

2022 CHAMPS Region VIII Health Center Salary and Benefits Survey Report

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I. EXECUTIVE SUMMARY

A. Introduction

The **2022 CHAMPS Region VIII Health Center Salary and Benefits Survey Report** is the primary publication developed from the **Region VIII Health Center Salary, Benefits, Turnover, and Vacancy Survey** project, which provides an analysis of data collected every two years from Region VIII Health Center Program grantees and FQHC Look-Alikes (“health centers”, primarily community, migrant, and homeless health centers). The purpose of the report 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. The report also illustrates regional trends allowing health centers and their support organizations to monitor changing health center needs.

During the 2022 data collection period there were 64 health centers operating in Region VIII. According to 2021 HRSA Uniform Data System reports (the most current available at the time of this publication), the 62 health centers officially based in Region VIII states employed over 10,300 FTE employees and served almost 1,100,000 patients. The 2022 Region VIII Health Center Salary and Benefits Survey Report presents findings from 50 organizations (see page 9 for a list of 2022 participants), representing 78% of the region’s health center organizations, including:

- 20 from Colorado (40% of all respondents, representing 100% of the state’s health centers).
- 12 from Montana (24% of all respondents, representing 80% of the state’s health centers).
- 3 from North Dakota (6% of all respondents, representing 60% of the state’s health centers).
- 3 from South Dakota (6% of all respondents, representing 75% 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. Between November 2021 and February 2022 CHAMPS collaborated with an Advisory Committee of health center and Primary Care Association staff members to inform improvements to the 2022 survey tool, instructions, and final reports (see page 8 for a list of 2022 Salary Survey Advisory Committee Members). 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 (see Appendix B). CHAMPS coordinated the compilation and analysis of data from all six states.

2022 participants were asked to submit:

- Annual salary and benefits dollar amount information for every current employee at the health center by position title.
 - When doing so, participants were to refer to corresponding Job Description Summaries which were developed, reviewed, and updated by the Advisory Committee when reporting data (see Appendix A). All health centers utilizing the data in this report are strongly encouraged to refer to these same summaries.
- Details about the benefits programs currently offered by the health center, based on the policies in place when the data was submitted.
- Plans for anticipated future salary increases.

2022 data was collected between 3/15/22 and 6/15/22. 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 10-11).

Methodology, continued

Findings related to additional information gathered in the 2022 survey are reported in three companion reports, the Region VIII Health Center Clinical Staffing, Provider Productivity Expectations, and Workforce Metrics Reports. More details about these reports can be found on the Publications page of the CHAMPS website.

C. Report Overview

The 50 participating health centers will spend almost **\$591 million on wages** and almost **\$93.5 million on benefits** for over 8,296 FTE employees (9,141 individuals) in 2022.

The compiled salary data contains salary and benefits information for 134 total positions including over 3,740 employees in 68 administrative positions and almost 5,400 employees in 66 clinical positions.

- The 18 survey respondents with annual budgets of less than \$10 million employ 12.7% of the administrative employees and 11.6% of the clinical employees presented in this report.
- The 15 survey respondents with annual budgets of \$10-\$22 million employ 25.0% of the administrative and 13.2% of the clinical staff.
- The remaining 17 survey respondents have annual budgets of more than \$22 million and employ 68.3% of the administrative and 71.0% of the clinical workforce.
 - Six of these largest health centers had annual budgets of \$50 million or more.

Thirty-eight salary breakdown tables for key administrative leadership, clinical leadership, provider, and support staff 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.).

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

Additional Data Highlights can be found in each section of this report.

A comparison of 2018, 2020, and 2022 Region VIII health center median salaries for 100 key titles reveals that:

- The median salaries for these selected titles increased an average of 9.8% from 2020 to 2022 (compared with the 6.5% average increase for the same titles between 2018 and 2020).
- Median salaries for administrative and clinical Director-level titles increased an average of 12.7% 2020-2022 and those for administrative and clinical support staff titles increased 11.8%, while those for Doctorate- and Master's-level provider titles increased only 3.3% on average.

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.

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

- 17.1% of reported employees earned some sort of bonus/incentive in 2022 (up from 10.3% in 2020).
- 3.5% earned some sort of duty-based differential pay (down from 4.9% in 2020).
- 1.3% were paid for overtime/extra shifts (down from 5.7% in 2020).

Participants were also asked to provide details about the benefits packages offered to employees.

- 100% of responding health centers provide a retirement/pension plan.
- 100% offer some contribution to the cost of an employee health insurance plan.
- Participants provide an average of over 217 hours of non-holiday leave annually.

87.8% of participating health centers are planning to offer some sort of salary increase between May 1, 2022 and April 31, 2023, up from 71.1% that reported planning to offer an increase in the 2020 survey.

D. 2022 Salary Survey Advisory Committee Members

CHAMPS recognizes the Region VIII health center and Primary Care Association representatives who gave generously of their time, providing vital input and resources for improving the 2022 Salary, Benefits, Turnover, and Vacancy project:

Amy Richardson, Falls Community Health, SD*
Anna Smith, Montana Primary Care Association, MT*
Brenda Brown, High Plains Community Health Center, CO*
Kyndra Hall, Bullhook Community Health Center, MT
Mariana Williams, Valley-Wide Health Systems, Inc., CO*
Mary Sterhan, Greater Valley Health Center, MT*
Natalie Stubbs, Association for Utah Community Health, UT*
Patty Price, Summit Community Care Clinic, CO*
Samantha McGregor, Family HealthCare, ND*
Sarah Macrander, Colorado Community Health Network, CO*
Shelly Hegerle, Community HealthCare Association of the Dakotas, ND/SD*
Shelly Rios, Sunrise Community Health, CO
Sonja Levesque, Midtown Community Health Center, UT*
Stephanie Grover, One Health, MT*
Tara Callaghan, Montana Primary Care Association, MT*

Plus CHAMPS staff members Andrea Martin, Jennifer Anderson, and Emily Krizmanich and Northwest Regional Primary Care Association staff members Alexcia Devasquez and Sonia Handforth-Kome.

