

CHAMPS 2023 Abbreviated Region VIII Health Center Salary, Benefits, and Turnover Survey Report

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The Abbreviated Region VIII Health Center Salary, Benefits, and Turnover Survey and corresponding reports were created as part of the CHAMPS Workforce Development program.

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Internet-based [recruitment and retention](#), [clinical](#), [quality improvement](#), [cross-disciplinary](#), and [health center board](#) tools and resources.
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In this document, unless otherwise noted, the terms "grantee(s)" and "health center(s)" are used to refer to organizations that receive grants under the Bureau of Primary Health Care (BPHC) Health Center Program as authorized under section 330 of the Public Health Service Act, as amended, and to FQHC Look-Alikes. It does not refer to clinics that are sponsored by tribal or Urban Indian Health Organizations, except for those that receive Health Center Program grants.

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I. EXECUTIVE SUMMARY

A. Introduction

CHAMPS undertakes a large Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey every other year (typically in even years). In 2023 CHAMPS undertook an abbreviated survey with the goal of providing up to date comparative compensation figures for a limited group of hard to recruit and retain titles while monitoring turnover rates. The **2023 CHAMPS Abbreviated Region VIII Health Center Salary, Benefits, and Turnover Survey Report** provides an analysis of data collected from Region VIII Health Center Program grantees and FQHC Look-Alikes (“health centers”, primarily community, migrant, and homeless health centers). The purpose is to enable Region VIII health center organizations to determine whether their salary and benefits packages are competitive in comparison with similar organizations within the region, and to illustrate regional trends allowing health centers and their support organizations to monitor changing needs.

During the 2023 data collection period there were 63 health centers operating in Region VIII. According to 2022 HRSA Uniform Data System reports, the 61 health centers officially based in Region VIII states employed over 10,600 FTE employees and served almost 1,115,000 patients. The 2023 Abbreviated Region VIII Health Center Salary, Benefits, and Turnover Survey Report presents findings from 49 organizations*, representing 78% of the region’s health center organizations, including:

- 19 from Colorado (39% of all respondents, representing 95% of the state’s health centers).
- 13 from Montana (27% of all respondents, representing 87% of the state’s health centers).
- 3 from North Dakota (6% of all respondents, representing 60% of the state’s health centers).
- 2 from South Dakota (4% of all respondents, representing 50% of the state’s health centers).
- 8 from Utah (16% of all respondents, representing 57% of the state’s health centers).
- 4 from Wyoming (8% of all respondents, representing 67% of the state’s health centers).

B. Methodology

CHAMPS has been undertaking a biennial salary and benefits survey of Region VIII health centers since 2004. In late 2022 and early 2023, surveys of and discussions with various governing and advisory groups informed the development of the abbreviated 2023 survey tool, instructions, and final report. In Region VIII, Colorado Community Health Network (CCHN) utilized the updated tool and instructions to collect data from Colorado health centers. Association for Utah Community Health (AUCH), Community HealthCare Association of the Dakotas (CHAD), Montana Primary Care Association (MPCA), and Wyoming Primary Care Association (WYPCA) supported CHAMPS’ work to distribute the survey tool to, and collect data from, the rest of the region. CHAMPS coordinated the compilation and analysis of data from all six states.

2023 participants were asked to submit:

- Annual salary and benefits dollar amount information for current health center employees within 16 hard to recruit and retain leadership, provider, and support staff titles (three administrative and 13 clinical).
 - When doing so, participants were to refer to corresponding Job Description Summaries when reporting data (see Appendix A). All health centers utilizing the data in this report are strongly encouraged to refer to these same summaries.
- Figures for calendar year 2022 voluntary and involuntary separations and average number of employees, within six staff types and additional subgroups by clinical discipline.

2023 data was collected between 3/15/23 and 5/15/23. Results are presented for Region VIII as a whole. The data were also reviewed, and trends presented where identified, by the locations of the reporting organizations and by size as determined by a variety of factors (see Profiles of Participating Organizations, pages 8-9).

**See page 7 for a list of 2023 participants.*

C. Report Overview

The 49 participating health centers will spend over **\$326 million on wages** and almost **\$47 million on benefits** for the 4,290 individuals (3,826.27 FTE) in these selected titles in 2023.

The compiled salary data contains salary and benefits information for 16 total positions including over 770 employees in three administrative positions and over 3,500 employees in 13 clinical positions.

- The 18 survey respondents with annual budgets of less than \$10 million employ 16.3% of the administrative employees and 10.1% of the clinical employees presented in this report.
- The 15 survey respondents with annual budgets of \$10-\$22 million employ 24.4% of the administrative and 19.8% of the clinical staff.
- The remaining 16 survey respondents have annual budgets of more than \$22 million and employ 59.3% of the administrative and 70.1% of the clinical employees.
 - Six of these largest health centers had annual budgets of \$50 million or more.

Eleven salary breakdown tables for the administrative leadership, clinical leadership, and provider titles highlight differences in salaries based on various health center and employee characteristics (e.g., location, budget, number of sites, years of service, credentials, etc.). An additional table highlights differences in salaries for five support staff titles by years of service.

- Salaries tend to be higher at larger organizations and for longer tenured employees.

A comparison of Region VIII health center median salaries over time for the 16 positions in the 2023 survey reveals that:

- Growth in median salaries slowed 2022-2023 compared with previous years for the three leadership titles.
- Median salaries for the two physician titles and for credentialed medical assistants grew at a faster pace 2022-2023 than in previous years.

Additional Data Highlights can be found throughout this report.

The report also provides a comparison of median base salaries and total compensation levels for selected titles with data available from other organizations.

- Salaries in Region VIII health centers are lower than the medians paid in hospitals and private practices at the national level.

Survey participants were asked to report information about additional pay separately from base pay for each employee.

- 31.9% of reported employees in the 16 selected titles earned some sort of bonus/incentive in 2023.
- 11.3% earned some sort of duty-based differential pay.
- 31.5% were paid for overtime/extra shifts.

Forty-seven health centers reported annual employer contributions toward health, dental, vision, life, and disability insurance and retirement/pension plans for each employee.

- 3,906 employees were reported receiving \$46.8 million in benefits contributions, which represented 15.5% of the reported base pay for the same employees.

All organizations participated in a Years of Service (YOS) survey by providing dates of hire for 4,285 staff members.

- Average YOS for these 16 titles has increased 4.7% from 2022 to 2023.

Forty-seven organizations participated in a region-wide Turnover Survey of 2022 data, providing average numbers of employees and separations for various staff types.

- The average turnover rate for all staff at Region VIII health centers in 2022 was 28.7%, down from 30.8% in 2021 but still higher than the rate of 23.5% in 2019.
- 10.4% of 2022 all staff turnover was involuntary (organization-initiated), down from 14.1% in 2021.
- Participants reported turnover data by staff type and clinical discipline in 2022; the Administrative Support staff type and Medical Support sub-category reported the highest turnover (35.8% and 39.1% respectively).
- While larger organizations are seeing improved turnover from 2021, turnover rates are primarily increasing for smaller health centers.

D. 2023 Salary, Benefits, and Turnover Survey Participating Organizations

CHAMPS would like to thank the Region VIII health centers that participated in the 2023 survey, including:

Ag Worker Health and Services, Billings, MT*
Alluvion Health, Great Falls, MT*
Axis Health System, Durango, CO*
Bear Lake Community Health Centers, Garden City, UT
Bullhook Community Health Center, Havre, MT*
Clinica Family Health, Lafayette, CO
Coal Country Community Health Center, Beulah, ND*
Community Health Center of the Black Hills, Rapid City, SD*
Community Health Centers of Central Wyoming, Casper, WY*
Community Health Centers, Inc., Salt Lake City, UT*
Community Health Partners, Livingston, MT*
Creek Valley Health Clinic, Colorado City, AZ
Crossroads Healthcare Clinic, Cheyenne, WY*
Denver Health Community Health Services, Denver, CO*
Family HealthCare, Fargo, ND*
Glacier Community Health Center, Cut Bank, MT*
Greater Valley Health Center, Kalispell, MT*
Green River Medical Center, Green River, UT*
Health Care for the Homeless Clinic, Casper, WY*
HealthWorks, Cheyenne, WY*
High Plains Community Health Center, Lamar, CO
Horizon Health Care, Inc., Howard, SD*
Inner City Health Center, Inc., Denver, CO*
MarillacHealth, Grand Junction, CO*

Midtown Community Health Center, Ogden, UT*
Mountain Family Health Centers, Glenwood Springs, CO*
Mountainlands Community Health Center, Provo, UT
Northwest Colorado Health, Craig, CO
Northwest Community Health Center, Libby, MT*
One Health, Hardin, MT*
Partnership Health Center, Missoula, MT*
Peak Vista Community Health Centers, Colorado Springs, CO*
Pueblo Community Health Center, Inc., Pueblo, CO*
PureView Health Center, Helena, MT*
River Valley Family Health Centers, Olathe, CO*
RiverStone Health, Billings, MT*
Salud Family Health, Fort Lupton, CO*
Sapphire Community Health, Inc., Hamilton, MT
Sheridan Health Services, Denver, CO*
Southwest Montana Community Health Center, Butte, MT*
Spectra Health, Grand Forks, ND*
STRIDE Community Health Center, Englewood, CO
Summit Community Care Clinic, Frisco, CO*
Sunrise Community Health, Inc., Evans, CO*
Tepeyac Community Health Center, Denver, CO*
Uncompahgre Medical Center, Norwood, CO*
Utah Partners for Health, Magna, UT
Valley-Wide Health Systems, Inc., Alamosa, CO*
Wayne Community Health Center, Bicknell, UT*

**2023-2024 CHAMPS Organizational Members as of 9/25/23.*

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

Total Respondents: 49

ANNUAL BUDGET	
Average	\$27,421,334
Median	\$16,000,000

STATE		
Colorado	19	39%
LT 10M	4	
10M-22M	6	
MT 22M	9	
Montana	13	27%
LT 10M	6	
10M-22M	4	
MT 22M	3	
North Dakota	3	6%
LT 10M	1	
10M-22M	2	
MT 22M	0	
South Dakota	2	4%
LT 10M	0	
10M-22M	1	
MT 22M	1	
Utah	8	16%
LT 10M	4	
10M-22M	1	
MT 22M	3	
Wyoming	4	8%
LT 10M	3	
10M-22M	1	
MT 22M	0	

ANNUAL BUDGET		
Less Than \$10,000,000	18	37%
\$10,000,000 - \$22,000,000	15	31%
More Than \$22,000,000	16	33%
Extra: \$50,000,000+	6	12%

LOCATION		
Urban	14	29%
LT 10M	5	
10M-22M	4	
MT 22M	5	
Rural	21	43%
LT 10M	9	
10M-22M	8	
MT 22M	4	
Frontier and Rural/Frontier	3	6%
LT 10M	1	
10M-22M	2	
MT 22M	0	
Urban/Rural	11	22%
LT 10M	3	
10M-22M	1	
MT 22M	7	

NUMBER OF SITES		
One to Four HC Sites	22	45%
LT 10M	15	
10M-22M	7	
MT 22M	0	
Five to Nine HC Sites	13	27%
LT 10M	2	
10M-22M	7	
MT 22M	4	
Ten or More HC Sites	14	29%
LT 10M	1	
10M-22M	1	
MT 22M	12	

NUMBER OF EMPLOYEES		
Less Than 80 Employees	17	35%
LT 10M	15	
10M-22M	2	
MT 22M	0	
80 - 250 Employees	18	37%
LT 10M	2	
10M-22M	11	
MT 22M	5	
More Than 250 Employees	12	24%
LT 10M	1	
10M-22M	0	
MT 22M	11	

Table Definitions

Average: The sum of the Annual Budget data set divided by the number of participating health centers.

Median: The middle number in the Annual Budget data set sequence (also known as the 50th percentile).

LT 10M: Respondents with annual budgets of less than \$10 million.

10M-22M: Respondents with annual budgets of between \$10 million and \$22 million.

MT 22M: Respondents with annual budgets of more than \$22 million.

HC Site: Health Center Site

FTEs: Full Time Equivalents

Please see page 9 for additional definitions.

TABLES 2-4: Profiles of Participating Organizations by Annual Budget Range

TABLE 2: Annual Budgets of Less Than \$10,000,000

Number of Surveys: 18
 Average Budget: \$6,469,528
 Median Budget: \$6,576,403

State Summary		
Colorado	4	22%
Montana	6	33%
North Dakota	1	6%
South Dakota	0	0%
Utah	4	22%
Wyoming	3	17%
Location Summary		
Urban	5	28%
Rural	9	50%
Frontier and Rural/Frontier	1	6%
Urban/Rural	3	17%
Number of HC Sites Summary		
One to Four HC Sites	15	83%
Five to Nine HC Sites	2	11%
Ten or More HC Sites	1	6%
Number of Employees Summary		
LT 80 Employees	15	83%
80-250 Employees	2	11%
MT 250 Employees	1	6%

TABLE 3: Annual Budgets of \$10,000,000 - \$22,000,000

Number of Surveys: 15
 Average Budget: \$15,464,485
 Median Budget: \$16,000,000

State Summary		
Colorado	6	40%
Montana	4	27%
North Dakota	2	13%
South Dakota	1	7%
Utah	1	7%
Wyoming	1	7%
Location Summary		
Urban	4	27%
Rural	8	53%
Frontier and Rural/Frontier	2	13%
Urban/Rural	1	7%
Number of HC Sites Summary		
One to Four HC Sites	7	47%
Five to Nine HC Sites	7	47%
Ten or More HC Sites	1	7%
Number of Employees Summary		
LT 80 Employees	2	13%
80-250 Employees	11	73%
MT 250 Employees	0	0%

TABLE 4: Annual Budgets of More Than \$22,000,000

Number of Surveys: 16
 Average Budget: \$59,219,626
 Median Budget: \$40,000,000

State Summary		
Colorado	9	56%
Montana	3	19%
North Dakota	0	0%
South Dakota	1	6%
Utah	3	19%
Wyoming	0	0%
Location Summary		
Urban	5	31%
Rural	4	25%
Frontier and Rural/Frontier	0	0%
Urban/Rural	7	44%
Number of HC Sites Summary		
One to Four HC Sites	0	0%
Five to Nine HC Sites	4	25%
Ten or More HC Sites	12	75%
Number of Employees Summary		
LT 80 Employees	0	0%
80-250 Employees	5	31%
MT 250 Employees	11	69%

Table Definitions

Urban: Respondents with sites in cities with 50,000 or more people within a county (U.S. Census Bureau/USCB).

Rural: Respondents with sites in areas with a ratio of population to FTE primary care physician of less than 3,500:1 but greater than 3,000:1 and unusually high needs for primary care services or insufficient capacity of existing primary care providers (USCB).

Please see page 8 for additional definitions.

Frontier: Respondents with sites in areas with a ratio of population to full-time equivalent primary care physician of less than 3,000:1 and geographical isolation from hospital services (USCB) or within "a county with six (6) or fewer people per square mile" (Colorado Rural Health Center).

Rural/Frontier: Respondents with sites in rural and frontier areas.

Urban/Rural: Respondents with sites in urban and rural or urban and frontier areas.

II. SALARY AND BENEFITS INFORMATION

A. Salary and Benefits Data Overview

Introduction

The portions of the 2023 survey relating to salary and benefits were organized in three ways:

1. **Job Description Summaries:** The survey instructions included Job Description Summaries for all titles to ensure health centers reported employee data appropriately. **These summaries are included in Appendix A. Job Description Summaries and Index of Titles (page 44) to ensure health centers are referring to the most appropriate titles when utilizing the final salary and benefits information contained in this report.**
2. **Annual Salary Data:** Health centers were asked to report separate figures for current annual base salary and current annual additional pay for each employee working within the 16 selected titles in 2023. The salary figures* included in this report's main salary/benefits tables (pages 12-28) are an analysis of base salary data only; please refer to the **Comparison of Recently Published Salary Data: Total Compensation** table (page 29) and **Additional Pay** section (page 30) for a separate analysis of additional pay data.
3. **Annual Benefits Data:** Health centers were asked to report annual employer contributions to health, dental, vision, life, and disability insurance, and retirement/pension plans in 2023, for each of the reported employees in the 16 selected titles. The benefits figures* provided in this report's main salary/benefits tables (pages 12-25) are an analysis of employer contributions to insurance/retirement programs only.

Each survey year, the annual revenue information submitted by participating organizations is reviewed to determine the most useful small, medium, and large budget ranges. Previous to 2016, these breakdown levels were less than \$1.5 million, \$1.5-\$7 million, and more than \$7 million annually. To ensure a relatively equal distribution of participating health centers within each level, these budget ranges were updated in 2016 (to less than \$4 million, \$4-\$10 million, and more than \$10 million annually), in 2020 (to less than \$7 million, \$7-\$15 million, and more than \$15 million annually), and in 2022 to the levels also used in 2023, as indicated below.

- The 18 health centers with **annual budgets of less than \$10 million** employ 11.2% of the staff in all 16 total positions presented in this report.
- The 15 health centers with **annual budgets of \$10-\$22 million** employ 20.6% of the staff in all 16 total positions presented in this report.
- The 16 health centers with **annual budgets of more than \$22 million** employ 68.2% of the staff in all 16 total positions presented in this report.

*Note: The base salary breakdown tables for the administrative leadership, clinical leadership, and clinical team (provider and advanced practice provider) positions included in this report (see pages 14-24) include extra data from six of these "large budget" health centers, specifically those with **annual budgets of \$50 million or more**.*

**All salaries and benefits have been equalized to 1.0 FTE (Full-Time Equivalent). At least five positions must be reported in order to report average salary and benefits levels for any given title. Positions with fewer than five reported figures were not included in this overview.*

B. Reading the Salary and Benefits Tables

Note: All salaries and benefits have been equalized to 1.0 FTE (Full Time Equivalent)

	B	C	D	E	F	G	H	I	J	K	L
	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
A	REGISTERED NURSE - ALL	440	360.67	\$59,778	\$66,522	\$73,694	\$74,952	\$82,685	\$95,000	\$13,017	17.37%
	Registered Nurse - LT 10M	45	36.40	\$60,388	\$64,480	\$70,762	\$72,846	\$81,027	\$93,460	\$14,380	19.74%
	Registered Nurse - 10M - 22M	107	88.03	\$56,370	\$61,465	\$69,181	\$68,389	\$73,256	\$78,542	\$9,469	13.85%
	Registered Nurse - MT 22M	288	236.25	\$62,381	\$68,972	\$77,053	\$77,719	\$87,001	\$95,410	\$13,927	17.92%

A: Data Ranges by Position Title

First line (bolded): Data for all respondents combined.

Next three lines: Data broken down by annual budget range.

LT 10M = Data for responding organizations with annual budgets of less than \$10 million.

10M-22M = Data for responding organizations with annual budgets of between \$10 million and \$22 million.

MT 22M = Data for responding organizations with annual budgets of more than \$22 million.

B: Position Titles

Positions are listed by title, grouped as Administrative or Clinical. Please refer to page 44 for **Job Description Summaries** relating to each title in the report.

C: Count

The number of responses for each position.

PLEASE NOTE: The count must be at least five in order to provide salary and benefits data. All others are marked with an asterisk (*).

D: Actual FTEs

The sum of the non-equalized Full Time Equivalent (FTEs) for each position (the example above shows 360.67 actual FTEs for a count of 440; this indicates that some of the 440 responses were for part-time positions).

E, F, G, I, and J: Percentiles (PCTLs)

A point within the set of individual annual salaries[^] for the data range, equalized to 1.0 FTE and sorted from smallest to largest. The *nth percentile* is a number that splits the data into two pieces: the lower piece contains *n* percent of the data, and the upper piece contains the remainder of the data. For example, the 10th percentile is the point in the data set where 10% of the data falls below that point, and 90% falls above it. The 50th percentile is also known as the "median."

