averages

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2026 Salary and Benefits Survey Report Salary and Benefits Data Tables



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

Tables 5 & 6

CLINICAL 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
2290: REGISTERED NURSE - ALL	503	414.40	\$68,228	\$77,031	\$84,219	\$89,382	\$101,723	\$120,161	\$13,578	15.19%
Registered Nurse - LT 15M	56	45.61	\$65,000	\$70,533	\$79,259	\$78,448	\$84,422	\$88,338	\$15,117	19.27%
Registered Nurse - 15M-34M	140	116.91	\$62,101	\$67,886	\$73,944	\$76,692	\$83,122	\$93,810	\$13,304	17.35%
Registered Nurse - MT 34M	307	251.88	\$78,312	\$81,967	\$92,456	\$97,164	\$115,004	\$120,161	\$13,437	13.83%

Median Mean

- ▶ Sections D & E – Salary & Benefits Breakdowns for Administrative & Clinical Leadership
- ▶ Section F – Salary & Benefits Breakdowns for Clinical Team (Providers & APPs)
- ▶ **NEW** Section G – Salary & Benefits Breakdowns for Supervisory/Management Team
- ▶ Section H – Salary & Benefits Breakdowns for Selected Support Team Titles

Aggregated BASE Pay data

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2026 Salary and Benefits Survey Report

Salary and Benefits Data Tables

Titles Included in Breakdown Tables for Sections D, E, and F



Administrative Leadership Titles

- Development/Grants Director
- Executive Director/CEO
- Fiscal Director/CFO
- Combined Other Fiscal Directors
- Human Resources Director/CWO
- Information Technology Director/CIO
- Other Information Technology Director
- Operations Director/COO
- Other Operations Director
- Program Director
- Quality Improvement Director
- Risk/Compliance Director
- Combined Other Administrative Directors

Clinical Leadership Titles

- Behavioral Health Director/CBHO
- Associate/Other Behavioral Health Director
- Dental Director/CDO
- Associate/Other Dental Director
- Medical Director/CMO
- Associate/Other Medical Director
- Nursing Director
- Pharmacy Director

Clinical Team Titles

- Certified Nurse Midwife
- Dental Hygienist
- Dentist
- Licensed Clinical Social Worker
- Licensed Professional Counselor
- Nurse Practitioner
- Pharmacist
- Pharmacist, Clinical
- Physician - Family Practice With OB
- Physician - Family Practice W/O OB
- Physician - Internal Medicine
- Physician - OB/GYN
- Physician - Pediatrics
- Physician Assistant
- Psychiatric Nurse Practitioner
- Psychiatrist
- Psychologist, Clinical

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2026 Salary and Benefits Survey Report

Salary and Benefits Data Tables

Leadership & Clinical Team Breakdowns
(Sections D-F)

Tables 7-44 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 breakdown of the "Large" budget category
- Years Employed
- Location
- Size: # of Sites
- Size: # of FTEs
- Executive Team

Aggregated BASE Pay data

ADMINISTRATIVE LEADERSHIP POSITION	Count
1330: OTHER OPERATIONS DIRECTOR - ALL	80
Breakdown by Annual Budget	
Other Operations Director - LT 15M	8
Other Operations Director - 15M-34M	18
Other Operations Director - MT 34M	54
Extra: Other Operations Director - 34.1M-63.9M	17
Extra: Other Operations Director - 64M+	37
Breakdown by Number of Years Employed	
Other Operations Director - LT Five Years Employed	17
Other Operations Director - Five-Nine Years Employed	23
Other Operations Director - 10-19 Years Employed	29
Other Operations Director - 20+ Years Employed	11
Breakdown by Location	
Other Operations Director - Urban	10
Other Operations Director - Rural	17
Other Operations Director - Frontier and Rural/Frontier	0
Other Operations Director - Urban/Rural	53
Breakdown by Number of Health Center Sites	
Other Operations Director - One-Four HC Site(s)	6
Other Operations Director - Five-12 HC Sites	23
Other Operations Director - 13 or More HC Sites	51
Breakdown by Number of Full Time Equivalents (FTEs)	
Other Operations Director - LT 80 FTEs	8
Other Operations Director - 80-199 FTEs	17
Other Operations Director - 200-499 FTEs	18
Other Operations Director - 500+ FTEs	37
Breakdown by Number of Direct Reports^	
Other Operations Director - Zero Direct Reports	0
Other Operations Director - One-Four Direct Reports	30
Other Operations Director - Five-Nine Direct Reports	34
Other Operations Director - 10+ Direct Reports	15
Breakdown by Executive Team	
Other Operations Director - Executive Team Member	15
Other Operations Director - Not Executive Team Member	65