With special thanks to the Region VIII State Primary Care Associations that help make this survey possible:

AUCH - Association for Utah Community Health*, www.auch.org
CCHN - Colorado Community Health Network*, www.cchn.org
CHAD - Community HealthCare Association of the Dakotas*, www.communityhealthcare.net
MPCA - Montana Primary Care Association*, www.mtpca.org
WYPCA - Wyoming Primary Care Association*, www.wypca.org

**2022-2023 CHAMPS Organizational Members as of 9/12/22.*

E. 2022 Salary and Benefits Survey Participating Organizations

CHAMPS would like to thank the Region VIII health centers that participated in the 2022 survey, including:

4th Street Clinic, Salt Lake City, UT
Alluvion Health, Great Falls, MT*
Axis Health System, Durango, CO*
Bullhook Community Health Center, Havre, MT
Clinica Family Health, Lafayette, CO*
Colorado Coalition for the Homeless, Denver, CO
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
Denver Health Community Health Services, Denver, CO*
Educational Health Center of Wyoming, Laramie, WY*
Falls Community Health, Sioux Falls, SD*
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
Marias Healthcare Services, Inc., Shelby, MT*
MarillacHealth, Grand Junction, CO

Midtown Community Health Center, Ogden, UT*
Mountain Family Health Centers, Glenwood Springs, CO
Mountainlands Community Health Center, Provo, UT
Northland Health Centers, Turtle Lake, ND*
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 Centers, Fort Lupton, CO*
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*

**2022-2023 CHAMPS Organizational Members as of 9/12/22.*

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

Total Respondents: 50

ANNUAL BUDGET	
Average	\$26,720,565
Median	\$13,358,517

STATE		
Colorado	20	40%
LT 10M	5	
10M-22M	5	
MT 22M	10	
Montana	12	24%
LT 10M	5	
10M-22M	3	
MT 22M	4	
North Dakota	3	6%
LT 10M	1	
10M-22M	2	
MT 22M	0	
South Dakota	3	6%
LT 10M	0	
10M-22M	2	
MT 22M	1	
Utah	8	16%
LT 10M	4	
10M-22M	2	
MT 22M	2	
Wyoming	4	8%
LT 10M	3	
10M-22M	1	
MT 22M	0	

ANNUAL BUDGET		
Less Than \$10,000,000	18	36%
\$10,000,000 - \$22,000,000	15	30%
More Than \$22,000,000	17	34%
Extra: \$50,000,000+	6	12%

NUMBER OF SITES		
One to Four HC Sites	20	40%
LT 10M	12	
10M-22M	8	
MT 22M	0	
Five to Nine HC Sites	14	28%
LT 10M	5	
10M-22M	4	
MT 22M	5	
Ten or More HC Sites	16	32%
LT 10M	1	
10M-22M	3	
MT 22M	12	

FULL TIME EQUIVALENTS (FTEs)		
Less Than 175 FTEs	47	94%
LT 10M	12	
10M-22M	15	
MT 22M	4	
175 or More FTEs	13	26%
LT 10M	0	
10M-22M	0	
MT 22M	13	

LOCATION		
Urban	15	30%
LT 10M	5	
10M-22M	5	
MT 22M	5	
Rural	17	34%
LT 10M	8	
10M-22M	5	
MT 22M	4	
Frontier and Rural/Frontier	5	10%
LT 10M	3	
10M-22M	1	
MT 22M	1	
Urban/Rural and U/R/F*	13	26%
LT 10M	2	
10M-22M	4	
MT 22M	7	

*Urban/Rural/Frontier

NUMBER OF EMPLOYEES		
Less Than 80 Employees	18	36%
LT 10M	15	
10M-22M	3	
MT 22M	0	
80 - 250 Employees	23	46%
LT 10M	3	
10M-22M	12	
MT 22M	8	
More Than 250 Employees	9	18%
LT 10M	0	
10M-22M	0	
MT 22M	9	

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 11 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: \$6,361,273
Median Budget: \$6,667,500

State Summary			
Colorado	5	28%	
Montana	5	28%	
North Dakota	1	6%	
South Dakota	0	0%	
Utah	4	22%	
Wyoming	3	17%	
Number of HC Sites Summary			
One to Four HC Sites	12	67%	
Five to Nine HC Sites	5	28%	
Ten or More HC Sites	1	6%	
Location Summary			
Urban	5	28%	
Rural	8	44%	
Frontier and Rural/Frontier	3	17%	
Urban/Rural and U/R/F	2	11%	
Number of Employees Summary			
LT 80 Employees	15	83%	
80-250 Employees	3	17%	
MT 250 Employees	0	0%	
Full Time Equivalents Summary			
LT 175 FTEs	18	100%	
175+ FTEs	0	0%	

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

Number of Surveys: 15
Average Budget: \$14,319,445
Median Budget: \$13,598,343

State Summary			
Colorado	5	33%	
Montana	3	20%	
North Dakota	2	13%	
South Dakota	2	13%	
Utah	2	13%	
Wyoming	1	7%	
Number of HC Sites Summary			
One to Four HC Sites	8	53%	
Five to Nine HC Sites	4	27%	
Ten or More HC Sites	3	20%	
Location Summary			
Urban	5	33%	
Rural	5	33%	
Frontier and Rural/Frontier	1	7%	
Urban/Rural and U/R/F	4	27%	
Number of Employees Summary			
LT 80 Employees	3	20%	
80-250 Employees	12	80%	
MT 250 Employees	0	0%	
Full Time Equivalents Summary			
LT 175 FTEs	15	100%	
175+ FTEs	0	0%	

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

Number of Surveys: 17
Average Budget: \$59,219,626
Median Budget: \$40,000,000

State Summary			
Colorado	10	59%	
Montana	4	24%	
North Dakota	0	0%	
South Dakota	1	6%	
Utah	2	12%	
Wyoming	0	0%	
Number of HC Sites Summary			
One to Four HC Sites	0	0%	
Five to Nine HC Sites	5	29%	
Ten or More HC Sites	12	71%	
Location Summary			
Urban	5	29%	
Rural	4	24%	
Frontier and Rural/Frontier	1	6%	
Urban/Rural and U/R/F	7	41%	
Number of Employees Summary			
LT 80 Employees	0	0%	
80-250 Employees	8	47%	
MT 250 Employees	9	53%	
Full Time Equivalents Summary			
LT 175 FTEs	4	24%	
175+ FTEs	13	76%	

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 10 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.