H: Average Salary

The total annual salaries[^] for the data range, each equalized to 1.0 FTE, divided by the total count for the range. The average is also known as the "mean."

K: Average Benefits

The total dollar amount of annual benefits^{^^} for the data range, each equalized to 1.0 FTE, divided by the total count for the range; benefits dollar amounts must be greater than zero to be included in this calculation.

L: Benefits as Percentage of Salary

The average benefits (K) divided by the average salary (H) for each data range.

[^]Annual Salary = Annual base pay, not including bonuses, incentive payments, differentials, overtime, etc.

^{^^}Annual Benefits = Annual employer contributions to health, dental, vision, life, and disability insurance and retirement/pension plans; benefits packages vary from health center to health center; variations may lead to skewing of results.

C. Region VIII Salary and Benefits Summaries

TABLE 5: Salary and Benefits Summaries for Selected Administrative and Clinical Positions

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
DIRECTOR, EXECUTIVE/CEO - ALL	48	46.58	\$119,200	\$149,395	\$177,500	\$199,937	\$258,845	\$282,220	\$23,497	11.75%
Director, Executive/CEO - LT 10M	16	15.37	\$93,600	\$119,500	\$134,100	\$134,153	\$154,254	\$167,475	\$20,528	15.30%
Director, Executive/CEO - 10M - 22M	15	14.21	\$138,465	\$164,230	\$192,000	\$204,665	\$264,982	\$274,446	\$23,817	11.64%
Director, Executive/CEO - MT 22M	17	17.00	\$184,728	\$206,000	\$255,057	\$257,679	\$275,000	\$332,920	\$25,698	9.97%
DIRECTOR, FISCAL/CFO - ALL	39	36.58	\$94,720	\$109,012	\$131,071	\$135,943	\$154,743	\$180,317	\$19,244	14.16%
Director, Fiscal/CFO - LT 10M	14	12.48	\$84,585	\$93,950	\$104,184	\$108,307	\$122,280	\$141,153	\$18,711	17.28%
Director, Fiscal/CFO - 10M - 22M	10	9.10	\$110,570	\$117,025	\$122,728	\$128,793	\$129,748	\$153,380	\$15,920	12.36%
Director, Fiscal/CFO - MT 22M	15	15.00	\$135,892	\$144,542	\$155,736	\$166,505	\$175,388	\$210,540	\$21,838	13.12%
RECEPTIONIST/FRONT DESK/APPT. CLERK - ALL	685	644.79	\$31,579	\$35,298	\$38,168	\$38,648	\$41,600	\$46,565	\$7,746	20.04%
Receptionist/Front Desk/Appointment Clerk - LT 10M	96	88.17	\$27,502	\$33,280	\$37,128	\$35,879	\$38,480	\$40,435	\$11,370	31.69%
Receptionist/Front Desk/Appointment Clerk - 10M - 22M	163	151.28	\$32,302	\$34,278	\$36,940	\$37,258	\$39,915	\$42,656	\$7,515	20.17%
Receptionist/Front Desk/Appointment Clerk - MT 22M	426	405.33	\$32,448	\$37,022	\$39,312	\$39,804	\$43,160	\$47,757	\$7,182	18.04%
CLINICAL POSITIONS										
ASSISTANT, DENTAL - ALL	337	305.83	\$34,307	\$38,000	\$43,285	\$43,368	\$49,046	\$52,166	\$8,173	18.85%
Assistant, Dental - LT 10M	44	36.13	\$29,280	\$32,920	\$36,683	\$38,729	\$43,134	\$49,215	\$9,144	23.61%
Assistant, Dental - 10M - 22M	92	79.12	\$34,279	\$36,400	\$41,600	\$41,406	\$45,573	\$49,628	\$5,856	14.14%
Assistant, Dental - MT 22M	201	190.59	\$36,774	\$41,600	\$44,408	\$45,282	\$50,440	\$52,520	\$8,880	19.61%
COUNSELOR, LICENSED PROFESSIONAL - ALL	100	93.90	\$62,396	\$65,177	\$71,551	\$73,618	\$79,185	\$88,508	\$13,537	18.39%
Counselor, Licensed Prof. (LPC/LCPC) - LT 10M	23	21.11	\$60,480	\$66,508	\$72,236	\$74,468	\$78,652	\$95,298	\$17,549	23.57%
Counselor, Licensed Prof. (LPC/LCPC) - 10M - 22M	26	22.69	\$59,232	\$62,485	\$65,470	\$67,283	\$71,713	\$79,034	\$8,050	11.96%
Counselor, Licensed Prof. (LPC/LCPC) - MT 22M	51	50.10	\$64,775	\$67,868	\$72,667	\$76,464	\$85,800	\$89,669	\$14,018	18.33%
DENTAL HYGIENIST - ALL	165	143.91	\$73,593	\$80,000	\$85,810	\$87,639	\$91,832	\$101,662	\$19,436	22.18%
Dental Hygienist - LT 10M	22	17.55	\$68,540	\$75,249	\$83,163	\$91,839	\$95,519	\$139,355	\$12,402	13.50%
Dental Hygienist - 10M - 22M	46	37.53	\$66,081	\$78,632	\$85,265	\$84,068	\$90,885	\$99,842	\$10,201	12.13%
Dental Hygienist - MT 22M	97	88.83	\$76,957	\$82,576	\$86,529	\$88,380	\$91,832	\$101,570	\$24,410	27.62%
DENTIST - ALL	180	153.11	\$136,129	\$149,991	\$164,355	\$169,349	\$184,094	\$208,433	\$18,618	10.99%
Dentist - LT 10M	20	17.48	\$139,053	\$147,472	\$160,000	\$163,445	\$177,454	\$196,425	\$15,033	9.20%
Dentist - 10M - 22M	47	40.84	\$148,240	\$157,016	\$165,000	\$169,894	\$177,938	\$195,814	\$14,826	8.73%
Dentist - MT 22M	113	94.79	\$131,965	\$143,609	\$162,545	\$170,166	\$193,405	\$230,090	\$20,501	12.05%
DIRECTOR, MEDICAL/CMO - ALL	54	49.95	\$145,862	\$190,169	\$233,958	\$238,743	\$285,263	\$308,251	\$23,537	9.86%
Director, Medical/CMO - LT 10M	15	13.29	\$102,416	\$142,107	\$186,812	\$190,072	\$239,735	\$274,146	\$18,424	9.69%
Director, Medical/CMO - 10M - 22M	14	12.41	\$204,426	\$216,160	\$228,959	\$255,356	\$271,389	\$300,100	\$19,723	7.72%
Director, Medical/CMO - MT 22M	25	24.25	\$155,885	\$212,221	\$274,165	\$258,644	\$290,826	\$312,100	\$28,318	10.95%

TABLE 5: Salary and Benefits Summaries for Selected Administrative and Clinical Positions, continued

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
MEDICAL ASSISTANT, WITH CREDENTIALS - ALL	679	636.96	\$38,085	\$41,080	\$45,250	\$46,395	\$52,000	\$54,600	\$9,065	19.54%
Medical Assistant, with Credentials - LT 10M	36	35.45	\$36,275	\$39,260	\$43,680	\$44,898	\$47,133	\$56,161	\$11,477	25.56%
Medical Assistant, with Credentials - 10M - 22M	94	81.94	\$34,663	\$36,861	\$40,482	\$40,296	\$42,933	\$46,543	\$8,061	20.01%
Medical Assistant, with Credentials - MT 22M	549	519.57	\$39,707	\$42,640	\$47,078	\$47,538	\$53,394	\$55,203	\$9,064	19.07%
MEDICAL ASSISTANT, W/O CREDENTIALS - ALL	415	369.83	\$36,400	\$39,707	\$41,787	\$42,622	\$45,386	\$49,812	\$9,378	22.00%
Medical Assistant, without Credentials - LT 10M	49	44.83	\$34,528	\$39,706	\$42,120	\$42,616	\$45,995	\$50,683	\$9,760	22.90%
Medical Assistant, without Credentials - 10M - 22M	73	62.59	\$33,992	\$36,837	\$39,250	\$39,302	\$41,600	\$45,101	\$6,813	17.34%
Medical Assistant, without Credentials - MT 22M	293	262.40	\$37,868	\$41,000	\$42,199	\$43,450	\$46,197	\$51,247	\$9,849	22.67%
NURSE PRACTITIONER - ALL	321	271.94	\$98,800	\$105,000	\$115,000	\$116,913	\$127,179	\$137,933	\$16,742	14.32%
Nurse Practitioner - LT 10M	45	35.29	\$100,370	\$104,322	\$113,017	\$113,958	\$120,000	\$136,188	\$16,902	14.83%
Nurse Practitioner - 10M - 22M	86	72.46	\$100,834	\$109,250	\$115,180	\$120,606	\$130,735	\$138,054	\$14,653	12.15%
Nurse Practitioner - MT 22M	190	164.20	\$96,460	\$104,098	\$115,241	\$115,941	\$127,085	\$136,217	\$17,566	15.15%
PHYSICIAN - FAMILY PRACTICE, WITH OB - ALL	90	75.91	\$175,000	\$200,813	\$225,817	\$231,071	\$252,010	\$283,641	\$32,588	14.10%
Physician - Family Practice, with OB - LT 10M	11	8.20	\$148,389	\$161,937	\$190,383	\$189,973	\$213,302	\$227,684	\$20,481	10.78%
Physician - Family Practice, with OB - 10M - 22M	6	4.82	\$226,520	\$234,526	\$260,117	\$267,507	\$292,523	\$315,885	\$18,898	7.06%
Physician - Family Practice, with OB - MT 22M	73	62.89	\$186,965	\$210,000	\$227,989	\$234,269	\$253,707	\$272,636	\$35,371	15.10%
PHYSICIAN - FAMILY PRACTICE, W/O OB - ALL	224	181.91	\$199,257	\$209,961	\$229,333	\$230,464	\$240,600	\$274,810	\$26,188	11.36%
Physician - Family Practice, without OB - LT 10M	4	3.04	*	*	*	*	*	*	*	*
Physician - Family Practice, without OB - 10M - 22M	38	28.86	\$186,540	\$203,054	\$218,053	\$226,064	\$248,117	\$263,293	\$21,676	9.59%
Physician - Family Practice, without OB - MT 22M	182	150.01	\$202,651	\$210,748	\$231,136	\$230,927	\$240,000	\$274,810	\$27,198	11.78%
PHYSICIAN ASSISTANT - ALL	348	307.49	\$99,826	\$106,018	\$117,668	\$116,607	\$123,556	\$132,069	\$16,582	14.22%
Physician Assistant - LT 10M	23	22.17	\$100,180	\$103,394	\$112,791	\$115,284	\$120,000	\$128,443	\$13,274	11.51%
Physician Assistant - 10M - 22M	43	37.53	\$94,762	\$103,750	\$115,424	\$115,749	\$122,379	\$134,729	\$16,826	14.54%
Physician Assistant - MT 22M	282	247.80	\$100,000	\$106,802	\$118,178	\$116,846	\$123,588	\$131,344	\$16,807	14.38%
REGISTERED NURSE - ALL	440	360.67	\$59,778	\$66,522	\$73,694	\$74,952	\$82,685	\$95,000	\$13,017	17.37%
Registered Nurse - LT 10M	45	36.40	\$60,388	\$64,480	\$70,762	\$72,846	\$81,027	\$93,460	\$14,380	19.74%
Registered Nurse - 10M - 22M	107	88.03	\$56,370	\$61,465	\$69,181	\$68,389	\$73,256	\$78,542	\$9,469	13.85%
Registered Nurse - MT 22M	288	236.25	\$62,381	\$68,972	\$77,053	\$77,719	\$87,001	\$95,410	\$13,927	17.92%
SOCIAL WORKER, LICENSED CLINICAL - ALL	165	146.90	\$65,553	\$70,344	\$77,103	\$76,116	\$80,743	\$84,197	\$13,179	17.31%
Social Worker, Licensed Clinical (LCSW) - LT 10M	19	15.83	\$63,061	\$66,821	\$74,579	\$76,486	\$76,737	\$83,560	\$16,671	21.80%
Social Worker, Licensed Clinical (LCSW) - 10M - 22M	25	20.10	\$62,036	\$64,493	\$70,344	\$70,613	\$75,812	\$78,083	\$10,206	14.45%
Social Worker, Licensed Clinical (LCSW) - MT 22M	121	110.98	\$67,435	\$72,257	\$78,300	\$77,195	\$82,366	\$84,708	\$13,230	17.14%

*Count must be five+ to provide salary and benefits data.

D. Salary and Benefits Breakdowns – Selected Administrative and Clinical Leadership Team Titles

TABLE 6: Administrative Leadership Salary and Benefits Breakdown – Executive Director/CEO

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
EXECUTIVE DIRECTOR/CEO - ALL	48	46.58	\$177,500	\$199,937	\$23,497	11.75%	10.9
Breakdown by Annual Budget							
Executive Director/CEO - LT 10M	16	15.37	\$134,100	\$134,153	\$20,528	15.30%	8.1
Executive Director/CEO - 10M-22M	15	14.21	\$192,000	\$204,665	\$23,817	11.64%	9.5
Executive Director/CEO - MT 22M	17	17.00	\$255,057	\$257,679	\$25,698	9.97%	14.6
<i>Extra: Executive Director/CEO - 50M+</i>	6	6.00	<i>\$330,900</i>	<i>\$321,077</i>	<i>\$29,153</i>	<i>9.08%</i>	<i>11.1</i>
Breakdown by Number of Years Employed							
Executive Director/CEO - LT Five Years Employed	18	16.71	\$175,000	\$196,911	\$23,653	12.01%	1.9
Executive Director/CEO - Five-Nine Years Employed	7	7.00	\$155,000	\$162,206	\$16,624	10.25%	7.7
Executive Director/CEO - 10-19 Years Employed	11	10.87	\$210,000	\$200,690	\$24,280	12.10%	12.3
Executive Director/CEO - 20+ Years Employed	12	12.00	\$228,585	\$225,796	\$26,660	11.81%	24.8
Breakdown by Location							
Executive Director/CEO - Urban	13	13.00	\$180,000	\$203,727	\$22,018	10.81%	15.8
Executive Director/CEO - Rural	20	18.71	\$167,475	\$181,975	\$23,227	12.76%	7.1
Executive Director/CEO - Frontier and Rural/Frontier	3	3.00	*	*	*	*	*
Executive Director/CEO - Urban/Rural	12	11.87	\$228,824	\$233,346	\$27,091	11.61%	12.2
<i>Executive Director/CEO - Non-Urban Mix**</i>	23	21.71	<i>\$165,006</i>	<i>\$180,364</i>	<i>\$22,483</i>	<i>12.47%</i>	<i>7.4</i>
Breakdown by Number of Health Center Sites							
Executive Director/CEO - One-Four HC Site(s)	21	20.50	\$150,000	\$146,039	\$19,513	13.36%	9.2
Executive Director/CEO - Five-Nine HC Sites	13	12.08	\$202,591	\$202,837	\$29,109	14.35%	12.8
Executive Director/CEO - Ten or More HC Sites	14	14.00	\$265,062	\$278,091	\$24,141	8.68%	11.5
Breakdown by Number of Employees							
Executive Director/CEO - LT 80 Employees	16	15.37	\$139,152	\$149,064	\$21,096	14.15%	9.1
Executive Director/CEO - 80-250 Employees	19	18.21	\$175,000	\$188,085	\$26,574	14.13%	11.2
Executive Director/CEO - MT 250 Employees	13	13.00	\$263,322	\$279,871	\$21,682	7.75%	12.5
Breakdown by Executive Team							
Executive Director/CEO - Executive Team Member	48	46.58	\$177,500	\$199,937	\$23,497	11.75%	10.9
Executive Director/CEO - Not Executive Team Member	0	0.00	*	*	*	*	*

***Combination of data for Rural and Frontier and Rural/Frontier.*

**Count must be five+ to provide salary and benefits data.*

TABLE 7: Administrative Leadership Salary and Benefits Breakdown – Fiscal Director/CFO

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
FISCAL DIRECTOR/CFO - ALL	39	36.58	\$131,071	\$135,943	\$19,244	14.16%	6.4
Breakdown by Annual Budget							
Fiscal Director/CFO - LT 10M	14	12.48	\$104,184	\$108,307	\$18,711	17.28%	5.2
Fiscal Director/CFO - 10M-22M	10	9.10	\$122,728	\$128,793	\$15,920	12.36%	5.7
Fiscal Director/CFO - MT 22M	15	15.00	\$155,736	\$166,505	\$21,838	13.12%	8.0
<i>Extra: Fiscal Director/CFO - 50M+</i>	5	5.00	\$200,100	\$195,599	\$31,037	15.87%	6.6
Breakdown by Number of Years Employed							
Fiscal Director/CFO - LT Five Years Employed	18	17.23	\$129,408	\$138,576	\$14,344	10.35%	1.9
Fiscal Director/CFO - Five-Nine Years Employed	15	14.25	\$128,993	\$124,028	\$21,218	17.11%	7.3
Fiscal Director/CFO - 10-19 Years Employed	5	4.10	\$171,329	\$163,185	\$27,479	16.84%	15.0
Fiscal Director/CFO - 20+ Years Employed	1	1.00	*	*	*	*	*
Breakdown by Location							
Fiscal Director/CFO - Urban	8	8.00	\$135,255	\$142,502	\$17,543	12.31%	6.2
Fiscal Director/CFO - Rural	19	16.83	\$121,015	\$120,868	\$17,922	14.83%	6.5
Fiscal Director/CFO - Frontier and Rural/Frontier	2	1.75	*	*	*	*	*
Fiscal Director/CFO - Urban/Rural	10	10.00	\$152,868	\$163,020	\$22,072	13.54%	6.3
<i>Fiscal Director/CFO - Non-Urban Mix**</i>	21	18.58	\$121,015	\$120,551	\$18,531	15.37%	6.5
Breakdown by Number of Health Center Sites							
**Combination of data for Rural and Frontier and Rural/Frontier.							
Fiscal Director/CFO - One-Four HC Site(s)	18	15.58	\$106,408	\$109,286	\$16,114	14.74%	5.3
Fiscal Director/CFO - Five-Nine HC Sites	9	9.00	\$131,310	\$143,028	\$22,208	15.53%	9.2
Fiscal Director/CFO - Ten or More HC Sites	12	12.00	\$155,354	\$170,616	\$21,585	12.65%	5.9
Breakdown by Number of Employees							
Fiscal Director/CFO - LT 80 Employees	12	10.48	\$104,184	\$107,211	\$19,876	18.54%	4.8
Fiscal Director/CFO - 80-250 Employees	16	15.10	\$129,497	\$136,473	\$19,160	14.04%	9.1
Fiscal Director/CFO - MT 250 Employees	11	11.00	\$153,750	\$166,518	\$18,691	11.22%	4.2
Breakdown by Executive Team							
Fiscal Director/CFO - Executive Team Member	38	35.58	\$131,191	\$137,012	\$18,709	13.65%	6.4
Fiscal Director/CFO - Not Executive Team Member	1	1.00	*	*	*	*	*

*Count must be five+ to provide salary and benefits data.