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2026 Salary and Benefits Survey Report

Salary and Benefits Data Tables

A Few Extra Leadership & Clinical Team Breakdown Categories



- ▶ **Administrative and Clinical Leadership Tables** (Tables 7-27)
 - ▶ Include a **NEW** breakdown by **Number of Direct Reports**:
 - ▶ Zero, one-four, five-nine, and 10+
- ▶ **Clinical Leadership Tables** (Tables 20-27)
 - ▶ Include breakdown by **Employee Credentials**:
 - ▶ Doctorate vs. Master's prepared, type of program (e.g., MD vs DO vs NP/PA, etc.)
- ▶ **Clinical Team Tables** (Tables 28-44)
 - ▶ Include breakdowns by **Time Worked**:
 - ▶ Part-Time (LT 0.875 FTE) vs Full-Time (0.875 FTE+)
 - ▶ For Dental Hygienist Only: by **State-Allowed Scope of Practice** (Table 29)
 - ▶ Broad, Moderate, or Narrow Allowed Scope
 - ▶ Variation in Dental Hygiene Scope of Practice by State: <https://oralhealthworkforce.org/infographics/variation-in-dental-hygiene-scope-of-practice-by-state/>

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Interactive Poll #2



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

- ▶ Budget Range
- ▶ Years of Service
- ▶ Location
- ▶ Number of Sites
- ▶ Number of FTEs
- ▶ Other

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2026 Salary and Benefits Survey Report

Salary and Benefits Data Tables

Titles Included in Breakdown Tables for Section G



NEW Administrative Supervisory/Management Titles

- ▶ Billing Supervisor
- ▶ Clinic Operations Manager (Administrative)
- ▶ Finance Managers – Combined
- ▶ Human Resources Manager/HR Generalist
- ▶ Information Technology Manager
- ▶ Maintenance/Facilities Manager
- ▶ Program Manager (Administrative)
- ▶ Quality Managers – Combined
- ▶ Reception/Front Office Supervisor
- ▶ Other Administrative managers – Combined
- ▶ Other Administrative Supervisors – Combined

NEW Clinical Supervisory/Management Titles

- ▶ Dental Assistant Supervisor
- ▶ Medical Assistant Supervisor
- ▶ Medical/Dental Clinic Manager
- ▶ Nursing Manager
- ▶ Nursing Supervisor
- ▶ Pharmacy Manager
- ▶ Other Clinical Managers – Combined
- ▶ Other Clinical Supervisors – Combined

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2026 Salary and Benefits Survey Report

Salary and Benefits Data Tables

Supervisory/Management Team Breakdowns (Section G)



Tables 45 and 46 – Breakdowns for Administrative & Clinical Supervisory/Management Positions

- ▶ By Number of Direct Reports and Number of Years Employed only

ADMINISTRATIVE SUPERVISORY/MANAGEMENT POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed	Average # of Direct Reports
1670: RECEPTION/FRONT OFFICE SUPERVISOR - ALL	54	53.30	\$57,741	\$57,704	\$12,250	21.23%	7.1	6.2
Breakdown by Number of Years Employed								
Reception/Front Office Supervisor - LT Five Years Employed	32	31.80	\$54,540	\$56,371	\$11,331	20.10%	2.9	6.7
Reception/Front Office Supervisor - Five-Nine Years Employed	10	10.00	\$54,465	\$56,578	\$9,188	16.24%	7.6	6.9
Reception/Front Office Supervisor - 10-19 Years Employed	7	6.80	\$63,003	\$62,983	\$16,911	26.85%	14.3	4.3
Reception/Front Office Supervisor - 20+ Years Employed	5	4.70	\$58,719	\$61,097	\$17,362	28.42%	23.3	4.4
Breakdown by Number of Direct Reports								
Reception/Front Office Supervisor - Zero Direct Reports	6	6.00	\$60,551	\$58,449	\$10,363	17.73%	9.2	0.0
Reception/Front Office Supervisor - One-Four Direct Reports	16	15.50	\$55,237	\$57,526	\$11,173	19.42%	8.1	3.3
Reception/Front Office Supervisor - Five-Nine Direct Reports	23	23.00	\$54,163	\$55,597	\$12,965	23.32%	6.9	6.7
Reception/Front Office Supervisor - 10+ Direct Reports	9	8.80	\$58,822	\$62,906	\$13,465	21.41%	4.5	14.2