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

II. SALARY AND BENEFITS INFORMATION

A. Salary and Benefits Data Overview

Introduction

The portions of the 2022 survey relating to salary and benefits were organized in four key 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 91) 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 in 2022. The salary figures included in this report's main salary/benefits tables (pages 15-79) are an analysis of base salary data only; please refer to the **Comparison of Recently Published Salary Data: Total Compensation** table (page 80) and **Additional Pay** section (page 81) 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 2022. The benefits figures provided in this report's main salary/benefits tables (pages 15-72) are an analysis of employer contributions to insurance/retirement programs only.
4. **Benefits Packages:** Health centers provided additional details about their benefits programs relating to insurance, retirement, time off, and additional incentives. Please refer to the **Benefits Packages** section (page 85) for an analysis of this additional benefits information.

Highlights for All Salary and Benefits Data*

- **The largest groups of employees were:** Receptionist/Front Desk/Appointment Clerk (862), Medical Assistant, with Credentials (719), Registered Nurse (474), Medical Assistant, without Credentials (434), and Physician Assistant (374).
- **The five highest paid positions were, on average:** Physician – OB/GYN (\$264,634), Psychiatrist (\$250,968), Medical Director/CMO (\$232,654), Physician – Internal Medicine (\$217,744), and Physician – Family Practice, with OB (\$211,965).
- **The five lowest paid positions were, on average:** Nursing Aide/CNA (\$32,742), Janitor/ Custodian/Housekeeping (\$33,478), Sterilization Technician (\$35,083), Phlebotomist (\$35,911), and Receptionist/Front Desk/Appointment Clerk (\$36,656).
- **The positions receiving benefits as highest percentage of salary were, on average:** Accounting Clerk/Bookkeeper (38.49%), Other Behavioral Health (31.30%), Communications/Marketing Coordinator (29.62%), Phlebotomist (29.55%), and Janitor/Custodian/Housekeeping (40.25%).
- **The positions receiving benefits as lowest percentage of salary were, on average:** Physician – Internal Medicine (7.02%), Sterilization Technician (8.55%), Physician – Pediatrics (9.24%), Medical Director/CMO (9.57%), and Dentist (9.85%).
- **The highest and lowest paid Leadership Team positions were, on average:** Medical Director/CMO (\$232,654) and Associate/Other Behavioral Health Director (\$89,387).

**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. See page 13 for information about "Other" titles.*

A. Salary and Benefits Data Overview, continued

Highlights by Annual Budget Ranges*

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 again in 2022 as indicated below.

The 18 health centers with **annual budgets of less than \$10 million** employ 12.1% of the staff in 112 of the 134 total positions presented in this report.

- **Largest groups of employees:** Receptionist/Front Desk/Appointment Clerk (121), Medical Assistant, without Credentials (52), Dental Assistant (49), Nurse Practitioner (48), and Medical Assistant, with Credentials (41).
- **Highest paid positions, on average:** Medical Director/CMO (\$229,841), Physician - Family Practice, with OB (\$229,841), Psychiatric Nurse Practitioner (\$198,560), Dental Director/CDO (\$180,350), and Dentist (\$164,815).

The 15 health centers with **annual budgets of \$10-\$22 million** employ 18.0% of the staff in 124 of the 134 total positions presented in this report.

- **Largest groups of employees:** Receptionist/Front Desk/Appointment Clerk (150), Medical Assistant, with Credentials (96), Registered Nurse (96), Medical Assistant, without Credentials (76), and Nurse Practitioner (63).
- **Highest paid positions, on average:** Physician - Family Practice, with OB (\$241,601), Medical Director/CMO (\$237,027), Physician - Pediatrics (\$237,009), Physician - Family Practice, without OB (\$217,757), and Executive Director/CEO (\$186,909).

The 17 health centers with **annual budgets of more than \$22 million** employ 69.9% of the staff in all 134 total positions presented in this report.

- **Largest groups of employees:** Receptionist/Front Desk/Appointment Clerk (591), Medical Assistant, with Credentials (582), Registered Nurse (339), Physician Assistant (310), and Medical Assistant, without Credentials (306).
- **Highest paid positions, on average:** Executive Director/CEO (\$266,566), Physician - OB/GYN (\$264,634), Psychiatrist (\$248,582), Medical Director/CMO (\$231,264), and Physician - Other (\$229,170).

*Note: The base salary breakdown tables for select administrative leadership, clinical leadership, and clinical team (provider and advanced practice provider) positions (see pages 33-69) 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. Some positions were combined into **Other categories. Please refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories. For the purposes of this report, all positions combined into any **Other** category are considered one total position.*

B. Reading the Salary and Benefits Tables

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

A	{	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
		CALL CENTER REPRESENTATIVE - ALL	244	229.46	\$32,240	\$34,320	\$36,421	\$37,297	\$39,140	\$42,428	\$5,856	15.70%
		Call Center Representative - LT 10M	4	4.00	*	*	*	*	*	*	*	*
		Call Center Representative - 10M-22M	44	42.60	\$28,756	\$31,382	\$38,480	\$37,168	\$40,591	\$43,524	\$5,887	15.84%
		Call Center Representative - MT 22M	196	182.87	\$33,280	\$34,424	\$36,421	\$37,329	\$38,954	\$41,600	\$5,962	15.97%

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 91 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 229.46 actual FTEs for a count of 244; this indicates that some of the 244 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 n^{th} 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.

TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries

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
ACCOUNTANT - ALL	53	50.88	\$45,589	\$54,080	\$60,637	\$60,608	\$68,120	\$75,901	\$11,301	18.65%
Accountant - LT 10M	13	11.75	\$31,824	\$36,132	\$54,808	\$53,042	\$66,300	\$68,116	\$11,004	20.74%
Accountant - 10M-22M	12	11.50	\$51,195	\$56,162	\$58,240	\$58,711	\$61,805	\$66,601	\$8,532	14.53%
Accountant - MT 22M	28	27.63	\$46,889	\$55,367	\$64,410	\$64,933	\$73,743	\$82,533	\$12,494	19.24%
ACCOUNTING CLERK/BOOKKEEPER - ALL	46	45.05	\$37,648	\$39,946	\$45,536	\$46,467	\$52,390	\$55,755	\$17,885	38.49%
Accounting Clerk/Bookkeeper - LT 10M	7	6.80	\$38,958	\$40,674	\$42,744	\$46,757	\$54,351	\$56,017	\$8,879	18.99%
Accounting Clerk/Bookkeeper - 10M-22M	5	5.00	\$40,158	\$40,522	\$45,000	\$45,351	\$46,675	\$51,455	\$9,586	21.14%
Accounting Clerk/Bookkeeper - MT 22M	34	33.25	\$37,481	\$39,489	\$46,603	\$46,572	\$51,953	\$55,917	\$20,451	43.91%
ADMINISTRATOR, IT - ALL	27	26.90	\$53,991	\$57,829	\$78,102	\$79,589	\$91,801	\$107,192	\$14,147	17.77%
Administrator, Information Technology - LT 10M	2	2.00	*	*	*	*	*	*	*	*
Administrator, Information Technology - 10M-22M	4	4.00	*	*	*	*	*	*	*	*
Administrator, Information Technology - MT 22M	21	20.90	\$53,764	\$57,658	\$82,181	\$78,965	\$94,078	\$106,192	\$15,252	19.31%
ASSISTANT, ADMINISTRATIVE - ALL	62	56.94	\$34,151	\$36,530	\$40,329	\$41,850	\$45,927	\$52,321	\$10,148	24.25%
Assistant, Administrative - LT 10M	10	8.42	\$30,937	\$38,475	\$41,707	\$42,009	\$47,926	\$50,232	\$13,183	31.38%
Assistant, Administrative - 10M-22M	6	5.80	\$34,097	\$34,959	\$39,167	\$39,473	\$43,607	\$45,157	\$7,900	20.01%
Assistant, Administrative - MT 22M	46	42.72	\$34,581	\$36,530	\$39,728	\$42,125	\$45,916	\$53,126	\$10,036	23.82%
ASSISTANT, EXECUTIVE - ALL	42	40.97	\$39,522	\$45,129	\$51,483	\$53,617	\$61,410	\$68,869	\$10,653	19.87%
Assistant, Executive - LT 10M	7	6.42	\$47,653	\$50,587	\$54,590	\$54,115	\$58,389	\$61,935	\$11,738	21.69%
Assistant, Executive - 10M-22M	9	8.80	\$45,203	\$46,000	\$50,190	\$52,746	\$59,010	\$61,117	\$8,327	15.79%
Assistant, Executive - MT 22M	26	25.75	\$37,211	\$42,978	\$51,407	\$53,785	\$62,367	\$71,313	\$11,249	20.91%
ASSISTANT, HUMAN RESOURCES - ALL	17	16.05	\$35,472	\$37,877	\$42,245	\$42,567	\$44,798	\$50,615	\$9,185	21.58%
Assistant, Human Resources - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Assistant, Human Resources - 10M-22M	7	6.80	\$36,870	\$40,414	\$43,680	\$44,197	\$47,207	\$51,655	\$8,608	19.48%
Assistant, Human Resources - MT 22M	10	9.25	\$35,498	\$36,894	\$41,428	\$41,425	\$44,121	\$45,674	\$9,532	23.01%
ASSISTANT, OTHER (ADMIN.)* - ALL	38	36.65	\$26,821	\$29,832	\$41,205	\$39,829	\$46,483	\$55,237	\$10,851	27.24%
Assistant, Other (Administrative) - LT 10M	15	15.00	\$25,749	\$26,677	\$28,488	\$32,394	\$34,870	\$41,238	\$14,252	43.99%
Assistant, Other (Administrative) - 10M-22M	5	4.15	\$29,835	\$29,848	\$31,720	\$38,185	\$46,280	\$50,461	\$6,245	16.35%
Assistant, Other (Administrative) - MT 22M	18	17.50	\$38,884	\$42,812	\$44,575	\$46,481	\$51,106	\$56,505	\$9,419	20.26%
BILLING STAFF/PATIENT ACCOUNTS - ALL	193	186.61	\$33,450	\$36,956	\$40,268	\$40,777	\$43,762	\$48,414	\$8,876	21.77%
Billing Staff/Patient Accounts - LT 10M	36	33.91	\$32,188	\$36,655	\$40,602	\$40,971	\$44,418	\$50,311	\$8,126	19.83%
Billing Staff/Patient Accounts - 10M-22M	59	57.02	\$32,731	\$36,463	\$39,104	\$39,719	\$43,379	\$47,204	\$9,297	23.41%
Billing Staff/Patient Accounts - MT 22M	98	95.68	\$34,744	\$37,752	\$40,912	\$41,343	\$43,762	\$48,237	\$8,892	21.51%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries, continued