TABLE 8: Clinical Leadership Salary and Benefits Breakdown – Medical Director/CMO

CLINICAL LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
MEDICAL DIRECTOR/CMO - ALL	54	49.95	\$233,958	\$238,743	\$23,537	9.86%	10.2
Breakdown by Annual Budget							
Medical Director/CMO - LT 10M	15	13.29	\$186,812	\$190,072	\$18,424	9.69%	8.1
Medical Director/CMO - 10M-22M	14	12.41	\$228,959	\$255,356	\$19,723	7.72%	9.1
Medical Director/CMO - MT 22M	25	24.25	\$274,165	\$258,644	\$28,318	10.95%	12.1
<i>Extra: Medical Director/CMO - 50M+</i>	12	12.00	\$290,826	\$283,130	\$32,348	11.43%	12.6
Breakdown by Number of Years Employed							
Medical Director/CMO - LT Five Years Employed	19	18.10	\$250,000	\$239,867	\$20,586	8.58%	2.4
Medical Director/CMO - Five-Nine Years Employed	9	8.74	\$229,408	\$223,566	\$24,760	11.07%	7.5
Medical Director/CMO - 10-19 Years Employed	19	16.61	\$219,969	\$229,086	\$25,913	11.31%	14.0
Medical Director/CMO - 20+ Years Employed	7	6.50	\$275,877	\$281,421	\$23,819	8.46%	24.8
Breakdown by Location							
Medical Director/CMO - Urban	13	11.55	\$269,240	\$280,755	\$19,385	6.90%	8.2
Medical Director/CMO - Rural	20	18.35	\$214,940	\$205,795	\$20,874	10.14%	9.4
Medical Director/CMO - Frontier and Rural/Frontier	4	3.05	*	*	*	*	*
Medical Director/CMO - Urban/Rural	17	17.00	\$274,165	\$235,869	\$29,083	12.33%	12.7
<i>Medical Director/CMO - Non-Urban Mix**</i>	24	21.40	\$218,856	\$218,023	\$21,419	9.82%	9.5
Breakdown by Number of Health Center Sites							
Medical Director/CMO - One-Four HC Site(s)	21	18.99	\$220,675	\$211,791	\$18,219	8.60%	8.7
Medical Director/CMO - Five-Nine HC Sites	12	10.46	\$219,995	\$243,627	\$27,826	11.42%	12.8
Medical Director/CMO - Ten or More HC Sites	21	20.50	\$274,165	\$262,905	\$25,750	9.79%	10.3
Breakdown by Number of Employees							
Medical Director/CMO - LT 80 Employees	15	13.29	\$217,744	\$207,067	\$20,442	9.87%	8.7
Medical Director/CMO - 80-250 Employees	21	19.16	\$232,918	\$236,564	\$23,791	10.06%	10.8
Medical Director/CMO - MT 250 Employees	18	17.50	\$282,675	\$267,683	\$25,407	9.49%	10.8
Breakdown by Executive Team							
Medical Director/CMO - Executive Team Member	38	35.30	\$231,163	\$233,298	\$24,019	10.30%	9.5
Medical Director/CMO - Not Executive Team Member	16	14.65	\$266,871	\$251,675	\$22,412	8.91%	11.9
Breakdown by Credentials							
Medical Director/CMO - MD	31	27.86	\$274,165	\$279,549	\$25,637	9.17%	10.0
Medical Director/CMO - DO	9	9.00	\$225,000	\$223,708	\$24,964	11.16%	8.5
Medical Director/CMO - NP/PA	12	11.59	\$156,632	\$171,656	\$18,350	10.69%	11.9
Medical Director/CMO - Unknown	2	1.50	*	*	*	*	*

***Count must be five+ to provide salary and benefits data.*

E. Salary and Benefits Breakdowns – Selected Clinical Team Titles
TABLE 9: Clinical Team Salary and Benefits Breakdown – Dental Hygienist

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
DENTAL HYGIENIST - ALL	165	143.91	\$85,810	\$87,639	\$19,436	22.18%	4.7
Breakdown by Annual Budget							
Dental Hygienist - LT 10M	22	17.55	\$83,163	\$91,839	\$12,402	13.50%	4.3
Dental Hygienist - 10M-22M	46	37.53	\$85,265	\$84,068	\$10,201	12.13%	3.7
Dental Hygienist - MT 22M	97	88.83	\$86,529	\$88,380	\$24,410	27.62%	5.2
<i>Extra: Dental Hygienist - 50M+</i>	58	54.85	\$91,470	\$90,236	\$29,478	32.67%	4.5
Breakdown by Number of Years Employed							
Dental Hygienist - LT Five Years Employed	110	95.34	\$85,746	\$86,788	\$16,307	18.79%	2.1
Dental Hygienist - Five-Nine Years Employed	37	32.97	\$86,529	\$87,237	\$19,957	22.88%	7.0
Dental Hygienist - 10-19 Years Employed	16	14.06	\$88,824	\$89,792	\$38,553	42.94%	14.7
Dental Hygienist - 20+ Years Employed	2	1.55	*	*	*	*	*
<i>Dental Hygienist - 10+ Years Employed**</i>	18	15.61	\$88,824	\$93,670	\$36,769	39.25%	15.5
Breakdown by Location							
<i>**Combination of data for 10-19 and 20+ Years Employed.</i>							
Dental Hygienist - Urban	47	41.10	\$86,529	\$89,845	\$10,022	11.15%	4.7
Dental Hygienist - Rural	52	43.24	\$83,887	\$83,332	\$14,494	17.39%	4.0
Dental Hygienist - Frontier and Rural/Frontier	4	3.75					
Dental Hygienist - Urban/Rural	62	55.83	\$88,827	\$89,680	\$30,218	33.70%	5.3
<i>Dental Hygienist - Non-Urban Mix**</i>	56	46.99	\$83,887	\$83,528	\$14,715	17.62%	4.0
Breakdown by Number of Health Center Sites							
<i>**Combination of data for Rural and Frontier and Rural/Frontier.</i>							
Dental Hygienist - One-Four HC Site(s)	38	29.28	\$86,691	\$91,093	\$10,920	11.99%	3.9
Dental Hygienist - Five-Nine HC Sites	39	33.15	\$84,781	\$83,772	\$13,250	15.82%	4.6
Dental Hygienist - Ten or More HC Sites	88	81.48	\$86,353	\$87,862	\$25,107	28.58%	5.1
Breakdown by Number of Employees							
Dental Hygienist - LT 80 Employees	23	18.30	\$87,443	\$95,506	\$13,482	14.12%	3.4
Dental Hygienist - 80-250 Employees	57	46.73	\$84,573	\$84,484	\$11,007	13.03%	4.6
Dental Hygienist - MT 250 Employees	85	78.88	\$86,861	\$87,627	\$26,058	29.74%	5.1
Breakdown by Executive Team							
Dental Hygienist - Executive Team Member	0	0.00	*	*	*	*	*
Dental Hygienist - Not Executive Team Member	165	143.91	\$85,810	\$87,639	\$19,436	22.18%	4.7
Breakdown by Time Worked							
Dental Hygienist - Employed Part-Time (LT 0.875 FTE)	53	32.77	\$86,529	\$91,070	\$17,942	19.70%	5.1
Dental Hygienist - Employed Full-Time (0.875 FTE+)	112	111.15	\$85,810	\$86,016	\$20,045	23.30%	4.5
Breakdown by State Legal Scope of Practice[^]							
Dental Hygienist - Broad Allowed Scope	104	92.64	\$88,848	\$91,022	\$21,607	23.74%	4.3
Dental Hygienist - Moderate Allowed Scope	52	43.37	\$82,409	\$84,654	\$16,686	19.71%	5.1
Dental Hygienist - Narrow Allowed Scope	9	7.90	\$65,603	\$65,799	\$9,886	15.02%	6.4

**Count must be five+ to provide salary and benefits data. ^Based on the OHWRC Variation in Scope of Practice by State; see page 48.*

TABLE 10: Clinical Team Salary and Benefits Breakdown – Dentist

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
DENTIST - ALL	180	153.11	\$164,355	\$169,349	\$18,618	10.99%	4.4
Breakdown by Annual Budget							
Dentist - LT 10M	20	17.48	\$160,000	\$163,445	\$15,033	9.20%	3.2
Dentist - 10M-22M	47	40.84	\$165,000	\$169,894	\$14,826	8.73%	2.6
Dentist - MT 22M	113	94.79	\$162,545	\$170,166	\$20,501	12.05%	5.4
<i>Extra: Dentist - 50M+</i>	69	59.28	\$175,314	\$184,039	\$20,084	10.91%	5.4
Breakdown by Number of Years Employed							
Dentist - LT Five Years Employed	125	110.28	\$160,000	\$165,905	\$16,535	9.97%	1.8
Dentist - Five-Nine Years Employed	34	27.88	\$167,011	\$179,762	\$23,712	13.19%	7.0
Dentist - 10-19 Years Employed	17	12.55	\$166,300	\$172,606	\$24,356	14.11%	14.0
Dentist - 20+ Years Employed	4	2.40	*	*	*	*	*
<i>Dentist - 10+ Years Employed**</i>	21	14.95	\$166,300	\$172,988	\$21,913	12.67%	15.7
Breakdown by Location							
<i>**Combination of data for 10-19 and 20+ Years Employed.</i>							
Dentist - Urban	58	50.25	\$170,000	\$180,599	\$14,119	7.82%	3.5
Dentist - Rural	48	42.99	\$160,000	\$163,053	\$16,892	10.36%	2.9
Dentist - Frontier and Rural/Frontier	5	4.18	\$170,980	\$175,831	\$11,047	6.28%	2.2
Dentist - Urban/Rural	69	55.69	\$162,445	\$163,802	\$23,656	14.44%	6.4
Breakdown by Number of Health Center Sites							
Dentist - One-Four HC Site(s)	37	30.58	\$167,866	\$169,157	\$13,574	8.02%	2.6
Dentist - Five-Nine HC Sites	45	37.77	\$161,550	\$164,916	\$23,398	14.19%	5.0
Dentist - Ten or More HC Sites	98	84.76	\$164,355	\$171,456	\$17,940	10.46%	4.8
Breakdown by Number of Employees							
Dentist - LT 80 Employees	17	15.23	\$165,000	\$167,559	\$15,952	9.52%	2.5
Dentist - 80-250 Employees	66	54.47	\$165,000	\$167,264	\$20,766	12.42%	4.4
Dentist - MT 250 Employees	97	83.41	\$162,445	\$171,081	\$17,566	10.27%	4.8
Breakdown by Executive Team							
Dentist - Executive Team Member	8	7.44	\$172,434	\$172,676	\$14,268	8.26%	5.6
Dentist - Not Executive Team Member	172	145.67	\$164,077	\$169,194	\$18,816	11.12%	4.4
Breakdown by Time Worked							
Dentist - Employed Part-Time (LT 0.875 FTE)	49	22.47	\$174,730	\$182,403	\$24,058	13.19%	6.1
Dentist - Employed Full-Time (0.875 FTE+)	131	130.64	\$160,000	\$164,466	\$16,937	10.30%	3.8

**Count must be five+ to provide salary and benefits data.*

TABLE 11: Clinical Team Salary and Benefits Breakdown – Licensed Clinical Social Worker (LCSW)

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
LICENSED CLINICAL SOCIAL WORKER (LCSW) - ALL	165	146.90	\$77,103	\$76,116	\$13,179	17.31%	3.8
Breakdown by Annual Budget							
Licensed Clinical Social Worker - LT 10M	19	15.83	\$74,579	\$76,486	\$16,671	21.80%	2.9
Licensed Clinical Social Worker - 10M-22M	25	20.10	\$70,344	\$70,613	\$10,206	14.45%	4.0
Licensed Clinical Social Worker - MT 22M	121	110.98	\$78,300	\$77,195	\$13,230	17.14%	3.9
<i>Extra: Licensed Clinical Social Worker - 50M+</i>	88	79.88	\$79,534	\$78,498	\$13,347	17.00%	4.0
Breakdown by Number of Years Employed							
Licensed Clinical Social Worker - LT Five Years Employed	121	108.52	\$75,816	\$74,814	\$12,759	17.05%	2.4
Licensed Clinical Social Worker - Five-Nine Years Employed	39	34.33	\$78,280	\$79,482	\$14,231	17.91%	7.2
Licensed Clinical Social Worker - 10-19 Years Employed	5	4.06	\$79,069	\$81,380	\$14,363	17.65%	13.6
Licensed Clinical Social Worker - 20+ Years Employed	0	0.00	*	*	*	*	*
Breakdown by Location							
Licensed Clinical Social Worker - Urban	79	69.15	\$79,500	\$79,401	\$13,206	16.63%	4.4
Licensed Clinical Social Worker - Rural	37	31.93	\$71,027	\$70,111	\$12,314	17.56%	3.2
Licensed Clinical Social Worker - Frontier and Rural/Frontier	5	4.40	\$68,741	\$71,569	\$6,636	9.27%	1.8
Licensed Clinical Social Worker - Urban/Rural	44	41.43	\$76,427	\$75,783	\$14,318	18.89%	3.6
Breakdown by Number of Health Center Sites							
Licensed Clinical Social Worker - One-Four HC Site(s)	24	20.93	\$73,672	\$76,531	\$13,210	17.26%	2.9
Licensed Clinical Social Worker - Five-Nine HC Sites	30	24.22	\$75,113	\$72,979	\$13,720	18.80%	4.6
Licensed Clinical Social Worker - Ten or More HC Sites	111	101.75	\$78,300	\$76,874	\$13,023	16.94%	3.9
Breakdown by Number of Employees							
Licensed Clinical Social Worker - LT 80 Employees	24	20.33	\$73,357	\$75,111	\$16,280	21.67%	3.4
Licensed Clinical Social Worker - 80-250 Employees	36	31.40	\$71,393	\$71,842	\$11,527	16.04%	3.6
Licensed Clinical Social Worker - MT 250 Employees	105	95.18	\$79,069	\$77,811	\$13,058	16.78%	4.0
Breakdown by Executive Team							
Licensed Clinical Social Worker - Executive Team Member	0	0.00	*	*	*	*	*
Licensed Clinical Social Worker - Not Exec. Team Member	165	146.90	\$77,103	\$76,116	\$13,179	17.31%	3.8
Breakdown by Time Worked							
LCSW - Employed Part-Time (LT 0.875 FTE)	41	22.95	\$78,642	\$77,730	\$13,940	17.93%	4.4
LCSW - Employed Full-Time (0.875 FTE+)	124	123.96	\$76,037	\$75,582	\$12,950	17.13%	3.6

**Count must be five+ to provide salary and benefits data.*

TABLE 12: Clinical Team Salary and Benefits Breakdown – Licensed Professional Counselor (LPC/LCPC)

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
LICENSED PROFESSIONAL COUNSELOR (LPC/LCPC) - ALL	100	93.90	\$71,551	\$73,618	\$13,537	18.39%	3.0
Breakdown by Annual Budget							
Licensed Professional Counselor - LT 10M	23	21.11	\$72,236	\$74,468	\$17,549	23.57%	2.9
Licensed Professional Counselor - 10M-22M	26	22.69	\$65,470	\$67,283	\$8,050	11.96%	3.3
Licensed Professional Counselor - MT 22M	51	50.10	\$72,667	\$76,464	\$14,018	18.33%	2.8
<i>Extra: Licensed Professional Counselor - 50M+</i>	29	28.50	\$80,891	\$80,759	\$14,080	17.43%	3.4
Breakdown by Number of Years Employed							
Licensed Professional Counselor - LT Five Years Employed	84	79.66	\$70,100	\$72,393	\$12,853	17.75%	2.1
Licensed Professional Counselor - Five-Nine Yrs. Employed	14	12.25	\$79,233	\$79,183	\$12,441	15.71%	6.6
Licensed Professional Counselor - 10-19 Years Employed	2	2.00	*	*	*	*	*
Licensed Professional Counselor - 20+ Years Employed	0	0.00	*	*	*	*	*
<i>Licensed Professional Counselor - Five-19 Years Employed**</i>	16	14.25	\$79,233	\$80,051	\$17,537	21.91%	7.3
Breakdown by Location							
<i>**Combination of data for Five-Nine and 10-19 Years Employed.</i>							
Licensed Prof. Counselor - Urban	26	25.25	\$70,548	\$73,866	\$13,239	17.92%	2.1
Licensed Prof. Counselor - Rural	32	28.55	\$68,432	\$70,710	\$15,037	21.27%	3.4
Licensed Prof. Counselor - Frontier and Rural/Frontier	3	3.00	*	*	*	*	*
Licensed Prof. Counselor - Urban/Rural	39	37.10	\$78,042	\$76,198	\$12,907	16.94%	3.3
<i>Licensed Prof. Counselor - Non-Urban Mix**</i>	35	31.55	\$68,225	\$70,559	\$14,400	20.41%	3.3
Breakdown by Number of Health Center Sites							
<i>**Combination of data for Rural and Frontier and Rural/Frontier.</i>							
Licensed Professional Counselor - One-Four HC Site(s)	33	29.96	\$70,741	\$72,735	\$13,672	18.80%	3.1
Licensed Professional Counselor - Five-Nine HC Sites	11	8.84	\$64,500	\$67,234	\$11,008	16.37%	3.8
Licensed Professional Counselor - Ten or More HC Sites	56	55.10	\$72,292	\$75,392	\$14,018	18.59%	2.7
Breakdown by Number of Employees							
Licensed Professional Counselor - LT 80 Employees	24	22.11	\$71,489	\$74,074	\$14,004	18.91%	2.6
Licensed Professional Counselor - 80-250 Employees	27	23.29	\$65,563	\$67,868	\$13,416	19.77%	3.9
Licensed Professional Counselor - MT 250 Employees	49	48.50	\$72,667	\$76,563	\$13,380	17.48%	2.6
Breakdown by Executive Team							
Licensed Professional Counselor - Executive Team Member	1	1.00	*	*	*	*	*
Licensed Professional Counselor - Not Executive Team Member	99	92.90	\$71,491	\$73,395	\$13,537	18.44%	2.9
Breakdown by Time Worked							
Licensed Prof. Counselor - Employed Part-Time (LT 0.875 FTE)	13	7.15	\$70,355	\$74,309	\$15,421	20.75%	3.4
Licensed Prof. Counselor - Employed Full-Time (0.875 FTE+)	87	86.75	\$71,611	\$73,515	\$13,325	18.13%	2.9

**Count must be five+ to provide salary and benefits data.*

TABLE 13: Clinical Team Salary and Benefits Breakdown – Nurse Practitioner

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
NURSE PRACTITIONER - ALL	321	271.94	\$115,000	\$116,913	\$16,742	14.32%	4.4
Breakdown by Annual Budget							
Nurse Practitioner - LT 10M	45	35.29	\$113,017	\$113,958	\$16,902	14.83%	4.1
Nurse Practitioner - 10M-22M	86	72.46	\$115,180	\$120,606	\$14,653	12.15%	5.0
Nurse Practitioner - MT 22M	190	164.20	\$115,241	\$115,941	\$17,566	15.15%	4.3
<i>Extra: Nurse Practitioner - 50M+</i>	88	77.09	\$124,530	\$120,192	\$17,415	14.49%	4.2
Breakdown by Number of Years Employed							
Nurse Practitioner - LT Five Years Employed	223	192.82	\$112,200	\$114,054	\$14,823	13.00%	1.9
Nurse Practitioner - Five-Nine Years Employed	66	55.36	\$120,500	\$121,432	\$18,721	15.42%	6.9
Nurse Practitioner - 10-19 Years Employed	23	19.77	\$129,139	\$133,746	\$17,241	12.89%	13.4
Nurse Practitioner - 20+ Years Employed	9	3.99	\$134,979	\$111,605	\$48,447	43.41%	25.3
Breakdown by Location							
Nurse Practitioner - Urban	95	80.04	\$113,715	\$115,304	\$15,053	13.05%	3.8
Nurse Practitioner - Rural	115	95.44	\$112,960	\$115,997	\$16,751	14.44%	4.5
Nurse Practitioner - Frontier and Rural/Frontier	11	10.50	\$130,936	\$139,108	\$15,799	11.36%	3.0
Nurse Practitioner - Urban/Rural	100	85.96	\$120,910	\$117,054	\$18,515	15.82%	5.1
Breakdown by Number of Health Center Sites							
Nurse Practitioner - One-Four HC Site(s)	75	58.71	\$115,486	\$120,780	\$13,874	11.49%	3.9
Nurse Practitioner - Five-Nine HC Sites	84	70.83	\$113,449	\$115,595	\$21,136	18.28%	6.3
Nurse Practitioner - Ten or More HC Sites	162	142.40	\$114,491	\$115,806	\$15,575	13.45%	3.7
Breakdown by Number of Employees							
Nurse Practitioner - LT 80 Employees	44	35.04	\$113,366	\$115,285	\$16,601	14.40%	3.9
Nurse Practitioner - 80-250 Employees	106	89.31	\$115,000	\$118,503	\$16,741	14.13%	5.4
Nurse Practitioner - MT 250 Employees	171	147.60	\$115,000	\$116,346	\$16,779	14.42%	3.9
Breakdown by Executive Team							
Nurse Practitioner - Executive Team Member	1	1.00	*	*	*	*	*
Nurse Practitioner - Not Executive Team Member	320	270.94	\$115,000	\$116,875	\$16,756	14.34%	4.4
Breakdown by Time Worked							
Nurse Practitioner - Employed Part-Time (LT 0.875 FTE)	109	61.81	\$116,942	\$120,993	\$18,189	15.03%	5.6
Nurse Practitioner - Employed Full-Time (0.875 FTE+)	212	210.14	\$113,350	\$114,815	\$16,032	13.96%	3.8