Aggregated BASE Pay data

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2026 Salary and Benefits Survey Report

Salary and Benefits Data Tables

Support Team Breakdowns (Section H)



Table 47 – Breakdowns for Select Administrative & Clinical Support Positions

► By Number of Years Employed only (two exceptions)

ADMINISTRATIVE SUPPORT POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
1030: ADMINISTRATIVE ASSISTANT - ALL	103	87.75	\$48,418	\$49,110	\$7,421	15.11%	7.5
Administrative Assistant - LT Five Years Employed	64	53.76	\$47,846	\$48,524	\$6,731	13.87%	2.0
Administrative Assistant - Five-Nine Years Employed	9	8.05	\$47,947	\$47,434	\$6,814	14.36%	7.0
Administrative Assistant - 10-19 Years Employed	17	14.24	\$49,587	\$50,577	\$9,787	19.35%	14.6
Administrative Assistant - 20+ Years Employed	13	11.70	\$50,367	\$51,236	\$8,145	15.90%	25.6

Administrative Titles:

- Administrative Assistant*
- Billing Staff/Patient Accounts
- Call Center Representative
- Care Coordinator/Patient Navigator
- Coder (also includes breakdown by certification)
- Janitor/Custodian/Housekeeping
- Medical Records Clerk
- Outreach/Enrollment Staff
- Receptionist/Front Desk/Appointment Clerk

Clinical Titles:

- Behavioral Health Assistant
- Case Manager (also includes breakdown by credentials)
- Dental Assistant
- Licensed Practical Nurse
- Medical Assistant, With Credentials
- Medical Assistant, Without Credentials
- Pharmacy Technician
- Registered Nurse

*New in 2026 Report
Aggregated BASE Pay data

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2026 Salary and Benefits Survey Report

Salary and Benefits Data Tables

Comparison Tables, Part I (Section I)



► **Comparison of 2022, 2024, and 2026 Region VIII Health Center Data** (Tables 48-49)

- 111 key (mostly non-"Other") titles
- Medians provided for all Region VIII data and for each of the three budget breakdowns
 - Less than \$15M, \$15-\$34M, and more than \$34M

Position	Region VIII					Small Budget Breakdown (2022: LT \$10M; 2024 & 2026: LT \$15M)				
	2022 Median	2024 Median	2026 Median	Change '22-'24	Change '24-'26	2022 Median	2024 Median	2026 Median	Change '22-'24	Change '24-'26
1000: Accountant	\$60,637	\$66,000	\$76,128	8.8%	15.3%	\$54,808	\$64,100	\$68,410	17.0%	6.7%
1010: Accounting Clerk/Bookkeeper	\$45,536	\$48,267	\$54,953	6.0%	13.9%	\$42,744	\$48,267	\$59,244	12.9%	22.7%
1840: Addiction Counselor	\$55,702	\$69,120	\$70,957	24.1%	2.7%	*	\$74,464	\$77,126	N/A	3.6%

► New titles included in the 2026 report:

- Behavioral Health Assistant, Driver, Informaticist, Outreach Staff (Homeless/Migrant/Etc.), Quality Improvement Coordinator, Quality Improvement Director, Revenue Cycle Director, Risk/Compliance Director, Risk/Compliance Manager, Security, Sterilization Technician, Ultrasound Technician