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
CALL CENTER REPRESENTATIVE - ALL	244	229.46	\$32,240	\$34,320	\$36,421	\$37,297	\$39,140	\$42,428	\$5,856	15.70%
Call Center Representative - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Call Center Representative - 10M-22M	44	42.60	\$28,756	\$31,382	\$38,480	\$37,168	\$40,591	\$43,524	\$5,887	15.84%
Call Center Representative - MT 22M	196	182.87	\$33,280	\$34,424	\$36,421	\$37,329	\$38,954	\$41,600	\$5,962	15.97%
CARE COORD./PATIENT NAVIGATOR - ALL	199	191.03	\$35,817	\$40,387	\$46,550	\$46,933	\$53,071	\$61,006	\$9,015	19.21%
Care Coordinator/Patient Navigator - LT 10M	13	10.00	\$30,630	\$37,440	\$40,560	\$38,279	\$41,600	\$44,096	\$9,939	25.97%
Care Coordinator/Patient Navigator - 10M-22M	31	29.68	\$33,280	\$35,506	\$41,325	\$40,848	\$44,886	\$48,068	\$6,433	15.75%
Care Coordinator/Patient Navigator - MT 22M	155	151.35	\$36,970	\$41,683	\$48,214	\$48,876	\$54,933	\$61,169	\$9,446	19.33%
CLERK, MEDICAL RECORDS - ALL	96	89.74	\$31,833	\$33,483	\$35,244	\$36,747	\$39,142	\$43,410	\$7,914	21.54%
Clerk, Medical Records - LT 10M	10	8.50	\$30,020	\$30,432	\$34,747	\$35,294	\$37,393	\$39,609	\$7,142	20.23%
Clerk, Medical Records - 10M-22M	23	21.60	\$32,319	\$33,707	\$35,339	\$35,166	\$37,283	\$37,610	\$6,852	19.49%
Clerk, Medical Records - MT 22M	63	59.64	\$32,240	\$33,545	\$35,148	\$37,555	\$41,199	\$43,472	\$8,305	22.11%
CLERK, PURCHASING - ALL	18	17.50	\$33,667	\$34,299	\$40,071	\$41,300	\$48,516	\$52,131	\$8,306	20.11%
Clerk, Purchasing - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Clerk, Purchasing - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Clerk, Purchasing - MT 22M	17	16.50	\$33,463	\$34,278	\$39,270	\$41,252	\$50,190	\$52,175	\$8,791	21.31%
CODER - ALL	69	65.83	\$37,170	\$40,000	\$46,613	\$45,979	\$51,022	\$55,257	\$9,479	20.62%
Coder - LT 10M	7	5.70	\$39,950	\$41,195	\$47,736	\$46,402	\$49,816	\$52,024	\$7,189	15.49%
Coder - 10M-22M	12	11.28	\$38,515	\$41,245	\$45,220	\$46,130	\$51,329	\$55,438	\$10,801	23.41%
Coder - MT 22M	50	48.85	\$36,082	\$39,952	\$46,176	\$45,884	\$51,100	\$54,472	\$9,326	20.32%
COMMUNITY HEALTH WORKER - ALL	41	35.14	\$35,090	\$35,693	\$38,085	\$40,989	\$43,472	\$53,771	\$6,884	16.79%
Community Health Worker - LT 10M	12	7.14	\$37,648	\$41,081	\$44,232	\$45,000	\$50,268	\$54,432	\$3,227	7.17%
Community Health Worker - 10M-22M	6	6.00	\$34,715	\$35,173	\$36,706	\$39,234	\$43,833	\$46,280	\$14,193	36.18%
Community Health Worker - MT 22M	23	22.00	\$35,090	\$35,527	\$38,084	\$39,354	\$40,415	\$43,347	\$6,884	17.49%
CONTROLLER - ALL	9	9.00	\$77,014	\$81,000	\$84,000	\$86,655	\$87,184	\$96,720	\$11,749	13.56%
Controller - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Controller - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Controller - MT 22M	5	5.00	\$74,007	\$78,518	\$83,782	\$88,543	\$91,396	\$107,369	\$11,548	13.04%
COORD., COMMUNICATIONS/MARKETING - ALL	23	19.85	\$37,452	\$42,931	\$48,880	\$49,596	\$57,850	\$58,901	\$14,692	29.62%
Coordinator, Communications/Marketing - LT 10M	2	1.10	*	*	*	*	*	*	*	*
Coordinator, Communications/Marketing - 10M-22M	8	6.55	\$44,899	\$48,287	\$54,370	\$52,613	\$58,119	\$58,862	\$8,547	16.25%
Coordinator, Communications/Marketing - MT 22M	13	12.20	\$36,604	\$40,310	\$46,363	\$48,846	\$52,852	\$66,631	\$18,427	37.72%

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

TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries, continued

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
COORDINATOR, HR/HR SPECIALIST - ALL	40	38.48	\$41,365	\$45,997	\$51,371	\$51,787	\$56,171	\$66,583	\$10,661	20.59%
Coord., Human Resources/HR Specialist - LT 10M	4	3.38	*	*	*	*	*	*	*	*
Coord., Human Resources/HR Specialist - 10M-22M	3	2.25	*	*	*	*	*	*	*	*
Coord., Human Resources/HR Specialist - MT 22M	33	32.85	\$40,739	\$44,741	\$49,920	\$51,694	\$55,973	\$66,953	\$10,735	20.77%
COORDINATOR, PROGRAM - ALL	36	34.10	\$38,844	\$43,077	\$48,277	\$47,959	\$52,572	\$57,899	\$11,061	23.06%
Coordinator, Program - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Coordinator, Program - 10M-22M	5	4.50	\$43,280	\$43,680	\$51,668	\$49,812	\$53,040	\$55,811	\$15,672	31.46%
Coordinator, Program - MT 22M	31	29.60	\$38,001	\$42,909	\$48,194	\$47,660	\$52,208	\$58,140	\$10,446	21.92%
COORD., QUALITY IMP./ASSURANCE - ALL	36	34.85	\$37,492	\$46,023	\$53,186	\$54,376	\$63,914	\$72,123	\$12,021	22.11%
Coord., Quality Improvement/Assurance - LT 10M	6	5.05	\$34,320	\$37,547	\$41,807	\$48,506	\$61,687	\$69,390	\$13,719	28.28%
Coord., Quality Improvement/Assurance - 10M-22M	8	8.00	\$48,069	\$50,690	\$59,753	\$59,126	\$65,785	\$69,497	\$13,564	22.94%
Coord., Quality Improvement/Assurance - MT 22M	22	21.80	\$37,669	\$46,114	\$53,186	\$54,249	\$59,283	\$71,621	\$11,221	20.68%
COORDINATOR, REFERRAL - ALL	70	67.90	\$33,228	\$35,674	\$38,657	\$39,012	\$43,098	\$45,656	\$7,231	18.54%
Coordinator, Referral - LT 10M	4	2.55	*	*	*	*	*	*	*	*
Coordinator, Referral - 10M-22M	10	10.00	\$31,671	\$33,483	\$35,995	\$36,985	\$39,343	\$43,574	\$8,434	22.80%
Coordinator, Referral - MT 22M	56	55.35	\$33,779	\$35,685	\$39,489	\$39,318	\$43,098	\$45,656	\$7,096	18.05%
COORDINATOR, OTHER (ADMIN.)** - ALL	74	71.75	\$36,612	\$41,964	\$46,395	\$49,299	\$52,520	\$58,933	\$13,124	26.62%
Coordinator, Other (Administrative) - LT 10M	2	1.75	*	*	*	*	*	*	*	*
Coordinator, Other (Administrative) - 10M-22M	11	10.55	\$35,360	\$42,120	\$47,840	\$45,459	\$49,442	\$52,437	\$7,833	17.23%
Coordinator, Other (Administrative) - MT 22M	61	59.45	\$38,064	\$42,307	\$46,072	\$50,074	\$52,520	\$60,318	\$14,143	28.24%
DATA ANALYST - ALL	40	37.60	\$43,595	\$52,546	\$62,681	\$63,889	\$74,267	\$81,878	\$15,068	23.58%
Data Analyst - LT 10M	8	6.90	\$37,209	\$54,366	\$70,897	\$63,624	\$73,168	\$77,416	\$13,234	20.80%
Data Analyst - 10M-22M	6	5.50	\$45,500	\$47,695	\$51,241	\$54,541	\$59,202	\$66,881	\$7,773	14.25%
Data Analyst - MT 22M	26	25.20	\$50,648	\$54,065	\$66,981	\$66,128	\$76,066	\$81,912	\$17,503	26.47%
DIRECTOR, DEVELOPMENT/GRANTS - ALL	16	15.50	\$77,822	\$97,707	\$107,156	\$108,105	\$118,295	\$137,565	\$17,831	16.49%
Director, Development/Grants - LT 10M	4	3.50	*	*	*	*	*	*	*	*
Director, Development/Grants - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Director, Development/Grants - MT 22M	9	9.00	\$98,077	\$110,312	\$115,002	\$118,470	\$134,500	\$142,503	\$23,074	19.48%
DIRECTOR, EXECUTIVE/CEO - ALL	49	47.25	\$122,366	\$145,642	\$178,694	\$198,147	\$242,133	\$311,680	\$23,899	12.06%
Director, Executive/CEO - LT 10M	18	17.25	\$87,000	\$120,739	\$136,000	\$142,269	\$163,385	\$183,000	\$21,216	14.91%
Director, Executive/CEO - 10M-22M	14	13.50	\$152,487	\$159,129	\$176,847	\$186,909	\$190,250	\$250,931	\$15,727	8.41%
Director, Executive/CEO - MT 22M	17	16.50	\$182,902	\$235,000	\$250,783	\$266,566	\$318,400	\$360,728	\$33,221	12.46%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries, continued