**Count must be five+ to provide salary and benefits data.*

TABLE 14: Clinical Team Salary and Benefits Breakdown – Physician – Family Practice (FP), with OB

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PHYSICIAN - FAMILY PRACTICE (FP), WITH OB - ALL	90	75.91	\$225,817	\$231,071	\$32,588	14.10%	8.3
Breakdown by Annual Budget							
Physician - Family Practice, with OB - LT 10M	11	8.20	\$190,383	\$189,973	\$20,481	10.78%	7.4
Physician - Family Practice, with OB - 10M-22M	6	4.82	\$260,117	\$267,507	\$18,898	7.06%	9.2
Physician - Family Practice, with OB - MT 22M	73	62.89	\$227,989	\$234,269	\$35,371	15.10%	8.4
<i>Extra: Physician - Family Practice, with OB - 50M+</i>	39	34.35	\$239,074	\$251,053	\$42,501	16.93%	6.3
Breakdown by Number of Years Employed							
Physician - Family Practice, with OB - LT Five Years Employed	41	34.15	\$217,500	\$215,590	\$28,050	13.01%	2.5
Physician - Family Practice, with OB - Five-Nine Years Employed	24	18.91	\$226,739	\$223,284	\$34,889	15.63%	7.2
Physician - Family Practice, with OB - 10-19 Years Employed	18	16.77	\$252,007	\$269,864	\$41,333	15.32%	15.0
Physician - Family Practice, with OB - 20+ Years Employed	7	6.08	\$265,108	\$248,690	\$29,117	11.71%	29.3
Breakdown by Location							
Physician - Family Practice, with OB - Urban	22	18.38	\$220,259	\$218,460	\$18,509	8.47%	6.9
Physician - Family Practice, with OB - Rural	12	10.56	\$219,832	\$231,865	\$22,187	9.57%	10.9
Physician - Family Practice, with OB - Frontier and Rural/Frontier	2	1.87	*	*	*	*	*
Physician - Family Practice, with OB - Urban/Rural	54	45.11	\$235,453	\$233,999	\$41,079	17.56%	8.2
<i>Physician - Family Practice, with OB - Non-Urban Mix**</i>	14	12.43	\$228,011	\$239,597	\$22,567	9.42%	11.0
Breakdown by Number of Health Center Sites							
Physician - Family Practice, with OB - One-Four HC Site(s)	6	5.12	\$212,808	\$227,252	\$12,650	5.57%	5.1
Physician - Family Practice, with OB - Five-Nine HC Sites	37	29.86	\$223,191	\$216,999	\$31,129	14.35%	10.4
Physician - Family Practice, with - Ten or More HC Sites	47	40.94	\$231,832	\$242,637	\$36,251	14.94%	7.1
Breakdown by Number of Employees							
Physician - Family Practice, with OB - LT 80 Employees	14	10.52	\$213,302	\$208,881	\$19,761	9.46%	7.2
Physician - Family Practice, with OB - 80-250 Employees	38	33.43	\$229,911	\$226,056	\$44,977	19.90%	10.0
Physician - Family Practice, with OB - MT 250 Employees	38	31.96	\$228,838	\$244,262	\$24,587	10.07%	7.1
Breakdown by Executive Team							
Physician - FP, with OB - Executive Team Member	3	2.80	*	*	*	*	*
Physician - FP, with OB - Not Executive Team Member	87	73.11	\$225,840	\$231,423	\$32,048	13.85%	8.1
Breakdown by Time Worked							
Physician - FP, with OB - Employed Part-Time (LT 0.875 FTE)	41	27.54	\$225,784	\$220,038	\$27,791	12.63%	7.4
Physician - FP, with OB - Employed Full-Time (0.875 FTE+)	49	48.38	\$232,544	\$240,303	\$36,504	15.19%	9.2

**Count must be five+ to provide salary and benefits data.*

TABLE 15: Clinical Team Salary and Benefits Breakdown – Physician – Family Practice (FP), without OB

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PHYSICIAN - FAMILY PRACTICE (FP), WITHOUT OB - ALL	224	181.91	\$229,333	\$230,464	\$26,188	11.36%	7.9
Breakdown by Annual Budget							
Physician - Family Practice, without OB - LT 10M	4	3.04	*	*	*	*	*
Physician - Family Practice, without OB - 10M-22M	38	28.86	\$218,053	\$226,064	\$21,676	9.59%	5.8
Physician - Family Practice, without OB - MT 22M	182	150.01	\$231,136	\$230,927	\$27,198	11.78%	8.5
<i>Extra: Physician - Family Practice, without OB - Up to 22M**</i>	42	31.90	\$215,833	\$228,455	\$21,492	9.41%	5.6
<i>Extra: Physician - Family Practice, without OB - 50M+</i>	129	107.49	\$232,545	\$234,160	\$27,296	11.66%	8.3
Breakdown by Number of Years Employed							
**Combination of data for LT 10M and 10M-22M.							
Physician - Family Practice, w/o OB - LT Five Years Employed	107	86.75	\$215,000	\$223,874	\$22,691	10.14%	2.2
Physician - Family Practice, w/o OB - Five-Nine Years Employed	45	40.07	\$219,306	\$227,034	\$27,655	12.18%	7.3
Physician - Family Practice, w/o OB - 10-19 Years Employed	50	37.29	\$240,000	\$245,513	\$29,044	11.83%	14.0
Physician - Family Practice, w/o OB - 20+ Years Employed	22	17.80	\$235,626	\$235,329	\$32,925	13.99%	23.3
Breakdown by Location							
Physician - Family Practice, w/o OB - Urban	77	60.81	\$217,561	\$224,242	\$20,953	9.34%	8.5
Physician - Family Practice, w/o OB - Rural	45	35.05	\$216,041	\$227,206	\$22,623	9.96%	6.3
Physician - Family Practice, w/o OB - Frontier and Rural/Frontier	4	4.00	*	*	*	*	*
Physician - Family Practice, w/o OB - Urban/Rural	98	82.05	\$240,000	\$237,140	\$32,079	13.53%	8.5
<i>Physician - Family Practice, w/o OB - Non-Urban Mix**</i>	49	39.05	\$216,041	\$226,890	\$22,273	9.82%	5.9
Breakdown by Number of Health Center Sites							
**Combination of data for Rural and Frontier and Rural/Frontier.							
Physician - Family Practice, w/o OB - One-Four HC Site(s)	26	19.88	\$213,555	\$225,428	\$17,932	7.95%	4.6
Physician - Family Practice, w/o OB - Five-Nine HC Sites	55	44.37	\$227,323	\$230,027	\$40,826	17.75%	9.3
Physician - Family Practice, w/o OB - Ten or More HC Sites	143	117.66	\$232,360	\$231,547	\$21,638	9.34%	8.0
Breakdown by Number of Employees							
Physician - Family Practice, w/o OB - LT 80 Employees	4	3.04	*	*	*	*	*
Physician - Family Practice, w/o OB - 80-250 Employees	51	38.36	\$220,000	\$225,532	\$25,673	11.38%	7.5
Physician - Family Practice, w/o OB - MT 250 Employees	169	140.51	\$232,000	\$231,462	\$26,493	11.45%	8.2
<i>Physician - Family Practice, w/o OB - Up to 250 Employees**</i>	55	41.40	\$219,440	\$227,397	\$25,217	11.09%	7.3
Breakdown by Executive Team							
**Combination of data for LT 80 and 80-250 Employees.							
Physician - FP, w/o OB - Executive Team Member	0	0.00	*	*	*	*	*
Physician - FP, w/o OB - Not Executive Team Member	224	181.91	\$229,333	\$230,464	\$26,188	11.36%	7.9
Breakdown by Time Worked							
Physician - FP, w/o OB - Employed Part-Time (LT 0.875 FTE)	106	65.27	\$231,316	\$232,205	\$26,819	11.55%	8.4
Physician - FP, w/o OB - Employed Full-Time (0.875 FTE+)	118	116.64	\$226,558	\$228,900	\$25,682	11.22%	7.6

*Count must be five+ to provide salary and benefits data.

TABLE 16: Clinical Team Salary and Benefits Breakdown – Physician Assistant

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed^
PHYSICIAN ASSISTANT - ALL	348	307.49	\$117,668	\$116,607	\$16,582	14.22%	6.5
Breakdown by Annual Budget							
Physician Assistant - LT 10M	23	22.17	\$112,791	\$115,284	\$13,274	11.51%	3.8
Physician Assistant - 10M-22M	43	37.53	\$115,424	\$115,749	\$16,826	14.54%	4.9
Physician Assistant - MT 22M	282	247.80	\$118,178	\$116,846	\$16,807	14.38%	6.9
<i>Extra: Physician Assistant - 50M+</i>	190	164.26	\$119,050	\$119,323	\$16,603	13.91%	7.6
Breakdown by Number of Years Employed^							
Physician Assistant - LT Five Years Employed	180	164.97	\$109,088	\$111,675	\$14,618	13.09%	2.2
Physician Assistant - Five-Nine Years Employed	93	78.44	\$120,952	\$121,264	\$18,680	15.40%	7.2
Physician Assistant - 10-19 Years Employed	58	51.78	\$121,857	\$124,052	\$18,747	15.11%	13.8
Physician Assistant - 20+ Years Employed	14	10.30	\$121,497	\$118,750	\$19,526	16.44%	26.2
Breakdown by Location							
Physician Assistant - Urban	167	144.18	\$118,276	\$116,068	\$13,830	11.92%	6.8
Physician Assistant - Rural	64	57.66	\$112,896	\$116,207	\$18,149	15.62%	5.9
Physician Assistant - Frontier and Rural/Frontier	10	9.57	\$122,199	\$125,893	\$18,928	15.03%	3.8
Physician Assistant - Urban/Rural	107	96.08	\$115,500	\$116,820	\$19,613	16.79%	6.6
Breakdown by Number of Health Center Sites							
Physician Assistant - One-Four HC Site(s)	42	37.47	\$113,274	\$118,724	\$14,213	11.97%	4.5
Physician Assistant - Five-Nine HC Sites	70	62.66	\$104,016	\$107,932	\$19,165	17.76%	5.0
Physician Assistant - Ten or More HC Sites	236	207.37	\$118,276	\$118,804	\$16,209	13.64%	7.2
Breakdown by Number of Employees							
Physician Assistant - LT 80 Employees	23	22.17	\$112,791	\$114,425	\$14,354	12.54%	3.3
Physician Assistant - 80-250 Employees	81	72.05	\$110,442	\$112,195	\$19,149	17.07%	5.6
Physician Assistant - MT 250 Employees	244	213.27	\$118,276	\$118,278	\$15,938	13.47%	7.1
Breakdown by Executive Team							
Physician Assistant - Executive Team Member	1	1.00	*	*	*	*	*
Physician Assistant - Not Executive Team Member	347	306.49	\$117,735	\$116,647	\$16,562	14.20%	6.5
Breakdown by Time Worked							
Physician Assistant - Employed Part-Time (LT 0.875 FTE)	101	63.97	\$118,501	\$119,064	\$18,321	15.39%	8.1
Physician Assistant - Employed Full-Time (0.875 FTE+)	247	243.53	\$116,044	\$115,603	\$15,932	13.78%	5.8

*Count must be five+ to provide salary and benefits data. ^Only includes data for employees reported with dates of hire.

F. Salary and Benefits Breakdowns – Selected Support Team Titles

TABLE 17: Selected Administrative and Clinical Support Staff Salary and Benefits Breakdowns

ADMINISTRATIVE SUPPORT POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed ^
RECEPTIONIST/FRONT DESK/APPT. CLERK - ALL	685	644.79	\$38,168	\$38,648	\$7,746	20.04%	3.1
Receptionist/Front Desk/Appt. Clerk - LT Five Years Employed	564	532.32	\$37,502	\$37,796	\$6,943	18.37%	1.2
Receptionist/Front Desk/Appt. Clerk - Five-Nine Years Employed	60	56.36	\$41,047	\$40,506	\$11,067	27.32%	6.9
Receptionist/Front Desk/Appt. Clerk - 10-19 Years Employed	42	39.50	\$46,026	\$44,529	\$11,328	25.44%	14.2
Receptionist/Front Desk/Appt. Clerk - 20+ Years Employed	17	15.55	\$47,008	\$46,458	\$11,958	25.74%	24.4
CLINICAL SUPPORT POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
DENTAL ASSISTANT - ALL	337	305.83	\$43,285	\$43,368	\$8,173	18.85%	3.7
Dental Assistant - LT Five Years Employed	255	231.24	\$41,600	\$42,038	\$7,434	17.68%	1.5
Dental Assistant - Five-Nine Years Employed	53	48.06	\$47,382	\$46,594	\$9,538	20.47%	6.8
Dental Assistant - 10-19 Years Employed	22	20.40	\$49,591	\$48,337	\$10,849	22.45%	13.7
Dental Assistant - 20+ Years Employed	7	6.13	\$52,499	\$51,779	\$13,515	26.10%	27.2
MEDICAL ASSISTANT, WITH CREDENTIALS - ALL	679	636.96	\$45,250	\$46,395	\$9,065	19.54%	5.1
Medical Assistant, with credentials - LT Five Years Employed	426	400.45	\$42,933	\$44,145	\$7,522	17.04%	1.9
Medical Assistant, with credentials - Five-Nine Years Employed	157	146.88	\$48,019	\$48,638	\$10,827	22.26%	7.1
Medical Assistant, with credentials - 10-19 Years Employed	81	75.92	\$54,600	\$52,803	\$12,788	24.22%	14.5
Medical Assistant, with credentials - 20+ Years Employed	15	13.71	\$54,600	\$52,239	\$12,513	23.95%	23.6
MEDICAL ASSISTANT, WITHOUT CREDENTIALS - ALL	415	369.83	\$41,787	\$42,622	\$9,378	22.00%	2.8
Medical Assistant, without credentials - LT Five Years Employed	351	313.47	\$41,600	\$41,841	\$8,997	21.50%	1.4
Medical Assistant, without credentials - Five-Nine Yrs. Employed	35	30.70	\$45,614	\$45,145	\$10,435	23.11%	6.9
Medical Assistant, without credentials - 10-19 Years Employed	22	18.66	\$49,805	\$48,550	\$13,988	28.81%	12.8
Medical Assistant, without credentials - 20+ Years Employed	7	7.00	\$52,312	\$50,541	\$8,316	16.45%	23.0
REGISTERED NURSE - ALL	440	360.67	\$73,694	\$74,952	\$13,017	17.37%	4.8
Registered Nurse - LT Five Years Employed	284	234.07	\$71,005	\$72,590	\$11,887	16.38%	1.9
Registered Nurse - Five-Nine Years Employed	107	87.14	\$77,532	\$76,309	\$16,293	21.35%	7.1
Registered Nurse - 10-19 Years Employed	34	27.87	\$87,298	\$83,940	\$12,233	14.57%	14.3
Registered Nurse - 20+ Years Employed	15	11.59	\$95,409	\$89,612	\$11,382	12.70%	22.7

**The count must be at least five in order to provide salary and benefits data. ^Only includes data for employees reported with dates of hire.*

G. Salary Data Comparisons

TABLE 18: Comparison of Selected 2018, 2020, 2022, and 2023 CHAMPS Health Center Salary Data – Region VIII and Small Budget Breakdown

Position Title	Region VIII							
	2018 Median	2020 Median	2022 Median	2023 Median	Change '18-'20	Change '20-'22	Change '22-'23	Change '18-'23
Dental Assistant	\$32,240	\$35,453	\$41,554	\$43,285	10.0%	17.2%	4.2%	34.3%
Dental Hygienist	\$69,721	\$74,880	\$82,160	\$85,810	7.4%	9.7%	4.4%	23.1%
Dentist	\$136,208	\$151,900	\$160,000	\$164,355	11.5%	5.3%	2.7%	20.7%
Executive Director/CEO	\$136,183	\$146,250	\$178,694	\$177,500	7.4%	22.2%	-0.7%	30.3%
Fiscal Director/CFO**	\$90,578	\$106,995	\$125,236	\$131,071	18.1%	17.0%	4.7%	44.7%
Licensed Clinical Social Worker	\$61,526	\$64,541	\$74,350	\$77,103	4.9%	15.2%	3.7%	25.3%
Licensed Professional Counselor (LPC/LCPC)	\$55,390	\$62,000	\$66,560	\$71,551	11.9%	7.4%	7.5%	29.2%
Medical Assistant, with Credentials	\$34,278	\$36,005	\$40,747	\$45,250	5.0%	13.2%	11.1%	32.0%
Medical Assistant, without Credentials	\$30,160	\$36,400	\$40,019	\$41,787	20.7%	9.9%	4.4%	38.6%
Medical Director/CMO	\$214,506	\$225,815	\$240,000	\$233,958	5.3%	6.3%	-2.5%	9.1%
Nurse Practitioner	\$98,407	\$104,000	\$108,781	\$115,000	5.7%	4.6%	5.7%	16.9%
Physician Assistant	\$98,819	\$107,120	\$113,201	\$117,668	8.4%	5.7%	3.9%	19.1%
Physician Family Practice, with OB	\$178,380	\$196,929	\$210,400	\$225,817	10.4%	6.8%	7.3%	26.6%
Physician Family Practice, without OB	\$185,651	\$200,000	\$210,700	\$229,333	7.7%	5.4%	8.8%	23.5%
Receptionist/Front Desk/Appointment Clerk	\$29,173	\$31,138	\$35,912	\$38,168	6.7%	15.3%	6.3%	30.8%
Registered Nurse	\$59,468	\$65,000	\$69,171	\$73,694	9.3%	6.4%	6.5%	23.9%
Small Budget Breakdown (2018: LT \$4M; 2020: LT \$7M; 2022 & 2023: LT \$10M)								
Position Title	2018 Median	2020 Median	2022 Median	2023 Median	Change '18-'20	Change '20-'22	Change '22-'23	Change '18-'23
Dental Assistant	\$29,640	\$30,680	\$35,360	\$36,683	3.5%	15.3%	3.7%	23.8%
Dental Hygienist	\$67,080	\$72,020	\$80,288	\$83,163	7.4%	11.5%	3.6%	24.0%
Dentist	\$153,063	\$155,250	\$160,000	\$160,000	1.4%	3.1%	0.0%	4.5%
Executive Director/CEO	\$96,580	\$117,188	\$136,000	\$134,100	21.3%	16.1%	-1.4%	38.8%
Fiscal Director/CFO**	\$73,500	\$80,000	\$100,000	\$104,184	8.8%	25.0%	4.2%	41.7%
Licensed Clinical Social Worker	\$59,162	\$63,594	\$68,643	\$74,579	7.5%	7.9%	8.6%	26.1%
Licensed Professional Counselor (LPC/LCPC)	*	\$65,000	\$64,047	\$72,236	N/A	-1.5%	12.8%	N/A
Medical Assistant, with Credentials	\$32,240	\$34,299	\$37,440	\$43,680	6.4%	9.2%	16.7%	35.5%
Medical Assistant, without Credentials	\$32,760	\$35,547	\$37,188	\$42,120	8.5%	4.6%	13.3%	28.6%
Medical Director/CMO	\$200,000	\$214,200	\$240,000	\$186,812	7.1%	12.0%	-22.2%	-6.6%
Nurse Practitioner	\$106,886	\$103,213	\$103,580	\$113,017	-3.4%	0.4%	9.1%	5.7%
Physician Assistant	\$103,125	\$105,866	\$110,000	\$112,791	2.7%	3.9%	2.5%	9.4%
Physician Family Practice, with OB	*	*	*	\$190,383	N/A	N/A	N/A	N/A
Physician Family Practice, without OB	*	*	\$207,960	*	N/A	N/A	N/A	N/A
Receptionist/Front Desk/Appointment Clerk	\$29,120	\$31,200	\$33,488	\$37,128	7.1%	7.3%	10.9%	27.5%
Registered Nurse	\$54,642	\$58,767	\$59,592	\$70,762	7.5%	1.4%	18.7%	29.5%

NOTE: The breakdown levels for Small, Medium, and Large Budgets were updated in 2020 and 2022, which may limit comparability to prior years.