Aggregated BASE Pay data

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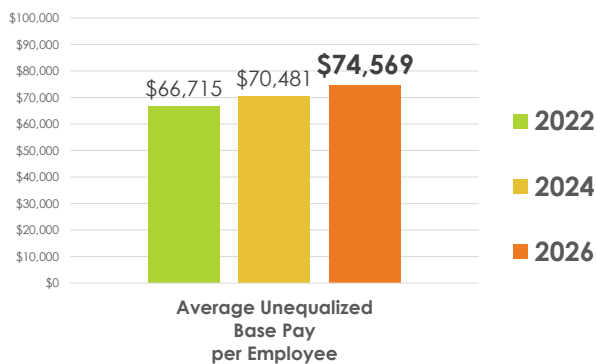
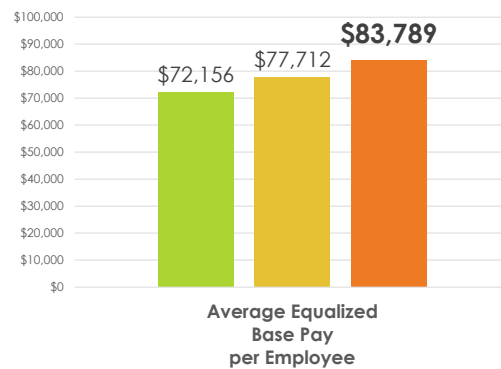
Extra Data:

Overall Changes in Base Pay, 2022, 2024, 2026



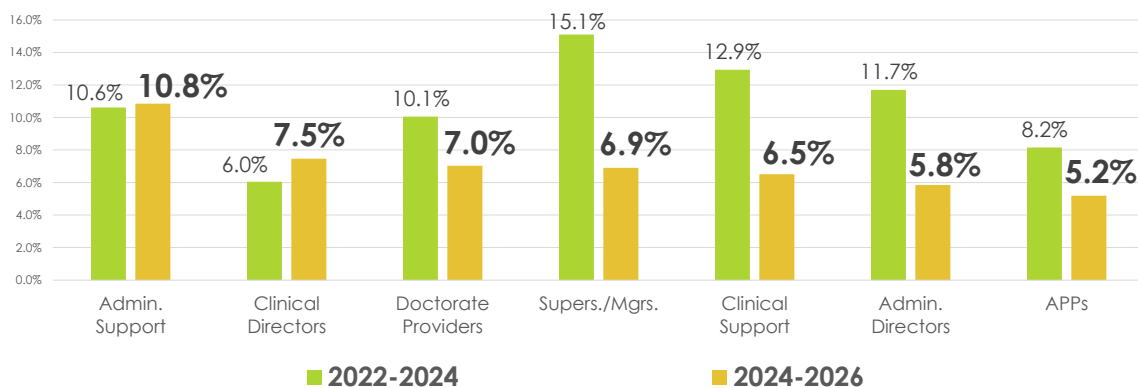
Unequalized Base Pay: 5.6%, 5.8%

Equalized Base Pay: 7.7%, 7.8%



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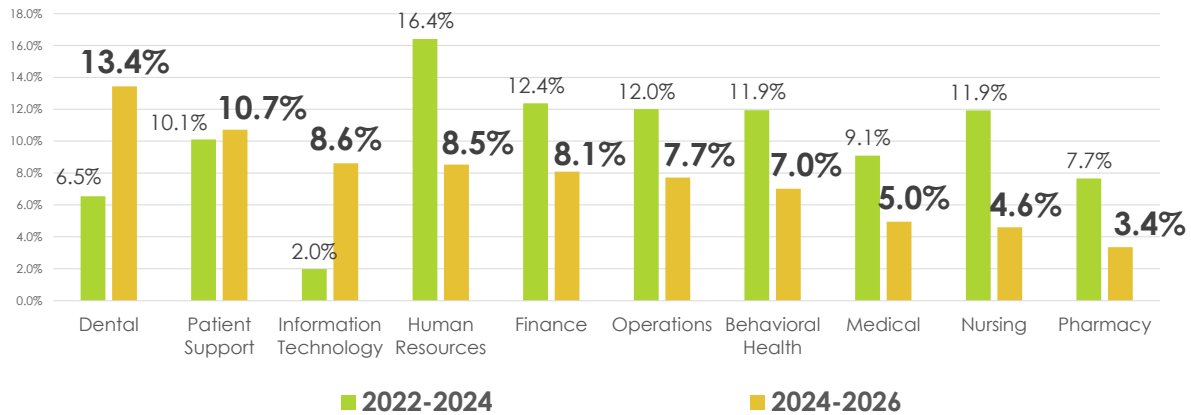
Extra Data: Change in Salary Medians 2022-2024 and 2024-2026 by Staff Group (selected titles from base salary comparison tables)



Based on Equalized Base Salaries

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Extra Data: Change in Salary Medians 2022-2024 and 2024-2026 by Discipline (selected titles from base salary comparison tables)