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, FACILITIES - ALL	7	7.00	\$92,994	\$95,091	\$98,120	\$101,334	\$106,904	\$114,677	\$15,950	15.74%
Director, Facilities - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Director, Facilities - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Director, Facilities - MT 22M	6	6.00	\$92,502	\$95,751	\$99,461	\$102,353	\$109,955	\$115,095	\$16,251	15.88%
DIRECTOR, FISCAL/CFO - ALL	40	39.75	\$89,800	\$102,720	\$125,236	\$129,699	\$149,734	\$177,417	\$18,790	14.49%
Director, Fiscal/CFO - LT 10M	13	12.75	\$78,869	\$90,000	\$100,000	\$107,654	\$120,083	\$137,991	\$19,305	17.93%
Director, Fiscal/CFO - 10M-22M	12	12.00	\$91,636	\$106,710	\$114,390	\$120,386	\$132,390	\$160,892	\$11,864	9.86%
Director, Fiscal/CFO - MT 22M	15	15.00	\$123,400	\$134,979	\$149,645	\$156,255	\$174,618	\$204,077	\$23,919	15.31%
DIRECTOR, FISCAL (OTHER)** - ALL	19	19.00	\$76,800	\$80,569	\$93,870	\$95,893	\$105,776	\$112,856	\$14,899	15.54%
Director, Fiscal (Other) - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Director, Fiscal (Other) - 10M-22M	5	5.00	\$75,900	\$77,250	\$83,500	\$89,261	\$103,000	\$105,734	\$10,374	11.62%
Director, Fiscal (Other) - MT 22M	13	13.00	\$79,039	\$80,621	\$93,870	\$98,390	\$110,312	\$115,883	\$16,517	16.79%
DIRECTOR, HUMAN RESOURCES/CWO - ALL	20	20.00	\$79,723	\$88,750	\$101,775	\$103,424	\$112,125	\$128,096	\$12,058	11.66%
Director, Human Resources/CWO - LT 10M	3	3.00	*	*	*	*	*	*	*	*
Director, Human Resources/CWO - 10M-22M	6	6.00	\$83,552	\$91,255	\$96,024	\$93,783	\$100,349	\$101,775	\$8,275	8.82%
Director, Human Resources/CWO - MT 22M	11	11.00	\$83,200	\$99,150	\$111,000	\$111,904	\$126,953	\$132,870	\$15,377	13.74%
DIRECTOR, HR (OTHER)** - ALL	7	7.00	\$73,180	\$76,045	\$83,637	\$91,960	\$104,996	\$121,070	\$15,190	16.52%
Director, Human Resources (Other) - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Director, Human Resources (Other) - 10M-22M	2	2.00	*	*	*	*	*	*	*	*
Director, Human Resources (Other) - MT 22M	4	4.00	*	*	*	*	*	*	*	*
DIRECTOR, IT/CIO - ALL	19	19.00	\$84,978	\$96,528	\$115,003	\$115,925	\$128,387	\$146,047	\$16,992	14.66%
Director, Information Technology/CIO - LT 10M	3	3.00	*	*	*	*	*	*	*	*
Director, Information Technology/CIO - 10M-22M	4	4.00	*	*	*	*	*	*	*	*
Director, Information Technology/CIO - MT 22M	12	12.00	\$112,787	\$114,515	\$122,580	\$126,703	\$131,896	\$144,598	\$19,345	15.27%
DIRECTOR, IT (OTHER)** - ALL	6	6.00	\$65,468	\$82,774	\$108,980	\$103,684	\$121,663	\$136,604	\$13,791	13.30%
Director, Information Technology (Other) - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Director, Information Technology (Other) - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Director, Information Technology (Other) - MT 22M	5	5.00	\$86,312	\$100,464	\$117,495	\$113,609	\$123,052	\$139,314	\$13,073	11.51%
DIRECTOR, OPERATIONS/COO - ALL	34	32.79	\$88,028	\$101,213	\$134,448	\$137,919	\$155,799	\$214,817	\$21,073	15.28%
Director, Operations/COO - LT 10M	8	8.00	\$71,366	\$83,630	\$94,624	\$105,789	\$105,122	\$139,218	\$15,348	14.51%
Director, Operations/COO - 10M-22M	12	10.79	\$91,550	\$105,886	\$131,948	\$131,352	\$145,572	\$155,787	\$21,781	16.58%
Director, Operations/COO - MT 22M	14	14.00	\$114,483	\$136,332	\$148,222	\$161,908	\$189,435	\$222,665	\$23,379	14.44%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries, continued