*The count must be at least five in order to provide salary data. **The Job Description Summary was updated in 2020 to include only the top leader for the discipline area, which may limit comparability to prior years.

TABLE 19: Comparison of Selected 2018, 2020, 2022, and 2023 CHAMPS Health Center Salary Data – Medium and Large Budget Breakdown

Position Title	Medium Budget Breakdown (2018: \$4M-\$10M; 2020: \$7M-\$15M; 2022 & 2023: \$10M-\$22M)							
	2018 Median	2020 Median	2022 Median	2023 Median	Change '18-'20	Change '20-'22	Change '22-'23	Change '18-'23
Dental Assistant	\$30,670	\$32,802	\$39,916	\$41,600	7.0%	21.7%	4.2%	35.6%
Dental Hygienist	\$66,473	\$71,037	\$75,130	\$85,265	6.9%	5.8%	13.5%	28.3%
Dentist	\$141,400	\$150,945	\$155,000	\$165,000	6.8%	2.7%	6.5%	16.7%
Executive Director/CEO	\$123,363	\$145,000	\$176,847	\$192,000	17.5%	22.0%	8.6%	55.6%
Fiscal Director/CFO*	\$80,243	\$101,186	\$114,390	\$122,728	26.1%	13.0%	7.3%	52.9%
Licensed Clinical Social Worker	\$56,231	\$61,645	\$67,018	\$70,344	9.6%	8.7%	5.0%	25.1%
Licensed Professional Counselor (LPC/LCPC)	\$56,000	\$59,407	\$68,197	\$65,470	6.1%	14.8%	-4.0%	16.9%
Medical Assistant, with Credentials	\$30,675	\$34,029	\$36,421	\$40,482	10.9%	7.0%	11.2%	32.0%
Medical Assistant, without Credentials	\$31,054	\$31,720	\$36,234	\$39,250	2.1%	14.2%	8.3%	26.4%
Medical Director/CMO	\$187,266	\$211,012	\$242,332	\$228,959	12.7%	14.8%	-5.5%	22.3%
Nurse Practitioner	\$95,680	\$97,594	\$109,678	\$115,180	2.0%	12.4%	5.0%	20.4%
Physician Assistant	\$96,467	\$99,196	\$107,732	\$115,424	2.8%	8.6%	7.1%	19.7%
Physician Family Practice, with OB	\$156,000	\$220,234	\$229,595	\$260,117	41.2%	4.3%	13.3%	66.7%
Physician Family Practice, without OB	\$182,229	\$198,889	\$214,989	\$218,053	9.1%	8.1%	1.4%	19.7%
Receptionist/Front Desk/Appointment Clerk	\$29,640	\$31,201	\$33,203	\$36,940	5.3%	6.4%	11.3%	24.6%
Registered Nurse	\$55,660	\$60,135	\$64,282	\$69,181	8.0%	6.9%	7.6%	24.3%
Position Title	Large Budget Breakdown (2018: MT \$10M; 2020: MT \$15M; 2022 & 2023: MT \$22M)							
	2018 Median	2020 Median	2022 Median	2023 Median	Change '18-'20	Change '20-'22	Change '22-'23	Change '18-'23
Dental Assistant	\$32,843	\$36,473	\$42,016	\$44,408	11.1%	15.2%	5.7%	35.2%
Dental Hygienist	\$72,280	\$77,105	\$82,965	\$86,529	6.7%	7.6%	4.3%	19.7%
Dentist	\$130,062	\$151,900	\$163,842	\$162,545	16.8%	7.9%	-0.8%	25.0%
Executive Director/CEO	\$199,532	\$232,855	\$250,783	\$255,057	16.7%	7.7%	1.7%	27.8%
Fiscal Director/CFO*	\$119,182	\$141,001	\$149,645	\$155,736	18.3%	6.1%	4.1%	30.7%
Licensed Clinical Social Worker	\$62,837	\$65,603	\$77,700	\$78,300	4.4%	18.4%	0.8%	24.6%
Licensed Professional Counselor (LPC/LCPC)	\$55,195	\$63,192	\$66,389	\$72,667	14.5%	5.1%	9.5%	31.7%
Medical Assistant, with Credentials	\$34,549	\$36,400	\$41,600	\$47,078	5.4%	14.3%	13.2%	36.3%
Medical Assistant, without Credentials	\$29,806	\$37,502	\$41,600	\$42,199	25.8%	10.9%	1.4%	41.6%
Medical Director/CMO	\$235,576	\$229,542	\$236,310	\$274,165	-2.6%	2.9%	16.0%	16.4%
Nurse Practitioner	\$100,950	\$105,185	\$110,625	\$115,241	4.2%	5.2%	4.2%	14.2%
Physician Assistant	\$99,564	\$109,111	\$114,900	\$118,178	9.6%	5.3%	2.9%	18.7%
Physician Family Practice, with OB	\$178,760	\$194,400	\$209,018	\$227,989	8.7%	7.5%	9.1%	27.5%
Physician Family Practice, without OB	\$188,400	\$200,665	\$211,000	\$231,136	6.5%	5.2%	9.5%	22.7%
Receptionist/Front Desk/Appointment Clerk	\$29,120	\$30,795	\$37,752	\$39,312	5.8%	22.6%	4.1%	35.0%
Registered Nurse	\$61,360	\$67,341	\$73,757	\$77,053	9.7%	9.5%	4.5%	25.6%

NOTE: The breakdown levels for Small, Medium, and Large Budgets were updated in 2020 and 2022, which may limit comparability to prior years.
*The Job Description Summary was updated in 2020 to include only the top leader for the discipline area, which may limit comparability to prior years.

TABLE 20: Comparison of Recently Published Salary Data – Base Pay (without Additional Pay)

Position Title	CHAMPS: 2023 Region VIII Report Annual Base Pay** Data from 49 Health Centers				CCHN: 2023 Colorado Report Annual Base Pay** Data from 19 Health Centers	NWRPCA: 2023 Region X Report Annual Base Pay** Data			Associated Employers: Wage & Salary Survey, 2023 Annual Version***	US Dept. of Labor, Bureau of Labor Statistics: May 2022 Ambulatory Health Care Services National Wage Estimates
	Region VIII Median	LT \$10M Median	\$10M- \$22M Median	MT \$22M Median	Colorado Median	Region X Median	Up to \$22M Median	MT \$22M Median	All Categories Median	Annual National Median
Dental Assistant	\$43,285	\$36,683	\$41,600	\$44,408	\$45,760	‡	‡	‡	N/A	\$44,824
Dental Hygienist	\$85,810	\$83,163	\$85,265	\$86,529	\$88,848	‡	‡	‡	N/A	\$81,453
Dentist	\$164,355	\$160,000	\$165,000	\$162,545	\$164,355	‡	‡	‡	N/A	\$156,104
Executive Director/CEO	\$177,500	\$134,100	\$192,000	\$255,057	\$245,029	‡	‡	‡	\$103,386+	\$196,102
Fiscal Director/CFO	\$131,071	\$104,184	\$122,728	\$155,736	\$149,645	‡	‡	‡	\$97,136+	\$127,504
Licensed Clinical Social Worker	\$77,103	\$74,579	\$70,344	\$78,300	\$78,520	‡	‡	‡	\$58,053	\$58,698^
Licensed Professional Counselor	\$71,551	\$72,236	\$65,470	\$72,667	\$74,235	‡	‡	‡	N/A	N/A
Medical Assistant with Credentials	\$45,250	\$43,680	\$40,482	\$47,078	\$48,818	‡	‡	‡	\$37,440++	\$37,918^^
Medical Assistant without Credentials	\$41,787	\$42,120	\$39,250	\$42,199	\$42,640	‡	‡	‡	N/A	N/A
Medical Director/CMO	\$233,958	\$186,812	\$228,959	\$274,165	\$246,431	‡	‡	‡	N/A	N/A
Nurse Practitioner	\$115,000	\$113,017	\$115,180	\$115,241	\$115,000	‡	‡	‡	N/A	\$118,352
Physician Assistant	\$117,668	\$112,791	\$115,424	\$118,178	\$118,304	‡	‡	‡	\$129,792	\$124,800
Physician Family Practice, with OB	\$225,817	\$190,383	\$260,117	\$227,989	\$231,883	‡	‡	‡	\$303,701+++	\$210,059^^^
Physician Family Practice, without OB	\$229,333	*	\$218,053	\$231,136	\$232,180	‡	‡	‡	N/A	N/A
Receptionist/Front Desk/Appt. Clerk	\$38,168	\$37,128	\$36,940	\$39,312	\$40,622	‡	‡	‡	\$35,360	\$35,838
Registered Nurse	\$73,694	\$70,762	\$69,181	\$77,053	\$80,567	‡	‡	‡	\$74,818	\$78,666

*Count must be five+ to provide salary data. **Base Pay: Not including bonuses, incentive payments, differentials, overtime, etc.

***Base pay for full-time employees in various industries, primarily in Montana and Wyoming. +Includes data for Not for Profit organizations only.

++Median for "Medical Assistant." +++Median for "Physician." ^Median for "Social Workers." ^^Median for "Medical Assistants." ^^Mean for "Family Medicine Physicians."

#Figures are not yet available. Median: Also known as 50th percentile. Mean: Average. CCHN: Colorado Community Health Network.

CHAMPS: Community Health Association of Mountain/Plains States. NWRPCA: Northwest Regional Primary Care Association.

Region VIII: CO, MT, ND, SD, UT, WY. Region X: AK, ID, OR, WA.

TABLE 21: Comparison of Recently Published Salary Data – Total Compensation (Base plus Additional Pay)

Position Title	CHAMPS: 2023 Region VIII Report <i>Annual Total Pay+ Data from 49 Health Centers</i>				NWRPCA: 2023 Region X Report <i>Annual Total Pay+ Data</i>			MGMA: 2023 DataDive Provider and Management/Staff Compensation Survey Reports <i>Annual Total Compensation++ Based on 2022 Data</i>
	Region VIII Median	LT \$10M Median	\$10M-\$22M Median	MT \$22M Median	Region X Median	Up to \$22M Median	MT \$22M Median	Annual National Median
Dental Hygienist	\$86,293	\$84,781	\$85,950	\$87,362	‡	‡	‡	N/A
Dentist	\$163,007	\$160,000	\$165,000	\$161,818	‡	‡	‡	\$200,540
Executive Director/CEO	\$191,214	\$154,014	\$200,000	\$266,802	‡	‡	‡	\$215,813
Fiscal Director/CFO	\$139,438	\$95,325	\$130,250	\$160,000	‡	‡	‡	\$223,520
Licensed Clinical Social Worker	\$77,271	\$76,245	\$71,234	\$78,290	‡	‡	‡	N/A
Licensed Professional Counselor	\$72,095	\$69,326	\$69,500	\$76,388	‡	‡	‡	N/A
Medical Director/CMO	\$233,018	\$209,450	\$222,963	\$282,675	‡	‡	‡	\$270,104
Nurse Practitioner	\$116,303	\$117,629	\$115,518	\$116,396	‡	‡	‡	\$124,656
Physician Assistant	\$116,494	\$113,000	\$117,022	\$117,079	‡	‡	‡	\$128,960
Physician Family Practice, with OB	\$236,635	\$199,949	*	\$248,298	‡	‡	‡	\$275,482
Physician Family Practice, without OB	\$236,503	*	\$231,450	\$237,643	‡	‡	‡	\$281,579

+Total Pay: Base plus additional pay (bonuses, incentives, differentials, and/or overtime) for full-time employees only. See page 30 for more information about additional pay in Region VIII. ++Total Compensation: Wages (contracted and on-call) plus bonuses/incentive payments, research stipends, honoraria, and distribution of profits. *Count must be five+ to provide salary data. ‡Figures are not yet available. Median: Also known as 50th percentile.

CHAMPS: Community Health Association of Mountain/Plains States.

NWRPCA: Northwest Regional Primary Care Association. MGMA: Medical Group Management Association.

Region VIII: CO, MT, ND, SD, UT, WY. Region X: AK, ID, OR, WA.

H. Additional Pay

Introduction

Participating organizations were asked to break down each employee’s annual earnings by current annual base salary and current annual additional pay. For additional pay, health centers were asked to include the annual amount of bonuses, incentives, differentials, and/or overtime paid to each individual, without including any money paid for parking reimbursement, continuing education, dues and licensure payments, relocation costs, etc.

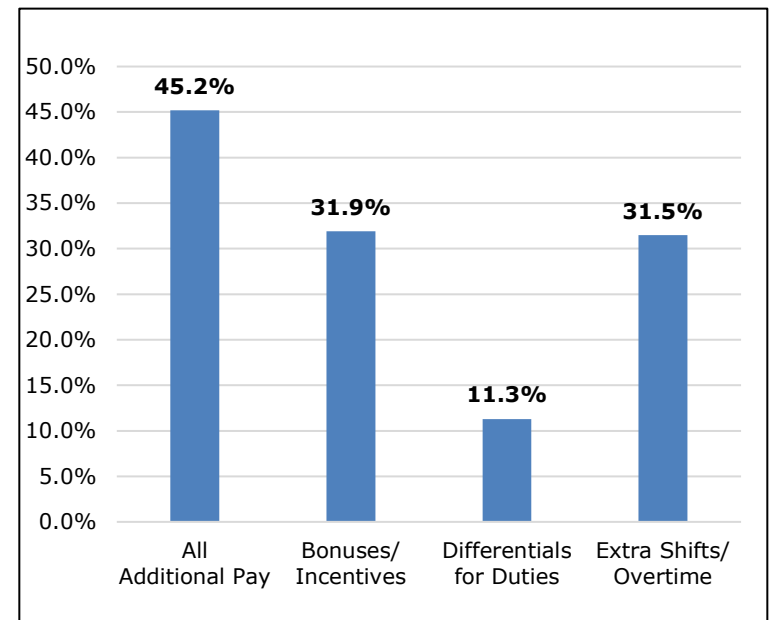
Data Highlights

Thirty-four (69.4%) of the 49 participating health centers reported one or more types of additional pay for one or more employee(s) within the 16 selected titles included in the 2023 survey. Over 1,900 employees (45.2% of all reported employees in the 16 selected titles) earned one or more types of additional pay in 2023. These employees earned a total of \$6,782,209 in additional earnings, representing an average of 5.0% of the actual (un-equalized) base pay for the same employees.

This additional pay included:

- Over \$3,911,000 for 1,370 employees in all 16 selected titles earning **bonuses/incentives**, representing approximately 58% of all additional pay*.
 - Bonuses/incentives were the most common type of additional pay, reported by 29 health centers (49% of all participating organizations).
 - 31.9% of reported employees earned bonuses/incentives.
- Approximately \$1,861,000 for 486 employees in all 16 selected titles earning **differentials based on duties**, representing approximately 27% of all additional pay*.
 - Pay for duty-based differentials were reported by 18 health centers (37% of all participating organizations).
 - 11.3% of reported employees earned duty-based differentials pay.
- Almost \$600,000 for 611 employees in 13 of the 16 selected titles working **overtime/extra shifts**, representing approximately 9% of all additional pay*.
 - Overtime/extra shifts pay was reported by nine health centers (18% of all participants).
 - 31.5% of reported employees were paid for overtime/extra shifts.

GRAPH 1: Percentage of Reported Employees Earning Additional Pay by Type*



**Number and percentage of employees earning each type of additional pay does not equal 100% due to employees earning more than one type of additional pay, additional pay figures attributed to multiple types of additional pay, and unknown types of additional pay. See page 31 for more details about each type of additional pay.*

H. Additional Pay, continued

Top five titles receiving additional pay, by percentage:

- Registered Nurse (56.4% of these employees earned additional pay)
- Assistant, Dental (54.3%)
- Medical Assistant, with Credentials (53.5%)

Titles with the highest amount of additional pay per employee earning additional pay, on average:

- Director, Medical/CMO (24, \$12,216)
- Physician – Family Practice, without OB (89, \$12,060)
- Director, Executive/CEO (24, \$11,924)

Titles with the greatest difference between annual base and total (base plus additional) pay, on average, for 1.0 Full-Time Equivalent (FTE) employees:

- Nurse Practitioner (3.59%)
- Director, Executive/CEO (3.00%)
- Director, Medical/CMO (2.71%)

TABLE 22: Additional Pay Details

TYPE OF ADDITIONAL PAY	# of Reporting HCs	# of Titles	# of Employees Earning	# of Employees Included in Total, Average, and Median Earned	Total Earned [^]	Average Earned Per Person [^]	Median Earned Per Person [^]
ALL ADDITIONAL PAY	34	16	1,939	1,939	\$6,785,043	\$3,499	\$1,200
Bonuses/Incentives							
All Bonuses/Incentives	29	16	1,370	1,370	\$3,911,731	\$3,054	\$1,200
Unspecified Bonus			385	254	\$406,108	\$1,599	\$1,200
Unspecified Incentive			176	122	\$674,647	\$5,530	\$1,200
Annual/Holiday			193	193	\$94,236	\$488	\$200
COVID-19/Hazardous Duty			52	52	\$153,244	\$2,947	\$2,800
Longevity/Retention			357	335	\$669,323	\$1,998	\$1,250
Performance/Goals Met			111	108	\$169,786	\$1,572	\$1,000
Productivity			51	41	\$60,736	\$1,481	\$750
Referral			39	37	\$21,950	\$593	\$500
Sign-On			130	123	\$341,990	\$2,780	\$1,000
Other Bonuses/Incentives**			230	227	\$210,468	\$927	\$250
Duty-Based Differentials							
All Duty-Based Differentials	18	16	486	486	\$1,861,348	\$3,969	\$1,500
Call			42	40	\$107,228	\$2,681	\$1,200
Certification			49	49	\$43,874	\$895	\$779
Leadership/Supervisory			128	126	\$333,838	\$2,650	\$344
OB Procedure (Delivery, C-Section)			8	3	*	*	*
Rounding/Inpatient/Hospital			6	2	*	*	*
Location			25	25	\$415,000	\$16,600	\$15,000
Special Schedule			219	208	\$405,365	\$1,949	\$667
Other Duty-Based Differentials***			169	165	\$303,022	\$1,837	\$981
Extra Shifts/Overtime							
All Extra Shifts/Overtime	9	13	611	531	\$597,850	\$1,126	\$608

*The count must be at least five in order to provide salary data.
 **All Staff, Appreciation, Award, Wellness.
 ***Admin., Academic Meeting, Acting Assignment, Foundation, Spanish-Speaking, Special Duty.
 ^Includes earnings only for the type of additional pay specified; other than "ALL ADDITIONAL PAY," does not include all reported earnings due to employees earning more than one type of pay without amounts broken out by type.