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2026 Salary and Benefits Survey Report Salary and Benefits Data Tables Comparison Tables, Part II (Section I)



- **Comparison of 2026 Region VIII Salary Data with Other Recently Published BASE Pay Data (without Additional Pay) (Table 50)**
 - Selected administrative and clinical leadership, clinical team, and limited support titles
 - **Compares CHAMPS Region VIII median figures** (all plus three budget breakdowns) with:
 - 2026 Colorado Health Center Data from Colorado Community Health Network (**CCHN**)
 - 2026 Region X Health Center Data from Northwest Regional Primary Care Association (**NWRPCA**)
 - 2025/2026 National Health Center Data from the National Association of Community Health Centers (**NACHC**)
 - 2026 Data from Various Industries (mostly Montana and Wyoming) from **Associated Employers**
 - May 2025 Ambulatory Health Care Services Data from the US Department of Labor, **Bureau of Labor Statistics** (US BLS)

Position	CHAMPS: 2026 Region VIII Report Annual Base Pay* Data from 49 Health Centers				CCHN: 2026 Colorado Report Annual Base Pay* Data from 20 Health Centers	NWRPCA: 2026 Region X Report Annual Base Pay* Data from 52 Health Centers		
	Region VIII Median	LT \$15M Median	\$15M-\$34M Median	MT \$34M Median	Colorado Median	Region X Median	Up to \$34M Median	MT \$34M Median
1890: Behavioral Health Director/CBHO	\$124,280	\$110,468	\$117,458	\$139,530	\$134,000	\$160,572	\$131,082	\$155,497
1810: Certified Nurse Midwife	\$143,624	*	\$166,139	\$140,400	\$143,700	\$143,018	*	\$128,369
1740: Dental Assistant	\$47,653	\$45,760	\$43,680	\$49,847	\$49,920	\$53,864	\$43,922	\$56,056

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2026 Salary and Benefits Survey Report

Salary and Benefits Data Tables

Comparison Tables, Part III (Section H)



- **Comparison of 2024 Region VIII Salary Data with Other Recently Published Total Compensation Data** (Table 51)
 - Selected administrative and clinical leadership and clinical team titles
 - **Compares CHAMPS Region VIII median figures** (all plus three budget breakdowns) with:
 - 2026 Region X Health Center Data from Northwest Regional Primary Care Association (**NWRPCA**)
 - 2025/2026 National Health Center Data from the National Association of Community Health Centers (**NACHC**)
 - 2026 Provider and Management/Staff Data from **MGMA**

Position	CHAMPS: 2026 Region VIII Report Annual Total Pay* Data from 49 Health Centers				NWRPCA: 2026 Region X Report Annual Total Pay* Data from 52 Health Centers			NACHC: Health Center Salary & Benefits Report 2025-2026 Annual Total Compensation** Data from 508 Health Centers	MGMA: 2026 DataDive Provider and Management/ Staff Compensation Survey Reports Annual Total Compensation*** Based on 2025 Data
	Region VIII Median	LT \$15M Median	\$15M- \$34M Median	MT \$34M Median	Region X Median	Up to \$34M Median	MT \$34M Median	Annual National Median	Annual National Median
1890: Behavioral Health Director/CBHO	\$130,000	\$130,000	\$117,930	\$140,211	\$152,712	\$133,289	\$156,122	N/A	N/A
1810: Certified Nurse Midwife	\$140,400	*	*	\$137,000	\$133,764	*	\$133,764	\$127,073	N/A
1910: Dental Director/CDO	\$224,994	\$235,920	\$196,248	\$229,500	\$256,659	\$261,227	\$254,155	\$226,600	N/A

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2026 Salary and Benefits Survey Report

Salary and Benefits Information

Additional Pay (Bonuses/Incentives, Differentials, Overtime)



- **88%** of HCs reported **\$13.6M in Additional Pay** for 1+ employee(s)
 - Compares with 86% of HCs in 2024.
 - **45.7%** of all reported employees earned additional pay (2024: 32.9%)
 - Additional pay represented an avg. of **3.9%** of un-equalized base (2024: 4.2%)
 - 67% of HCs reported, and 32% of all employees received, some sort of **bonuses/incentives**.
 - 47% of HCs reported, and 11% of all employees received, some sort of **differentials based on duties**.
 - 56% of HCs reported, and 23% of all employees received, pay for some sort of **overtime/extra shifts**.