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, OPERATIONS (OTHER)** - ALL	64	63.11	\$60,683	\$71,271	\$92,595	\$93,368	\$108,744	\$128,192	\$17,570	18.82%
Director, Operations (Other) - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Director, Operations (Other) - 10M-22M	7	6.31	\$87,840	\$89,868	\$122,500	\$111,994	\$125,240	\$134,627	\$16,093	14.37%
Director, Operations (Other) - MT 22M	53	52.80	\$60,682	\$68,373	\$94,411	\$91,960	\$105,648	\$128,302	\$17,868	19.43%
DIRECTOR, PROGRAM - ALL	39	37.00	\$71,630	\$80,888	\$90,051	\$90,539	\$105,045	\$110,446	\$13,682	15.11%
Director, Program - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Director, Program - 10M-22M	5	5.00	\$54,798	\$71,474	\$72,420	\$71,716	\$85,000	\$85,603	\$9,225	12.86%
Director, Program - MT 22M	33	31.00	\$75,012	\$82,659	\$90,715	\$93,965	\$106,090	\$111,783	\$14,633	15.57%
DIRECTOR, QUALITY IMP./ASSURANCE - ALL	28	27.29	\$74,400	\$79,610	\$97,587	\$100,818	\$106,516	\$128,459	\$15,552	15.43%
Director, Quality Improvement/Assurance - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Director, Quality Improvement/Assurance - 10M-22M	8	7.50	\$75,156	\$78,119	\$87,499	\$89,148	\$102,807	\$103,996	\$9,536	10.70%
Director, Quality Improvement/Assurance - MT 22M	16	15.79	\$79,115	\$86,035	\$100,553	\$111,571	\$124,673	\$131,760	\$18,258	16.36%
DIRECTOR, OTHER (ADMINISTRATIVE)** - ALL	54	52.65	\$74,290	\$78,859	\$88,857	\$96,208	\$99,101	\$129,632	\$16,944	17.61%
Director, Other (Administrative) - LT 10M	10	10.00	\$73,116	\$78,252	\$92,303	\$102,617	\$121,875	\$153,313	\$22,525	21.95%
Director, Other (Administrative) - 10M-22M	13	12.45	\$69,609	\$75,250	\$80,000	\$86,497	\$96,138	\$100,218	\$16,491	19.07%
Director, Other (Administrative) - MT 22M	31	30.20	\$77,251	\$83,107	\$87,607	\$98,213	\$98,124	\$128,773	\$15,498	15.78%
DRIVER - ALL	14	10.45	\$32,500	\$33,151	\$35,360	\$38,309	\$42,973	\$49,606	\$5,974	15.59%
Driver - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Driver - 10M-22M	2	1.60	*	*	*	*	*	*	*	*
Driver - MT 22M	11	7.85	\$32,240	\$33,108	\$35,360	\$38,103	\$41,227	\$51,584	\$4,127	10.83%
GRANT WRITER - ALL	15	14.10	\$50,993	\$59,933	\$68,640	\$66,684	\$69,622	\$85,894	\$8,989	13.48%
Grant Writer - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Grant Writer - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Grant Writer - MT 22M	13	12.10	\$49,812	\$59,785	\$66,549	\$66,239	\$69,597	\$86,972	\$8,427	12.72%
HEALTH EDUCATOR (ADMIN. DUTIES ONLY) - ALL	22	21.05	\$45,365	\$52,731	\$56,869	\$58,107	\$61,930	\$66,017	\$10,164	17.49%
Health Educator (admin. duties only) - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Health Educator (admin. duties only) - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Health Educator (admin. duties only) - MT 22M	22	21.05	\$45,365	\$52,731	\$56,869	\$58,107	\$61,930	\$66,017	\$10,164	17.49%
INFORMATICIST - ALL	12	12.00	\$57,478	\$68,385	\$76,610	\$75,393	\$82,912	\$91,121	\$16,747	22.21%
Informaticist - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Informaticist - 10M-22M	2	2.00	*	*	*	*	*	*	*	*
Informaticist - MT 22M	9	9.00	\$60,424	\$76,220	\$77,854	\$78,378	\$83,430	\$93,833	\$16,333	20.84%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries, continued