H. Additional Pay, continued

TABLE 23: Additional Pay by Selected Administrative and Clinical Titles

Positions	Total Reported Employees	# Earning Add. Pay	% Earning Add. Pay	Avg. Add. Pay per Emp. Earning Add. Pay	# 1.0 FTE Employees	Avg. Annual Base Pay^ for All 1.0 FTE Emps.	Avg. Annual Total Pay^ for All 1.0 FTE Emps.	% Change
Selected Administrative Titles								
Director, Executive/CEO	48	24	50.0%	\$11,924	43	\$204,153	\$210,281	3.00%
Director, Fiscal/CFO	39	18	46.2%	\$5,464	33	\$140,346	\$143,152	2.00%
Receptionist/Front Desk/Appointment Clerk	685	292	42.6%	\$1,180	586	\$39,001	\$39,491	1.26%
Selected Clinical Titles								
Assistant, Dental	337	183	54.3%	\$1,296	267	\$43,898	\$44,657	1.73%
Counselor, Licensed Professional (LPC/LCPC)	100	33	33.0%	\$3,217	82	\$73,536	\$74,565	1.40%
Dental Hygienist	165	52	31.5%	\$3,743	101	\$85,608	\$86,603	1.16%
Dentist	180	70	38.9%	\$7,252	126	\$164,295	\$167,494	1.95%
Director, Medical/CMO	54	24	44.4%	\$12,216	43	\$233,279	\$239,610	2.71%
Medical Assistant, with Credentials	679	363	53.5%	\$1,254	564	\$46,793	\$47,466	1.44%
Medical Assistant, without Credentials	415	187	45.1%	\$1,623	306	\$42,377	\$42,996	1.46%
Nurse Practitioner	321	128	39.9%	\$7,783	192	\$114,612	\$118,724	3.59%
Physician - Family Practice, with OB	90	25	27.8%	\$9,069	42	\$242,813	\$247,167	1.79%
Physician - Family Practice, without OB	224	89	39.7%	\$12,060	102	\$229,527	\$235,687	2.68%
Physician Assistant	348	150	43.1%	\$5,400	213	\$114,888	\$117,164	1.98%
Registered Nurse	440	248	56.4%	\$3,035	244	\$73,489	\$74,828	1.82%
Social Worker, Licensed Clinical (LCSW)	165	55	33.3%	\$1,756	123	\$75,435	\$76,032	0.79%

*^Base Pay: Annual salary, not including bonuses, incentive payments, differentials, overtime, etc., for all 1.0 Full-Time Equivalent (FTE) employees only;
Total Pay: Base Pay plus Additional Pay (bonuses, incentives, differentials, and/or overtime) for all 1.0 Full-Time Equivalent (FTE) employees only.*

III. YEARS OF SERVICE

Introduction

Survey participants were asked to provide hire dates for all employees, which were utilized in comparison with the date each organization’s survey was completed to determine “years of service” (YOS) metrics for each individual. Forty-seven organizations provided dates of hire for all reported employees in 2023, and two provided dates of hire for most, but not all, employees.

Data Highlights

- In 2023, the 4,285 employees reported with dates of hire had an **average of 4.71 years of service (YOS)**, ranging from less than one week to over 43 years.
- The median YOS for Region VIII health center employees in these 16 positions in 2023 was 2.52 years, lower than the U.S. Bureau of Labor Statistics January 2022 (the most current available) median of 3.9 years of tenure for health care and social assistance industries*.

TABLE 24: Average Years of Service (YOS) Data by Title – 2018, 2020, 2022, and 2023

Titles	2018		2020			2022			2023		
	Count	Avg. YOS	Count	Avg. YOS	Change '18-'20	Count	Avg. YOS	Change '20-'22	Count	Avg. YOS	Change '22-'23
Administrative Titles											
Director, Executive/CEO	51	9.60	47	11.08	15.4%	49	12.23	10.4%	48	10.86	-11.2%
Director, Fiscal/CFO	51	4.83	43	5.43	12.2%	40	6.21	14.4%	39	6.39	2.9%
Receptionist/Front Desk/Appt. Clerk	663	3.17	560	3.79	19.6%	862	3.08	-18.8%	685	3.12	1.2%
Clinical Titles											
Assistant, Dental	315	3.44	264	3.59	4.4%	316	3.57	-0.4%	337	3.70	3.6%
Counselor, Licensed Professional (LPC/LCPC)	90	2.89	109	2.43	-16.0%	104	2.91	19.9%	100	2.96	1.9%
Dental Hygienist	164	3.57	149	3.96	10.7%	175	4.66	17.8%	165	4.68	0.3%
Dentist	174	4.10	147	3.70	-9.8%	161	4.07	10.0%	180	4.43	8.8%
Director, Medical/CMO	53	10.25	52	9.54	-7.0%	52	8.44	-11.5%	54	10.23	21.3%
Medical Assistant, with Credentials	860	4.01	721	4.55	13.6%	719	4.67	2.5%	679	5.11	9.4%
Medical Assistant, without Credentials	278	2.67	441	3.42	28.1%	434	3.08	-10.0%	415	2.84	-7.7%
Nurse Practitioner	289	4.79	278	3.85	-19.6%	278	4.42	14.6%	321	4.43	0.4%
Physician - Family Practice, with OB	98	6.64	92	6.13	-7.6%	75	8.79	43.4%	90	8.33	-5.2%
Physician - Family Practice, without OB	163	6.24	147	6.11	-2.2%	198	6.17	1.1%	224	7.95	28.8%
Physician Assistant	306	4.83	272	5.56	15.1%	374	5.78	4.1%	348	6.48	12.0%
Registered Nurse	370	4.39	447	4.44	1.2%	474	4.67	5.0%	440	4.85	3.9%
Social Worker, Licensed Clinical (LCSW)	116	3.11	160	2.95	-5.1%	183	3.39	14.8%	165	3.84	13.4%

*U.S. Bureau of Labor Statistics median years of tenure with current employer for employed wage and salary workers by industry.

IV. TURNOVER SURVEY

Introduction

Forty-seven separate organizations from all six Region VIII states participated in this year's survey of calendar year 2022 turnover rates. Participants were asked to provide turnover information including number of separations (split into voluntary/employee-initiated separations including retirements and deaths and involuntary/organization-initiated separations including permanent reductions in workforce) and average number of employees for all staff and for up to six staff types*: Clinical Leadership/Management/Supervisory (CLMS) staff, Clinical Providers (CP), Clinical Advanced Practice Providers (CAPP), Clinical Support (CS) staff, Administrative Leadership/Management/Supervisory (ALMS) staff, and Administrative Support (AS) staff. Participants were also asked to provide turnover details for each non-leader clinical category broken down into medical, dental, behavioral/mental health, and, in the case of support staff, other sub-categories. One organization provided figures for all staff only (without information by staff type or sub-category), and one organization provided figures for all staff and by staff type only (without information by sub-category).

Turnover Rate = [(# of employees separated in 2022)/(average # of employees in 2022)] x 100

Data Highlights

Of the 47 participating organizations providing turnover data for All Staff:

- None reported **0.0% total turnover in 2022**.
- Seven (14.9%) reported **0.1%-19.9% total turnover**, down from 28.3% in 2021.
- Thirty-four (72.3%) reported **20.0%-39.9% total turnover**, up from 56.5% in 2021.
- Six (12.8%) reported **40% or greater total turnover**, down from 15.2% in 2021.

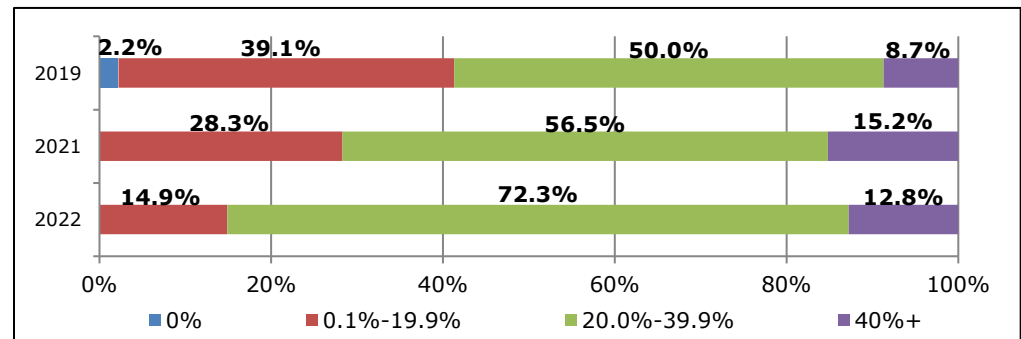
Turnover for All Staff

- All Staff turnover rates for participating health centers ranged from 6.2% to 77.8% in 2022.
- The **2022 All Staff turnover rate for employees of participating Region VIII health centers was 28.7%**, down from the rate of 30.8% reported in 2021, and lower than the U.S. Bureau of Labor Statistics 2022 all separations turnover rate of 40.3% for health care and social assistance industries**.

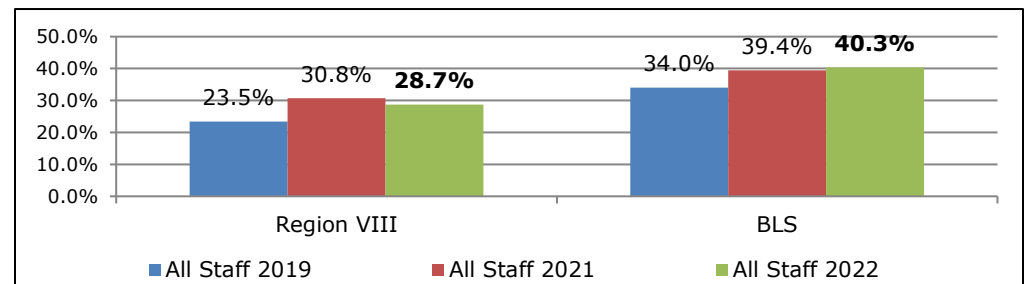
*See page 36 for definitions of each staff type and sub-category.

**U.S. Bureau of Labor Statistics Job Openings and Labor Turnover Survey.

GRAPH 2: Percentage of Region VIII Participants by All Staff Turnover Rate Ranges, 2019, 2021, and 2022



GRAPH 3: Total Turnover Rates, 2019, 2021, and 2022; Region VIII Health Centers vs. U.S. Bureau of Labor Statistics**

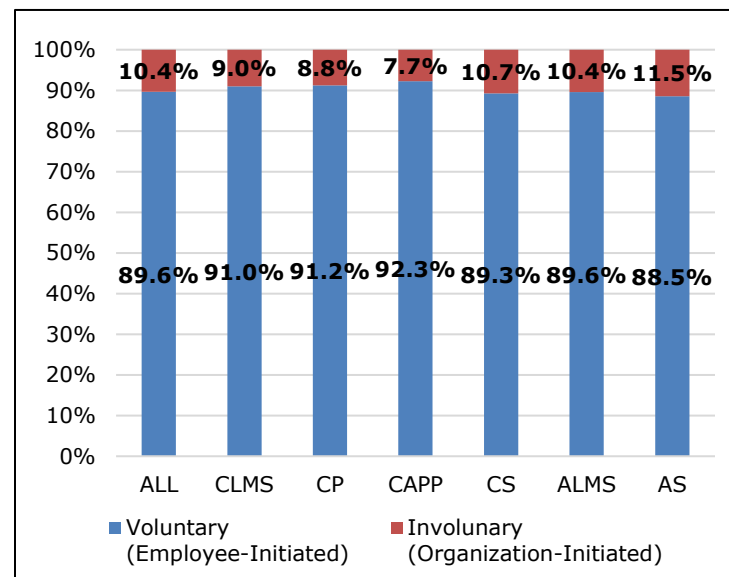


IV. Turnover Survey, continued
Data Highlights, continued

Voluntary vs. Involuntary Turnover

- Overall, **10.4% of 2022 All Staff turnover was reported as involuntary** (organization-initiated), and 89.6% was reported as voluntary (employee-initiated).
 - This represents a decrease in the percentage of turnover that was involuntary from previous years. In 2021, 14.1% of All Staff turnover was involuntary, compared with 13.9% in 2019, and 15.6% in 2017.
- The highest ratio of involuntary turnover was reported for Administrative Support (AS) and Clinical Support (CS) staff.
 - 11.5% of AS and 10.7% of CS turnover was reported as involuntary in 2022; however, these figures are lower than in 2021, when 14.9% of AS and 13.3% of CS turnover was involuntary.
- The lowest ratio of involuntary turnover was again reported for Clinical Advanced Practice Providers (CAPP).
 - 7.7% of turnover for this group was reported as involuntary in 2022; involuntary separations represented 11.0% of CAPP turnover in 2021 and 13.3% in 2019.
- Dental Providers, Advanced Practice Providers, and Support Staff reported lower ratios of involuntary turnover than the Medical or Behavioral/Mental Health groups.

GRAPH 4: Percentage of 2022 Region VIII Health Center Turnover Reported as Voluntary vs. Involuntary, by Staff Type*



Turnover by Staff Type and Sub-Category*

- Total turnover rates increased for just two of six staff types between 2021 and 2022, Administrative Leadership/Management/Supervisory and Administrative Support staff; changes in total turnover rates during that timeframe ranged from a 3.5% drop for Clinical Advance Practice Provider staff to a 3.2% increase for the ALMS group.
- Total turnover rates were lowest for Clinical Leadership/Management/Supervisory and Clinical Provider staff (both groups reported 17.4% turnover in 2022) and remained highest for Clinical Support and Administrative Support staff (33.7% and 35.8% respectively, similar to 36.4% and 35.1% in 2021).
- The total turnover rate for Clinical Providers was 17.4% in 2022 (similar to 17.5% in 2021), ranging from 15.7% for Medical Providers to 24.9% for Dental Providers.
- Clinical Advanced Practice Providers (APPs) saw 20.4% turnover in 2022 (a drop from 23.9% in 2021), ranging from 20.4% for Dental APPs to 25.0% for Behavioral/Mental Health (B/MH) APPs; however the B/MH APP rate of 25.0% represented a significant decrease from the 2021 turnover rate of 38.5% for that group.
- Health centers reported 33.7% total turnover for Clinical Support staff in 2022 (a drop from 36.4% in 2021); turnover rates dropped for three of four Clinical Support sub-categories between 2021 and 2022 (Dental, Behavioral/Mental Health, and Other Clinical and Enabling), but increased from 36.6% to 39.1% for the Medical Support sub-category (Administrative Support and Medical Support were the only staff types/sub-categories to report turnover in excess of 35% in 2022).

*See page 36 for definitions of each staff type and sub-category.

IV. Turnover Survey, continued; Data Highlights, continued

Turnover by Size

- In 2022, health centers with the **largest budgets (more than \$22 million) tended to report lower turnover for All Staff and most staff types** than those with smaller budgets (less than \$10 million, and \$10-\$22 million); the health centers with the **smallest budgets reported the highest level of turnover for Administrative Support staff** (40.7%).
 - Health centers with the largest annual budgets (more than \$22 million) reported decreases in turnover for almost all staff types between 2021 and 2022, while health centers with small (less than \$10 million) and medium (\$10-\$22 million) sized budgets reported increases for almost all staff types during the same time period.
- Health centers with **ten or more sites reported lower 2022 All Staff turnover** (27.2%) than centers with fewer sites. Health centers with one-four sites not only reported the higher All Staff turnover (32.2%) than those with more sites, these small organizations also reported increased turnover in all six staff types between 2021 and 2022.
- Similarly, organizations with **more than 250 employees reported lower 2022 All Staff turnover** (27.1%) than centers with fewer employees. Health centers with less than 80 employees not only reported higher All Staff turnover (33.9%) than those with more employees, they also reported increased turnover in all size staff types between 2021 and 2022.

Turnover by Location

- Health centers in the **Frontier location group once again reported the lowest All Staff turnover in 2022** (16.9%); health centers in the mixed Urban/Rural location group reported the highest All Staff turnover (31.6%).

Turnover Survey Staff Type/Sub-Category Definitions

Administrative Leadership/Management/Supervisory (ALMS) Staff: Executives, Directors, Managers, Supervisors focusing on Administrative activities/programs within the health center (e.g., CEO, CFO, Operations Director, Human Resources Manager, Billing Supervisor, etc.); typically Exempt.

Administrative Support Staff: Billing Personnel, Eligibility Personnel, Facility Staff, Front Desk Personnel, Intake Staff, Medical Records Staff, Registration Personnel, etc.; typically Non-Exempt.

Clinical Leadership/Management/Supervisory (CLMS) Staff: Executives, Directors, Managers, Supervisors for Clinical activities/programs within the health center (e.g., CMO, Clinic Director, Nurse Manager, MA Supervisor, etc.); typically hold clinical credentials; typically Exempt.

Clinical Provider (CP) Staff – Doctorate-prepared providers; typically Exempt; reported under the following sub-categories:

- **Medical Provider Staff:** Family Practitioners, General Practitioners, Internists, OB/GYNs, Pediatricians, Pharmacists (including RPh), Other Specialists.
- **Dental Provider Staff:** Dentists.
- **Behavioral/Mental Health Provider Staff:** Psychiatrists, Psychologists (Phd, PsyD, EdD).

Clinical Advanced Practice Provider (CAPP) Staff – Typically Master's-prepared providers; typically Exempt; reported under the following sub-categories:

- **Medical Advanced Practice Provider Staff:** Certified Nurse Midwives (CNMs), Nurse Practitioners (NPs, not including Psychiatric), Physician Assistants (PAs).
- **Dental Advanced Practice Provider Staff:** Dental Hygienists, Dental Therapists.
- **Behavioral/Mental Health Advanced Practice Provider Staff:** Licensed Clinical Social Workers (LCSWs), Licensed Professional Counselors (LPCs), Licensed Clinical Professional Counselors (LCPCs), Psychiatric Nurse Practitioners (Psych NPs), Masters in Social Work (MSWs), Marriage and Family Therapists (MFTs), Master's Level Addiction Counselors, Other Master's-prepared Behavioral/Mental Health Providers.

Clinical Support (CS) Staff – Typically staff with a level of educational attainment at the Bachelor's-level or lower; typically Non-Exempt; reported under the following sub-categories:

- **Medical Support Staff:** Registered Nurses, Nurse Assistants, Medical Assistants, Laboratory Personnel, Pharmacy Technicians, X-Ray Personnel, Ultrasound Technicians, Other Medical Support Personnel.
- **Dental Support Staff:** Dental Assistants (including Expanded Function), Dental Technicians.
- **Behavioral/Mental Health Support Staff:** Addiction Counselors, Other Behavioral/Mental Health Support Staff.
- **Other Clinical and Enabling Support Staff:** Case Managers, Education Specialists, Nutritionists/Dieticians, Outreach Workers, Other Enabling Services Personnel.