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2026 Salary and Benefits Survey Report

Salary and Benefits Information

Additional Pay (Bonuses/Incentives, Differentials, Overtime)



Table 52

TYPE OF ADDITIONAL PAY	Average Earned Per Person^	Median Earned Per Person^
ALL ADDITIONAL PAY	\$2,840	\$1,116
Bonuses/Incentives		
All Bonuses/Incentives	\$2,423	\$1,050
Unspecified Bonus	\$1,715	\$1,000
Unspecified Incentive	\$6,455	\$427
Anniversary/Birthday	\$34	\$27
Annual/Holiday	\$784	\$500
Longevity/Retention	\$1,621	\$1,250
Performance/Goals Met	\$1,621	\$1,250
Productivity	\$3,227	\$1,458
Quality	\$1,929	\$1,418
Recognition/Award	\$893	\$1,000
Referral	\$601	\$500
Sign-On/Hiring	\$4,776	\$1,625
Time Off Buy-Back	\$4,228	\$2,998
Other Extra Pay*	\$1,422	\$962
Duty-Based Differentials		
All Duty-Based Differentials	\$3,076	\$308
Call	\$3,702	\$1,750
Hospital Duties	\$33,039	\$25,000
OB Procedure (Delivery, C-Section)	\$31,792	\$34,875
Leadership/Supervisory	\$6,245	\$3,000
Location	\$5,047	\$4,306
Special Schedule	\$1,557	\$729
Other Duty-Based Differentials**	\$2,166	\$1,040
Extra Shifts/Overtime		
All Extra Shifts/Overtime	\$926	\$474

Titles with Highest \$\$ per Employee*

- ▶ Physician - Family Practice, With OB (\$28,868)
- ▶ Director, Executive/CEO (\$13,128)
- ▶ Director, Dental/CDO (\$10,623)
- ▶ Director, Medical/CMO (\$10,309)
- ▶ Physician - Family Practice, Without OB (\$10,006)

*Per employee earning Additional Pay

Titles w/Biggest Difference – Base vs. Total**

- ▶ Physician - Family Practice, With OB (7.57%)
- ▶ Maintenance/Facilities (4.28%)
- ▶ Supervisor, Medical Assistant (4.02%)
- ▶ Assistant, Dental - Expanded Function (3.97%)

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

2026 Salary and Benefits Survey Report

Benefits Packages (Section K)



FTE Requirement/Threshold to Qualify for Benefits

Minimum: 0.50 FTE Maximum: 1.00 FTE **Average: 0.68 FTE** **Median 0.75 FTE**

Insurance
Retirement/Pension Programs
Leave Time
Additional Incentives

- ▶ Based on **health center policies** for each type of benefit
- ▶ Reported for **eligible employees** only
- ▶ Reported by staff type

2026 Salary and Benefits Survey Report Benefits Packages: Insurance & Retirement Overview



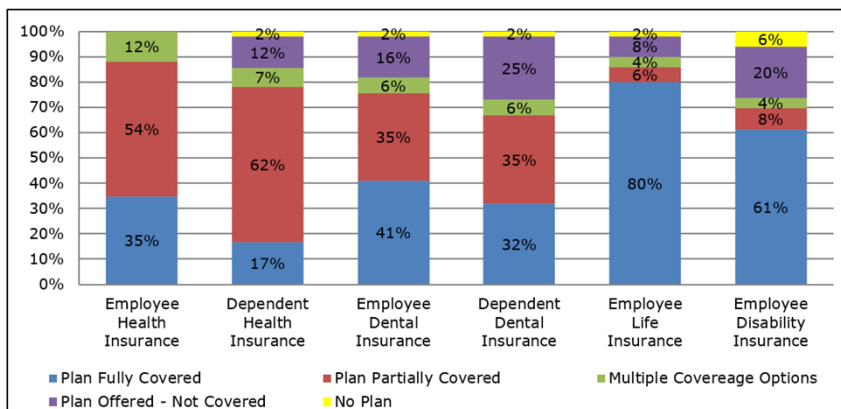
- ▶ Via the salary/benefits data for all employees, HCs reported:
 - ▶ **\$126.2M** in annual employer contributions toward:
 - ▶ Health, dental, vision, life, and disability insurance
 - ▶ Retirement/pension plans
 - ▶ Represents **16.7%** of the annual base pay for same employees
- ▶ **100% offered and contributed to** one or more of 6 types of **insurance**
 - ▶ Employee health, dependent health, employee dental, dependent dental, employee life, employee disability
- ▶ **100% offered** some type of **retirement/pension plan**