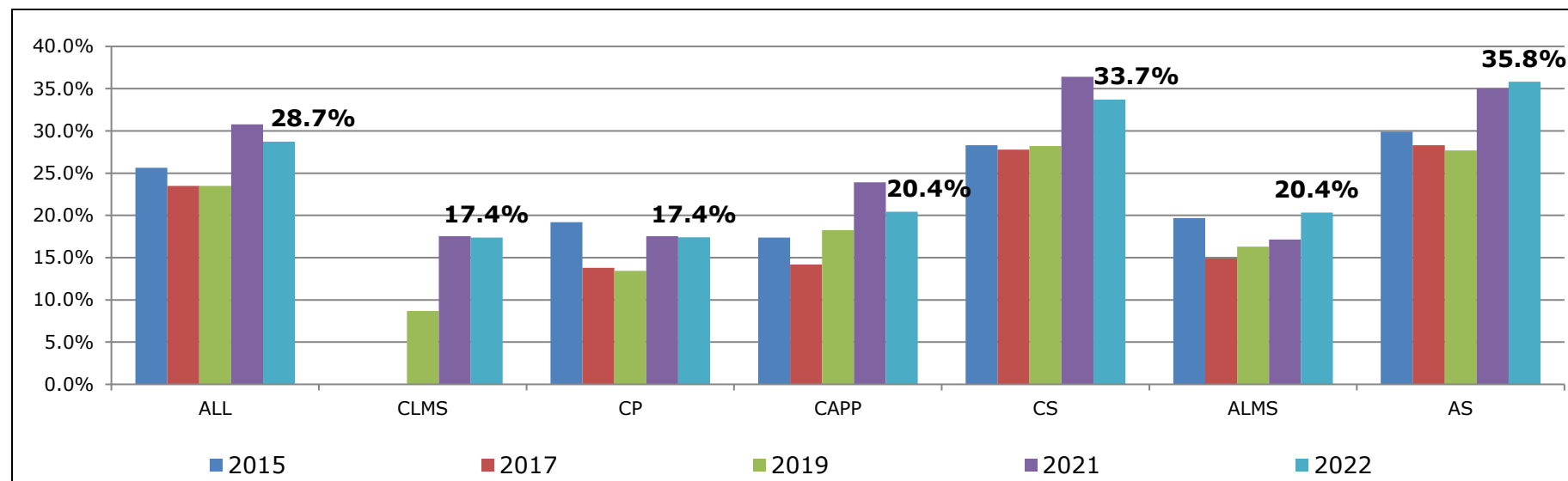
IV. Turnover Survey, continued

TABLE 25/GRAPH 5: 2015-2022 Turnover Rates by Staff Type

TABLE 25

Staff Type	2015		2017		2019		2021		2022	
	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate
All Staff (ALL)	52	25.6%	55	23.5%	46	23.5%	46	30.8%	47	28.7%
Clinical Leadership/Management/Supervisory (CLMS) Staff**	N/A	N/A	N/A	N/A	45	8.7%	44	17.6%	43	17.4%
Clinical Providers (CP)	49	19.2%	52	13.8%	46	13.4%	46	17.5%	45	17.4%
Clinical Advanced Practice Providers (CAPP)	52	17.4%	52	14.2%	46	18.2%	46	23.9%	46	20.4%
Clinical Support (CS) Staff	52	28.3%	53	27.8%	46	28.2%	47	36.4%	46	33.7%
Admin. Leadership/Management/Supervisory (ALMS) Staff	50	19.7%	53	14.9%	46	16.3%	47	17.2%	46	20.4%
Administrative Support (AS) Staff	52	29.9%	53	28.3%	46	27.7%	47	35.1%	46	35.8%

GRAPH 5



*See page 36 for definitions of each staff type and sub-categories.

**New staff type in 2019; data not available for previous years.

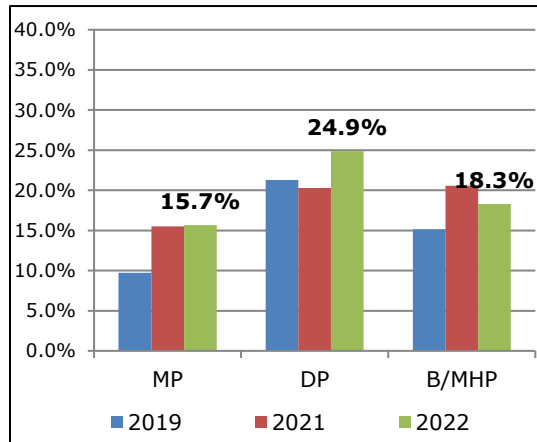
IV. Turnover Survey, continued

TABLE 26/GRAPHS 6-8: 2019-2022 Turnover Rates by Staff Sub-Category*

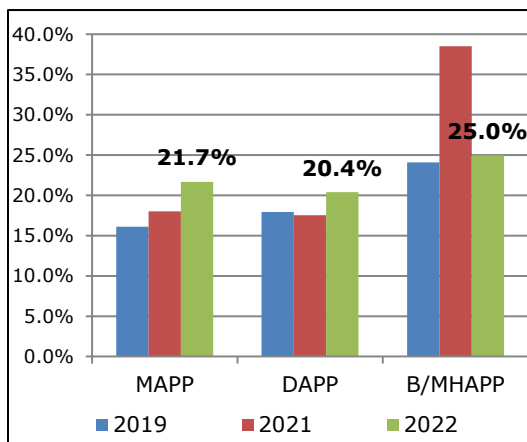
TABLE 26

	2019		2021		2022	
	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate	# of Reporting Orgs.	Turnover Rate
Clinical Provider Sub-Categories						
Medical Providers	42	9.7%	43	15.5%	42	15.7%
Dental Providers	40	21.3%	41	20.3%	40	24.9%
Behavioral/Mental Health Providers	23	15.1%	25	20.6%	18	18.3%
Clinical Advanced Practice Provider (APP) Sub-Categories						
Medical APPs	45	16.1%	46	18.0%	45	21.7%
Dental APPs	40	18.0%	39	17.6%	34	20.4%
Behavioral/Mental Health APPs	44	24.1%	41	38.5%	40	25.0%
Clinical Support Staff Sub-Categories						
Medical Support	46	29.1%	47	36.6%	45	39.1%
Dental Support	41	31.5%	44	37.5%	38	31.8%
Behavioral/Mental Health Support	24	26.1%	24	36.0%	23	28.2%
Other Clinical and Enabling Support	40	25.2%	42	35.4%	38	26.0%

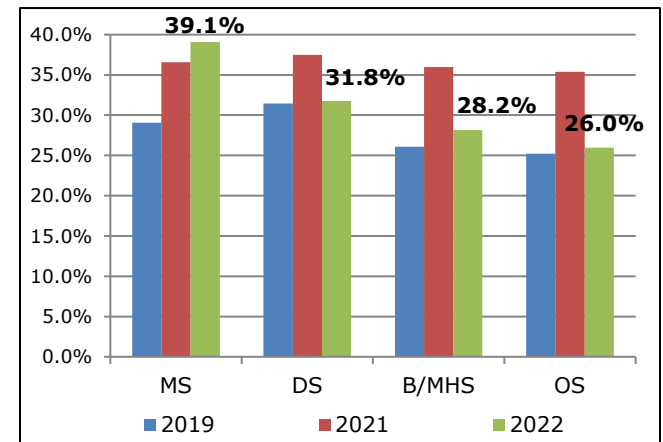
**GRAPH 6
Turnover Rates for Clinical Provider Staff**



**GRAPH 7
Turnover Rates for Clinical Advanced Practice Provider Staff**



**GRAPH 8
Turnover Rates for Clinical Support Staff**



*See page 36 for definitions of each sub-category.

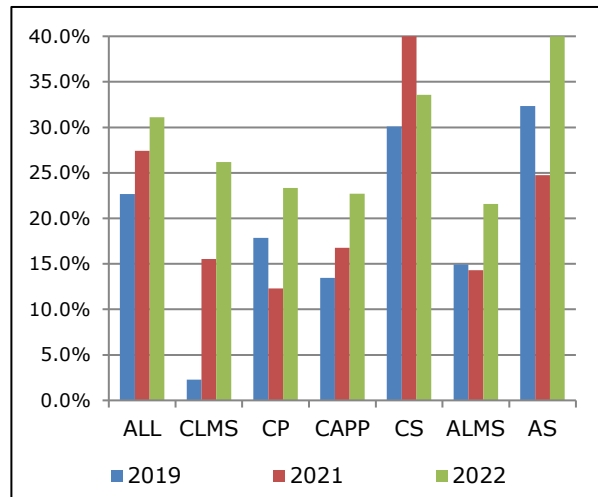
IV. Turnover Survey, continued

TABLE 27/GRAPHS 9-11: 2019-2022 Turnover Rates by Annual Budget

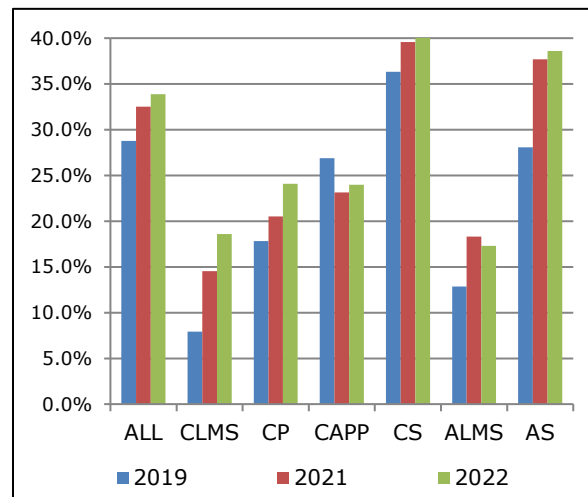
TABLE 27

Staff Type*	2019			2021			2022		
	LT 7M (15 Orgs.)	7M-15M (15 Orgs.)	MT 15M (16 Orgs.)	LT 10M (17 Orgs.)	10M-22M (15 Orgs.)	MT 22M (15 Orgs.)	LT 10M (18 Orgs.)	10M-22M (13 Orgs.)	MT 22M (16 Orgs.)
All Staff (ALL)	22.7%	28.8%	22.3%	27.4%	32.5%	30.2%	31.1%	33.9%	26.7%
Clinical Leadership/Management/ Supervisory (CLMS) Staff	2.3%	7.9%	9.6%	15.5%	14.5%	18.9%	26.2%	18.6%	16.0%
Clinical Providers (CP)	17.9%	17.8%	12.3%	12.3%	20.5%	18.1%	23.3%	24.1%	14.6%
Clinical Advanced Practice Providers (CAPP)	13.4%	26.9%	16.5%	16.8%	23.1%	26.5%	22.7%	24.0%	17.4%
Clinical Support (CS) Staff	30.1%	36.3%	26.1%	41.9%	39.6%	34.2%	33.6%	42.2%	31.3%
Administrative Leadership/Management/ Supervisory (ALMS) Staff	14.9%	12.8%	17.4%	14.3%	18.3%	17.5%	21.6%	17.3%	21.0%
Administrative Support (AS) Staff	32.4%	28.1%	27.2%	24.7%	37.7%	36.5%	40.7%	38.6%	34.3%

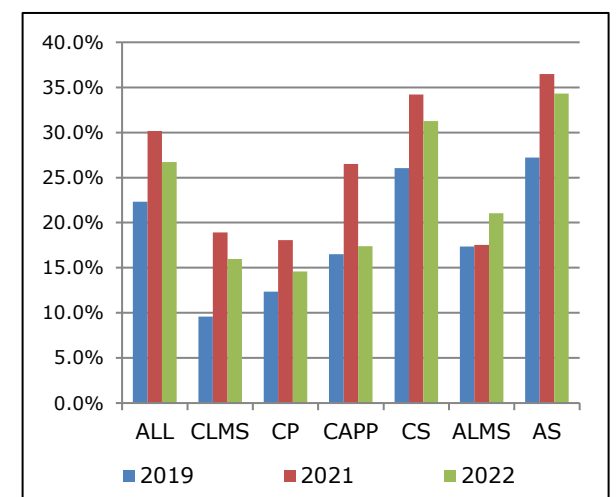
**GRAPH 9
Turnover Rates for Organizations
with SMALL^ Annual Budgets**



**GRAPH 10
Turnover Rates for Organizations
with MEDIUM^ Annual Budgets**



**GRAPH 11
Turnover Rates for Organizations
with LARGE^ Annual Budgets**



*See page 36 for definitions of each staff type.

^SMALL: 2019 – Less than \$7M, 2021 and 2022 – Less than \$10M

MEDIUM: 2019 – \$7M-\$15M, 2021 and 2022 – \$10M-\$22M; LARGE: 2019 – More than \$15M, 2021 and 2022 – More than \$22M.

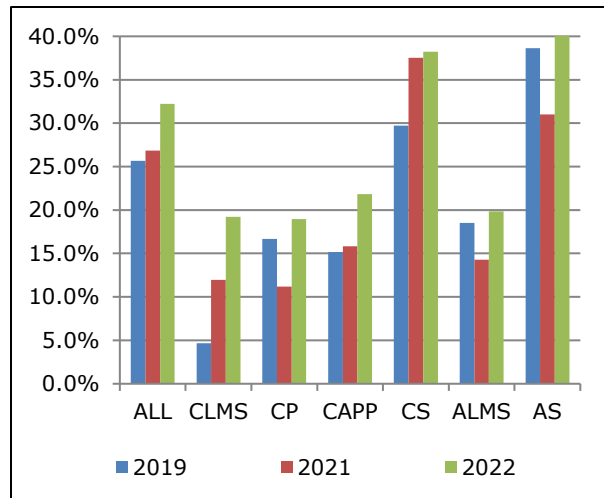
IV. Turnover Survey, continued

TABLE 28/GRAPHS 12-14: 2019-2022 Turnover Rates by Number of Health Center Sites

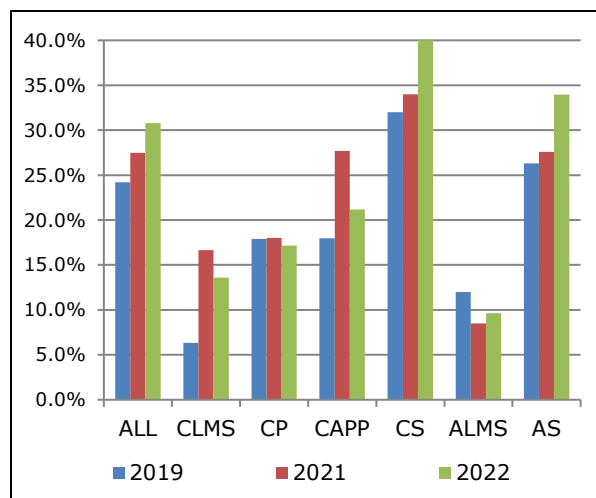
TABLE 28

Staff Type*	2019			2021			2022		
	One-Three HC Sites (16 Orgs.)	Four-Seven HC Sites (15 Orgs.)	Eight or More HC Sites (15 Orgs.)	One-Four HC Sites (20 Orgs.)	Five-Nine HC Sites (12 Orgs.)	Ten or More HC Sites (15 Orgs.)	One-Four HC Sites (22 Orgs.)	Five-Nine HC Sites (11 Orgs.)	Ten or More HC Sites (14 Orgs.)
All Staff (ALL)	25.7%	24.2%	22.8%	26.8%	27.5%	32.6%	32.2%	30.8%	27.2%
Clinical Leadership/Management/Supervisory (CLMS) Staff	4.7%	6.3%	11.2%	12.0%	16.7%	19.8%	19.2%	13.6%	17.7%
Clinical Providers (CP)	16.7%	17.9%	11.0%	11.2%	18.0%	19.4%	19.0%	17.2%	16.2%
Clinical Advanced Practice Providers (CAPP)	15.2%	18.0%	18.4%	15.8%	27.7%	25.5%	21.8%	21.2%	18.3%
Clinical Support (CS) Staff	29.7%	32.0%	26.5%	37.5%	34.0%	37.3%	38.2%	41.9%	30.8%
Administrative Leadership/Management/Supervisory (ALMS) Staff	18.5%	12.0%	17.9%	14.3%	8.5%	22.1%	19.9%	9.6%	22.4%
Administrative Support (AS) Staff	38.6%	26.3%	26.8%	31.0%	27.6%	39.0%	42.0%	34.0%	34.8%

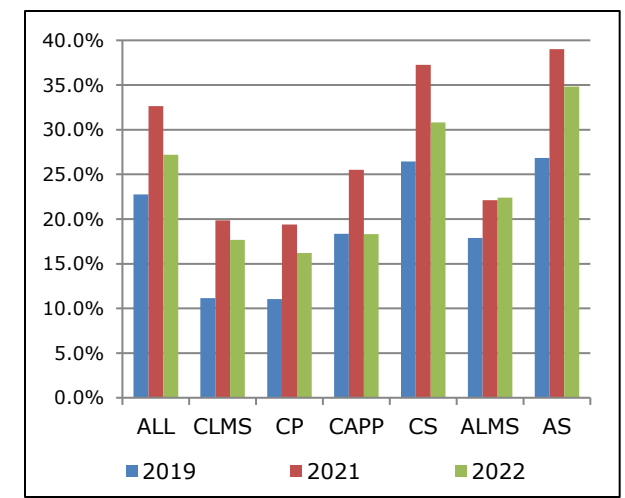
GRAPH 12
Turnover Rates for Organizations with LOW NUMBERS^ of Sites



GRAPH 13
Turnover Rates for Organizations with MEDIUM NUMBERS^ of Sites



GRAPH 14
Turnover Rates for Organizations with HIGH NUMBERS^ of Sites



*See page 36 for definitions of each staff type. ^LOW NUMBERS: 2019 – One-Three HC Sites, 2021 and 2022 – One-Four HC Sites; MEDIUM NUMBERS: 2019 – Four-Seven HC Sites, 2021 and 2022 – Five-Nine HC Sites; HIGH NUMBERS: 2019 – Eight or More HC Sites, 2021 and 2022 – Ten or More HC Sites.

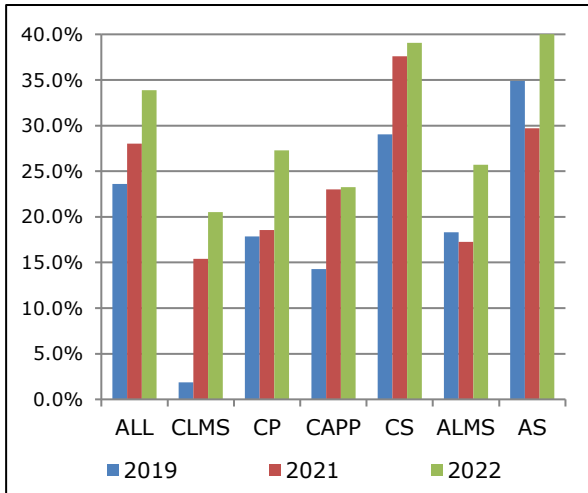
IV. Turnover Survey, continued

TABLE 29/GRAPHS 15-17: 2019-2022 Turnover Rates by Number of Employees

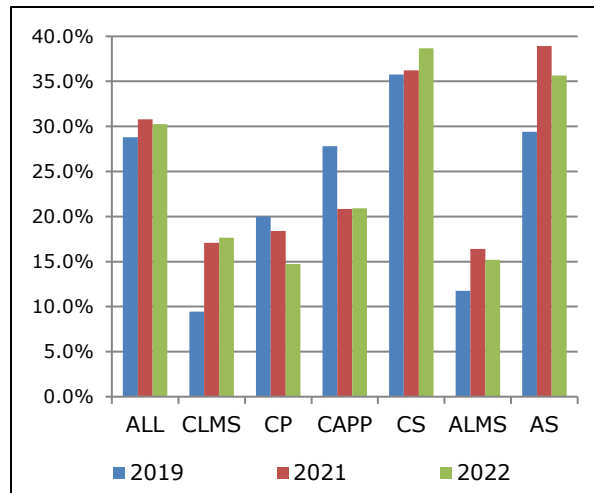
TABLE 29

Staff Type*	2019			2021			2022		
	LT 75 Employees (18 Orgs.)	75-150 Employees (12 Orgs.)	MT 150 Employees (16 Orgs.)	LT 80 Employees (17 Orgs.)	80-250 Employees (20 Orgs.)	MT 250 Employees (9 Orgs.)	LT 80 Employees (17 Orgs.)	80-250 Employees (18 Orgs.)	MT 250 Employees (12 Orgs.)
All Staff (ALL)	23.6%	28.8%	22.5%	28.0%	30.8%	30.4%	33.9%	30.3%	27.1%
Clinical Leadership/Management/ Supervisory (CLMS) Staff	1.9%	9.4%	9.6%	15.4%	17.1%	18.1%	20.5%	17.6%	16.8%
Clinical Providers (CP)	17.9%	20.0%	12.1%	18.6%	18.4%	16.7%	27.3%	14.7%	16.2%
Clinical Advanced Practice Providers (CAPP)	14.3%	27.8%	16.4%	23.0%	20.9%	26.7%	23.2%	20.9%	18.0%
Clinical Support (CS) Staff	29.1%	35.8%	26.8%	37.6%	36.2%	36.4%	39.1%	38.7%	30.8%
Administrative Leadership/Management/ Supervisory (ALMS) Staff	18.3%	11.8%	16.9%	17.2%	16.4%	17.6%	25.7%	15.2%	21.8%
Administrative Support (AS) Staff	34.9%	29.4%	26.7%	29.7%	38.9%	33.6%	43.1%	35.7%	34.9%

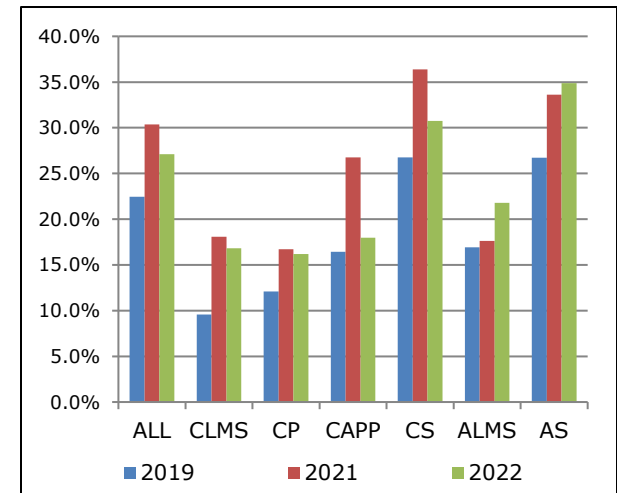
GRAPH 15
Turnover Rates for Organizations with LOW NUMBERS^ of Employees



GRAPH 16
Turnover Rates for Organizations with MEDIUM NUMBERS^ of Employees



GRAPH 17
Turnover Rates for Organizations with HIGH NUMBERS^ of Employees



*See page 36 for definitions of each staff type. ^LOW NUMBERS: 2019 – Less than 75 Employees, 2021 and 2022 – Less than 80 Employees;
MEDIUM NUMBERS: 2019 – 75-150 Employees, 2021 and 2022 – 80-250 Employees;
HIGH NUMBERS: 2019 – More than 150 Employees, 2021 and 2022 – More than 250 Employees.