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2026 Salary and Benefits Survey Report Benefits Packages: Insurance



Graph 2



- ▶ For those offering **partial coverage** for health insurance, the average % of employee premium covered by the health center was:

- ▶ **82%** for employee health insurance
- ▶ **68%** for dependent health insurance

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2026 Salary and Benefits Survey Report Benefits Packages: Retirement/Pension Programs



- ▶ Most common type of plan:
 - ▶ **401(k)** and **403(b) plans** (offered by 46.9% and 36.7% of centers respectively)
- ▶ Average maximum employer contribution to employee plans:
 - ▶ **5.4%** of annual wage, on average (ranged from 2% to 14.9%)
- ▶ Most common type of employer contributions:
 - ▶ **Match** of employee contributions (42.6%)
 - ▶ **Contribution Plus Match** (23.4%)
- ▶ Most common vesting schedule:
 - ▶ **Immediate** vesting of employer contributions (30.6%)

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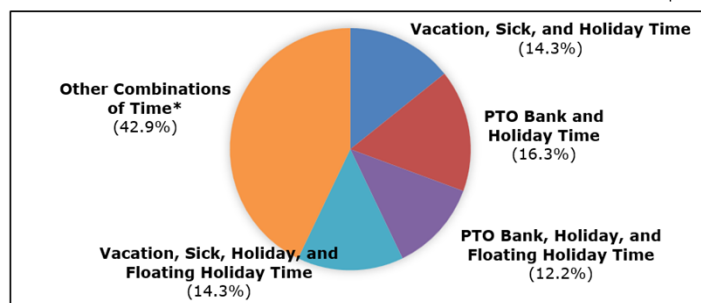
2026 Salary and Benefits Survey Report Benefits Packages: Leave Time



▶ Types of **Paid Leave** offered to employees

Graph 7

- ▶ Asked for Hours of Vacation, Sick, Personal, and PTO Bank Leave
- ▶ Asked for Days of Holidays and Floating Holidays



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2026 Salary and Benefits Survey Report

Benefits Packages: Leave Time



Hours of Non-Holiday Time Allowed Annually	Average
TOTAL Hours of All Non-Holiday Leave Time – All Staff	218.7
Hours of Vacation Leave – All Staff	144.2
Hours of Sick Leave – All Staff	65.3
Hours of Personal Leave – All Staff	19.6
Hours of Paid Time Off (PTO) Bank Leave – All Staff	206.7
Days of Holiday Time Allowed Annually	Average
Paid Holidays – All Staff	8.6
Paid Floating Holidays – All Staff	1.8

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2026 Salary and Benefits Survey Report

Benefits Packages: Leave Time by Staff Type



Hours of Non-Holiday Time Allowed Annually	Average
Administrative Leadership/Management/Supervisory Staff	222.4
Administrative Support Staff	214.0
Provider/Advanced Practice Provider (APP) Staff	220.7
Medical Provider/APP Staff	229.0
Dental Provider/APP Staff	220.1
Behavioral/Mental Health Provider/APP Staff	212.8
Clinical Support Staff	213.7

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2024 Salary/Benefits Report Benefits Packages: Additional Incentives



98% of health centers reported offering one or more **Additional Incentive(s)** to employees

Additional Incentives	% HCs Offering	Average Offered
Payment of Licensure Fees	98%	\$584
Payment of Professional Association Dues	88%	\$450
Payment for Continuing Professional Education	96%	\$1,880
Payment of Relocation Expenses	49%	\$5,793
Signing Bonus	61%	\$6,111
Compensation for Bilingual Staff	27%	-
Incentive-Based Compensation	33%	\$6,294
Payment of Retention Bonus	27%	\$2,506

92% of health centers reported allowing 39.3 hours per year, on average, for continuing education

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2024 Salary/Benefits Report Benefits Packages: Additional Incentives By Staff Type