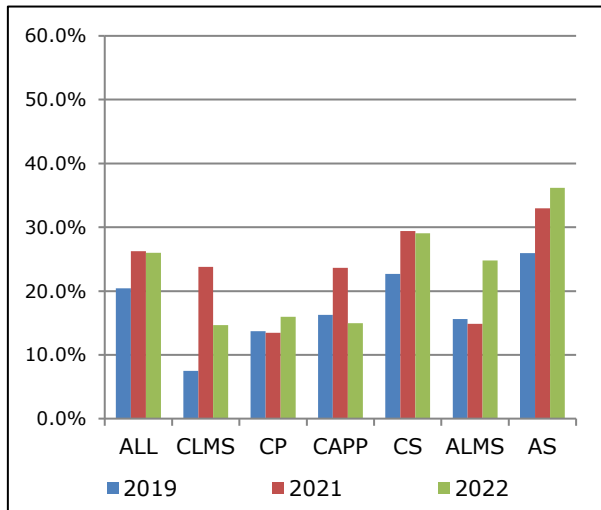
IV. Turnover Survey, continued

TABLE 30/GRAPHS 18-22: 2019-2022 Turnover Rates by Location[^]

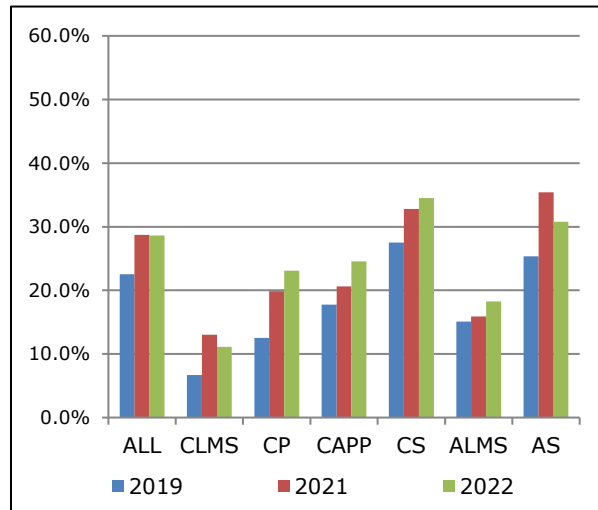
TABLE 30

Staff Type*	2019 ⁺				2021 ⁺					2022 ⁺			
	U (14 Orgs.)	R (17 Orgs.)	F (5 Orgs.)	U/R (9 Orgs.)	U (15 Orgs.)	R (17 Orgs.)	F (3 Orgs.)	U/R (12 Orgs.)	R/F (2 Orgs.)	U (14 Orgs.)	R (19 Orgs.)	F (2 Orgs.)	U/R (11 Orgs.)
All Staff (ALL)	20.4%	22.5%	16.0%	28.0%	26.2%	28.7%	25.0%	33.3%	35.6%	26.0%	28.6%	16.9%	31.6%
Clinical Leadership/Management/ Supervisory (CLMS) Staff	7.5%	6.7%	0.0%	13.2%	23.8%	13.0%	15.4%	15.8%	27.3%	14.6%	11.1%	0.0%	24.2%
Clinical Providers (CP)	13.7%	12.5%	12.5%	12.8%	13.4%	19.9%	25.0%	19.6%	16.1%	16.0%	23.1%	0.0%	15.2%
Clinical Advanced Practice Providers (CAPP)	16.3%	17.8%	12.9%	19.8%	23.6%	20.6%	18.8%	27.2%	27.0%	14.9%	24.6%	15.4%	22.2%
Clinical Support (CS) Staff	22.7%	27.5%	26.1%	35.2%	29.4%	32.8%	30.2%	40.0%	53.1%	29.1%	34.5%	18.5%	37.7%
Admin. Leadership/Management/ Supervisory (ALMS) Staff	15.6%	15.1%	0.0%	20.2%	14.9%	15.9%	8.3%	23.2%	11.1%	24.8%	18.3%	33.3%	17.5%
Administrative Support (AS) Staff	25.9%	25.4%	10.8%	34.2%	32.9%	35.4%	32.1%	39.2%	22.0%	36.2%	30.8%	28.6%	39.7%

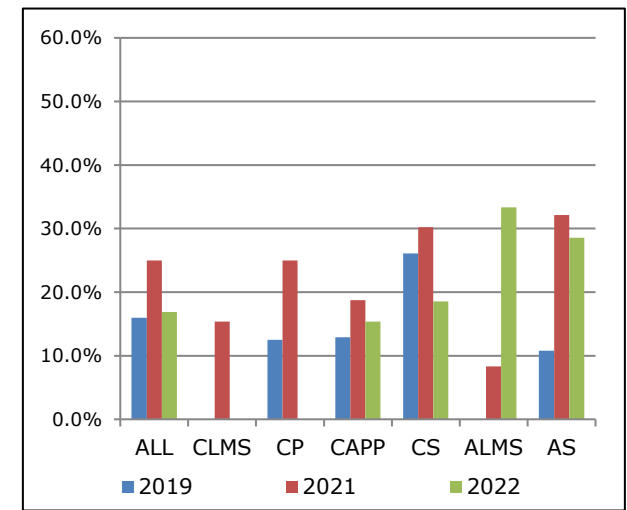
**GRAPH 18
Turnover Rates for
URBAN Organizations**



**GRAPH 19
Turnover Rates for
RURAL Organizations**



**GRAPH 20
Turnover Rates for
FRONTIER Organizations**



*See page 36 for definitions of each staff type. ^Location Types: U – Urban; R – Rural; F – Frontier; U/R – Urban/Rural; R/F – Rural/Frontier.

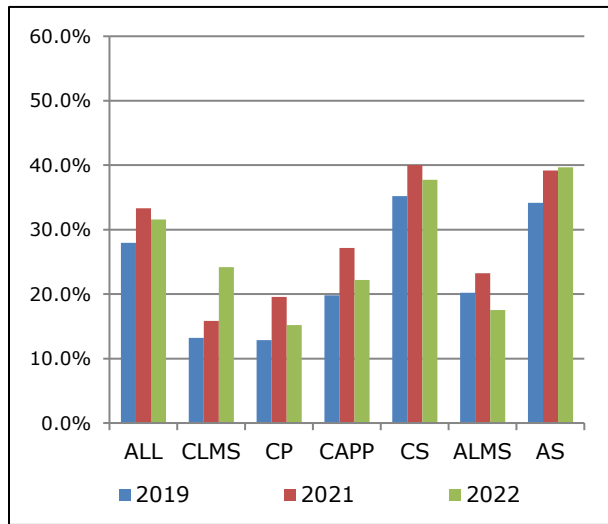
See page 9 for definitions of each location type.

+There was one Urban/Rural/Frontier organization in 2021, and one Rural/Frontier organization in both 2019 and 2022; insufficient data to report.

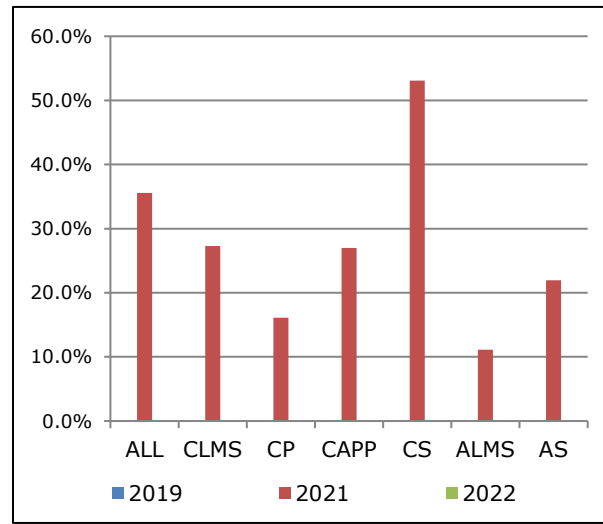
IV. Turnover Survey, continued

GRAPHS 18-22: 2019-2022 Turnover Rates by Location[^], continued

GRAPH 21
Turnover Rates for
URBAN/RURAL Organizations



GRAPH 22
Turnover Rates for
RURAL/FRONTIER+ Organizations



See page 36 for definitions of each staff type. [^]See page 9 for definitions of each location type.

*Insufficient data to report the Rural/Frontier category in 2019 and 2022.

V. APPENDICES

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 and benefits data tables referring to the title; references to titles in Data Highlights throughout the report are not included in this index.

Administrative Titles

Director, Executive/CEO: Pages 12, 14, 26, 27, 28, 29, 32

Typical Core Duties: Responsible for the ongoing success of the health center. Provides vision and leadership to plan, administer, implement, direct, and monitor all aspects of the organization in accordance with Board-developed policies, strategic goals, and objectives. Monitors national, state, and local political environment. Establishes and maintains strategic relationships. Assures adherence to all regulatory, funding, and operating requirements for the establishment and continued accreditation as a Health Center Program Grantee/FQHC Look-Alike. Assures all operations are financially viable, consistent with mission, strategic plan, applicable laws and regulations, and principles of professional and business ethics. Acts as non-voting, ex-officio member of the health center Board of Directors; accountable to Board. Supervises upper-level health center leadership.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Bachelor's degree required, Master's degree preferred; 5-10 years of experience in upper-level management preferred, including 2+ years of experience in a health care facility (health center preferred); no licenses/certifications

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

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

Receptionist/Front Desk/Appointment Clerk: Pages 12, 25, 26, 27, 28, 32

Do not use this title for "Call Center Representative".

Typical Core Duties: Responsible for patient check-in and check-out, including greeting and registering patients, screening visitors, answering phones, responding to requests for information, assisting visitors with ambulatory difficulties, completing patient registration paperwork, inputting data including insurance information, managing provider schedules, and collecting co-pays and payment plan payments. May have cross-over Cashier duties. May have additional duties relating to collecting/entering patient satisfaction data.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 0-2 years of experience; no licenses/certifications

Appendix A. Job Description Summaries and Titles Index, continued

Clinical Titles

Assistant, Dental: Pages 12, 25, 26, 27, 28, 32

Do not use this title for "Assistant, Dental - Expanded Function".

Typical Core Duties: Responsible for the sterilization of dental instruments, dental equipment maintenance, dental room turnover (cleaning/stocking), and performing chair side dental assisting duties.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 1+ years of experience; Dental Assistant certification from accredited Dental Assistant program, state registration may be required; radiology license may be preferred; Basic Life Support (BLS) certification preferred

Counselor, Licensed Professional (LPC/LCPC): Pages 12, 20, 26, 27, 28, 29, 32

Typical Core Duties: Works with primary care providers to provide assessments and related diagnoses, consultation, education, brief therapeutic interventions, and referral/linkage for individuals with emotional, behavioral, mental health, and substance use issues.

Supervisory Responsibility: No

Budget Responsibility: No

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

Master's degree required; 2-5 years of experience; state license required, e.g., Professional Counselor license (LPC), Licensed Mental Health Counselor (LMHC), Licensed Clinical Professional Counselor (LCPC), Licensed Professional Clinical Counselor (LPCC), etc.

Dental Hygienist: Pages 12, 17, 26, 27, 28, 29, 32

Typical Core Duties: Provides direct patient oral health care and related education.

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's or Bachelor's degree in dental hygiene; 2+ years of experience; state Dental Hygiene license; Basic Life Support (BLS) certification typically required

Dentist: Pages 12, 18, 26, 27, 28, 29, 32

Typical Core Duties: Provides direct patient oral health care.

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

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

Graduate of an accredited dental school with a Doctor of Dental Surgery (DDS) or Doctor of Dental Medicine (DMD) degree; 0-2 years of experience; state dental license; current DEA (prescriptive authority) required; may require a state controlled substance clearance; Basic Life Support (BLS) certification required

Director, Medical/CMO: Pages 12, 16, 26, 27, 28, 29, 32

Typical Core Duties: The organization's top medical leader, responsible for providing clinical and administrative leadership for the medical department, including oversight, evaluation, and direction for the department's various functions at all sites. Responsibility includes primary care, and may also include specialty care, behavioral/mental health care, dental care, eye care, pharmacy, diagnostic services, etc. Guiding participant in the organization's clinical quality improvement programs. Engages in clinical practice with patients. Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Graduate of an appropriate accredited school, typically a medical or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO), but may include accredited Nurse Practitioner (NP) or Physician Assistant (PA) programs; may prefer additional degree (e.g., Master's in Public Health); 5+ years of experience; appropriate board eligibility/certification and state license; current DEA (prescriptive authority) required; may require a state controlled substance clearance; Basic Life Support (BLS) certification required

Appendix A. Job Description Summaries and Titles Index, continued

Medical Assistant, with Credentials: Pages 13, 25, 26, 27, 28, 32

Do not use this title for Medical Assistants without a state Medical Assistant license/certification; instead, use the "Medical Assistant, without Credentials" title (listed separately).

Typical Core Duties: Responsible for supporting providers, nursing staff, and other staff involved in patient care, usually including patient preparation (check-in/-out, documenting vital signs and medical history, etc.), room turnover, and support of laboratory procedures and other clinic operations including entering orders; may have cross-over reception, phlebotomy, and other duties.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED, graduate of an accredited Medical Assistant program; 1+ years of experience; state Medical Assistant license/certification required; Basic Life Support (BLS) certification typically required; may require additional certifications (e.g., phlebotomy, EMT, Community Health Aide, etc.)

Medical Assistant, without Credentials: Pages 13, 25, 26, 27, 28, 32

Do not use this title for Medical Assistants with a required state Medical Assistant license/certification; instead, use the "Medical Assistant, with Credentials" title (listed separately).

Typical Core Duties: Responsible for supporting providers, nursing staff, and other staff involved in patient care, usually including patient preparation (check-in/-out, documenting vital signs and medical history, etc.), room turnover, and support of laboratory procedures and other clinic operations; may have cross-over reception, phlebotomy, and other duties. Does not enter orders.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED, graduate of an accredited Medical Assistant program; 1+ years of experience; Basic Life Support (BLS) certification typically required; may require additional certifications (e.g., phlebotomy, EMT, Community Health Aide, etc.)

Nurse Practitioner: Pages 13, 21, 26, 27, 28, 29, 32

Do not use this title for "Psychiatric Nurse Practitioner" or "Nurse Practitioner Resident" employees.

Typical Core Duties: Delivers primary care to patients, including health promotion/maintenance, counseling and education, assessment, acute/chronic care, and consultation/collaboration with supervising physician, other health care professionals, and community resources. May focus on a specific sub-set of patients (e.g., pediatrics, geriatrics, etc.).

Supervisory Responsibility: Maybe

Budget Responsibility: No

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

Graduate of an accredited Nurse Practitioner program; experience preferred, but will hire new graduates; state Nurse Practitioner license, current DEA (prescriptive authority) required; may require a state controlled substance clearance; Basic Life Support (BLS) certification required

Physician – Family Practice, with OB: Pages 13, 22, 26, 27, 28, 29 32

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care, including OB responsibilities (e.g., low risk obstetric care, including prenatal care, routine deliveries, and post-partum). Based on needs, may be responsible for OB-related surgery (typically limited).

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

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

Graduate of an accredited allopathic or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); experience preferred, but will hire new graduates; board eligible/certified in Family Practice, state Physician license, current DEA (prescriptive authority) required; may require a state controlled substance clearance; valid state's driver's license; Basic Life Support (BLS) certification required

Physician – Family Practice, without OB: Pages 13, 23, 26, 27, 28, 29, 32

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care. Not responsible for OB duties (e.g., deliveries).

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

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

Graduate of an accredited allopathic or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); experience preferred, but will hire new graduates; board eligible/certified in Family Practice, state Physician license, current DEA (prescriptive authority) required; may require a state controlled substance clearance; Basic Life Support (BLS) certification required

Appendix A. Job Description Summaries and Titles Index, continued

Physician Assistant: Pages 13, 24, 26, 27, 28, 29, 32

Typical Core Duties: Delivers primary care to patients, including health promotion/maintenance, counseling and education, assessment, acute/chronic care, and consultation/collaboration with supervising physician, other health care professionals, and community resources. May focus on a specific sub-set of patients (e.g., pediatrics, geriatrics, etc.).

Supervisory Responsibility: Maybe

Budget Responsibility: No

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

Graduate of an accredited Physician Assistant program; experience preferred, but will hire new graduates; state Physician Assistant license, current DEA (prescriptive authority) required; may require a state controlled substance clearance; Basic Life Support (BLS) certification required

Registered Nurse: Pages 13, 25, 26, 27, 28, 32

Typical Core Duties: Provides nursing services including screenings, assessments, and education as directed by supervising medical provider. May have Quality Improvement responsibilities.

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's degree required, Bachelor's degree preferred, graduate of an accredited school of Nursing; 1-3 years of experience; state Registered Nurse license; Basic Life Support (BLS) certification required

Social Worker – Licensed Clinical (LCSW): Pages 13, 19, 26, 27, 28, 29, 32

Do not use this title for un-licensed social workers.

Typical Core Duties: Works with primary care providers to provide assessments and related diagnoses, consultation, education, brief therapeutic interventions, and referral/linkage for individuals with emotional, behavioral, mental health, and substance use issues.

Supervisory Responsibility: No

Budget Responsibility: No

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

Master's degree plus post-Master's supervised experience; 2-5 years of experience; state Licensed Clinical Social Worker (LCSW) license

Appendix B. Bibliography

2023 MGMA DataDive Management and Staff Compensation. Used with permission from MGMA. Copyright 2023. www.mgma.com/data.*

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**Learn more about data from these datasets, and several others from MGMA at mgma.com/CHAMPS. Participants of the MGMA surveys receive access to the reported results in the MGMA DataDive. Learn more about survey participation and additional benefits at mgma.com/participate.*

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