Annual Average Dollar Amount of Additional Incentives by Staff Type*

Table 54

	Licensure Fees	Professional Association Dues	Continuing Professional Education	Relocation Expenses	Signing Bonus	Incentive Based Compensation	Retention Bonus
M P/APP Staff	\$970	\$634	\$2,625	\$5,767	\$11,921	\$6,718	\$3,372
D P/APP Staff	\$867	\$706	\$2,548	\$5,607	\$10,447	\$7,050	\$3,700
B/MH P/APP Staff	\$553	\$502	\$2,361	\$5,500	\$5,173	\$4,750	\$2,871
CS Staff	\$254	\$167	\$951	**	\$2,792	**	\$2,592
AS Staff	\$324	\$220	\$858	**	**	**	\$1,229
ALMS Staff	\$536	\$471	\$1,938	\$6,300	**	**	\$1,269

*Staff Type abbreviations:

M P/APP – Medical Provider/Advanced Practice Provider

D P/APP – Dental Provider/Advanced Practice Provider

B/MH P/APP – Behavioral/Mental Health Provider/Advanced Practice Provider

CS – Clinical Support

AS – Administrative Support

ALMS – Administrative Leadership/Management/Supervisory

**Averages shown only for incentives with four or more health centers reporting average dollar amounts.

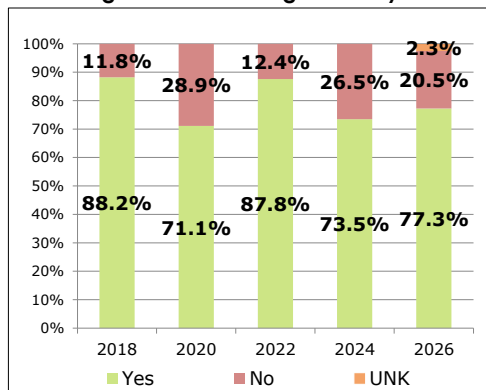
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2026 Salary and Benefits Survey Report Additional Salary & Benefits Information



Graph 11

Percentage of HCs Planning for Salary Increases



Most Common Additional Types of Leave

- Bereavement Leave, Jury Duty Leave
- Then Parental Leave, Extended Illness Leave, and Military Leave

Not including FMLA/FAMLI

Additional Benefits

- Bus/transit pass, critical illness/accident insurance, dependent care, critical care and recovery insurance, EAP, FSA, flexible work schedules, HSA, supplemental life insurance, Lifestyle Spending Account (LSA), longevity bonus, short- and long-term disability insurance, mileage reimbursement, parking, tuition/training assistance/ reimbursement, vision insurance, wellness program/ incentives, wireless/cell discount/reimbursement

Coming Soon 2026 Salary Survey Companion Reports

For webinar information and registration



► 2026 Region VIII Health Center **Workforce Metrics** Report

- To be released November 2026
- Highlights various recruitment and retention trends:
 - Positions seeing challenging recruitment, a point-in-time vacancy survey for leadership and providers, and use of recruitment firms
 - Years of service/tenure, **NEW** number of direct reports data, positions seeing challenging turnover, top reasons for both voluntary and involuntary turnover, turnover rates for various staff groups
- Join us for the **2026 Region VIII Health Center Workforce Data** webinar:
 - Thursday, November 12, 2026; 12:00-1:30PM Mountain / 1:00-2:30PM Central
 - Follow the QR code above for more information and to register

Coming Soon 2026 Salary Survey Companion Reports



*To be released in
late 2026/early 2027*

- ▶ **2026 Region VIII Health Center
Provider Productivity Expectations Report**
 - ▶ Details health center expectations for weekly hours, administrative vs. patient contact hours ratio, completed hourly visits, and standard patient panel sizes for medical, dental, and behavioral health providers
- ▶ **2026 Region VIII Health Center Clinical Staffing Report**
 - ▶ Provides staffing ratios relating to Medical, Behavioral Health, Dental, and Pharmacy Provider and Medical, Dental, and Pharmacy Support employees; also includes ratios related to additional selected administrative and clinical care team employees

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Any Questions?



Reach Out! Andrea@CHAMPSonline.org

Please Evaluate this Event

<https://www.surveymonkey.com/r/Eval-2026RVIIICompensationDataWebinar>

2026 Region VIII Health Center Salary and Benefits Report Order Form

[https://championline.org/assets/files/Resources/PublicationsDocs/
2026OrderForm-SBSurveyReport.pdf](https://championline.org/assets/files/Resources/PublicationsDocs/2026OrderForm-SBSurveyReport.pdf)

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Community Health Association of Mountain/Plains States (CHAMPS)

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