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
IT SUPPORT STAFF (OTHER)** - ALL	66	64.54	\$37,305	\$43,508	\$49,874	\$52,372	\$60,278	\$68,308	\$11,293	21.56%
IT Support Staff (Other) - LT 10M	10	9.50	\$37,908	\$42,120	\$55,300	\$53,446	\$63,534	\$64,616	\$12,678	23.72%
IT Support Staff (Other) - 10M-22M	8	8.00	\$39,759	\$43,160	\$45,266	\$46,802	\$52,037	\$55,136	\$8,800	18.80%
IT Support Staff (Other) - MT 22M	48	47.04	\$37,161	\$43,623	\$49,874	\$53,077	\$60,407	\$72,179	\$11,452	21.58%
INFORMATION TECHNOLOGY, OTHER** - ALL	9	9.00	\$43,351	\$57,000	\$68,578	\$66,623	\$80,142	\$85,375	\$7,981	11.98%
Information Technology, Other - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Information Technology, Other - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Information Technology, Other - MT 22M	6	6.00	\$41,829	\$47,525	\$62,789	\$63,452	\$80,995	\$85,738	\$6,071	9.57%
INTERPRETER - ALL	48	30.85	\$32,240	\$32,240	\$36,900	\$38,106	\$41,714	\$45,024	\$8,321	21.84%
Interpreter - LT 10M	8	1.70	\$31,092	\$35,880	\$38,180	\$36,468	\$38,255	\$38,708	\$11,459	31.42%
Interpreter - 10M-22M	26	16.85	\$34,268	\$35,786	\$37,658	\$39,480	\$44,007	\$45,187	\$7,856	19.90%
Interpreter - MT 22M	14	12.30	\$32,240	\$32,240	\$32,240	\$36,490	\$35,641	\$46,909	\$8,268	22.66%
JANITOR/CUSTODIAN/HOUSEKEEPING - ALL	75	50.82	\$26,745	\$29,224	\$33,108	\$33,478	\$35,360	\$38,243	\$9,851	29.43%
Janitor/Custodian/Housekeeping - LT 10M	11	7.14	\$31,200	\$34,557	\$35,090	\$37,410	\$37,527	\$48,240	\$8,088	21.62%
Janitor/Custodian/Housekeeping - 10M-22M	27	13.48	\$26,128	\$26,770	\$29,120	\$30,873	\$31,283	\$32,713	\$15,819	51.24%
Janitor/Custodian/Housekeeping - MT 22M	37	30.20	\$29,330	\$33,108	\$34,815	\$34,211	\$35,360	\$38,417	\$8,530	24.93%
MAINTENANCE/FACILITIES - ALL	59	55.79	\$33,100	\$37,211	\$44,554	\$47,844	\$54,794	\$64,580	\$9,183	19.19%
Maintenance/Facilities - LT 10M	6	4.81	\$39,403	\$42,682	\$50,804	\$57,584	\$58,891	\$82,546	\$9,990	17.35%
Maintenance/Facilities - 10M-22M	8	7.90	\$37,172	\$41,116	\$50,943	\$48,412	\$53,841	\$57,310	\$10,713	22.13%
Maintenance/Facilities - MT 22M	45	43.08	\$33,100	\$35,776	\$42,162	\$46,445	\$53,498	\$64,989	\$8,878	19.11%
MANAGER, CLINIC OPS. (ADMIN.) - ALL	76	71.68	\$50,362	\$57,000	\$62,658	\$63,478	\$68,245	\$76,827	\$10,409	16.40%
Manager, Clinic Operations (Admin.) - LT 10M	13	12.83	\$56,391	\$62,712	\$67,205	\$69,974	\$77,979	\$87,882	\$12,867	18.39%
Manager, Clinic Operations (Admin.) - 10M-22M	19	18.60	\$45,000	\$46,961	\$63,308	\$59,708	\$70,036	\$76,465	\$9,006	15.08%
Manager, Clinic Operations (Admin.) - MT 22M	44	40.25	\$55,493	\$57,723	\$61,277	\$63,187	\$65,704	\$68,961	\$10,288	16.28%
MANAGER, ELIGIBILITY - ALL	17	17.00	\$46,879	\$51,108	\$55,138	\$54,870	\$59,238	\$62,752	\$10,504	19.14%
Manager, Eligibility - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Manager, Eligibility - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Manager, Eligibility - MT 22M	14	14.00	\$48,514	\$52,421	\$56,514	\$56,234	\$59,566	\$63,315	\$10,612	18.87%
MANAGER, FINANCE (OTHER)** - ALL	32	31.80	\$54,575	\$56,613	\$61,268	\$66,079	\$74,225	\$86,325	\$15,650	23.68%
Manager, Finance (Other) - LT 10M	13	13.00	\$52,034	\$55,968	\$57,505	\$63,275	\$61,710	\$84,423	\$17,394	27.49%
Manager, Finance (Other) - 10M-22M	7	7.00	\$56,454	\$58,489	\$63,559	\$64,325	\$68,541	\$71,947	\$14,639	22.76%
Manager, Finance (Other) - MT 22M	12	11.80	\$55,001	\$60,557	\$68,016	\$70,139	\$78,829	\$90,444	\$14,411	20.55%

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TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries, continued

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
MANAGER, HR/HR GENERALIST - ALL	32	31.40	\$50,458	\$58,464	\$63,432	\$65,747	\$74,266	\$79,179	\$12,180	18.53%
Mgr., Human Resources/HR Generalist - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Mgr., Human Resources/HR Generalist - 10M-22M	8	7.80	\$51,145	\$58,284	\$61,771	\$63,180	\$68,061	\$76,827	\$8,023	12.70%
Mgr., Human Resources/HR Generalist - MT 22M	20	19.60	\$50,245	\$61,298	\$64,258	\$67,393	\$75,456	\$81,995	\$13,365	19.83%
MANAGER, INFORMATION TECHNOLOGY - ALL	11	10.52	\$59,675	\$65,645	\$75,599	\$76,839	\$80,843	\$100,464	\$10,390	13.52%
Manager, Information Technology - LT 10M	2	2.00	*	*	*	*	*	*	*	*
Manager, Information Technology - 10M-22M	3	2.52	*	*	*	*	*	*	*	*
Manager, Information Technology - MT 22M	6	6.00	\$65,645	\$66,921	\$73,414	\$83,059	\$94,555	\$110,117	\$10,166	12.24%
MANAGER, MAINTENANCE/FACILITIES - ALL	10	10.00	\$49,489	\$51,995	\$58,589	\$58,160	\$62,487	\$64,880	\$6,319	10.87%
Manager, Maintenance/Facilities - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Manager, Maintenance/Facilities - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Manager, Maintenance/Facilities - MT 22M	8	8.00	\$49,086	\$50,175	\$58,589	\$57,578	\$60,460	\$66,290	\$5,706	9.91%
MANAGER, PROGRAM - ALL	31	30.60	\$51,584	\$56,041	\$59,938	\$63,593	\$73,832	\$81,449	\$15,033	23.64%
Manager, Program - LT 10M	3	3.00	*	*	*	*	*	*	*	*
Manager, Program - 10M-22M	6	6.00	\$56,001	\$56,786	\$57,878	\$62,237	\$62,689	\$72,833	\$13,041	20.95%
Manager, Program - MT 22M	22	21.60	\$48,699	\$55,429	\$62,516	\$64,461	\$76,079	\$81,250	\$16,445	25.51%
MANAGER, QUALITY IMP./ASSURANCE - ALL	20	19.65	\$58,725	\$62,843	\$70,664	\$69,547	\$76,791	\$77,732	\$14,614	21.01%
Mgr., Quality Improvement/Assurance - LT 10M	3	3.00	*	*	*	*	*	*	*	*
Mgr., Quality Improvement/Assurance - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Mgr., Quality Improvement/Assurance - MT 22M	16	15.65	\$57,252	\$62,843	\$70,664	\$69,525	\$76,015	\$78,314	\$14,679	21.11%
MANAGER, OTHER (ADMINISTRATIVE)** - ALL	54	52.45	\$50,690	\$54,718	\$59,197	\$62,105	\$70,847	\$76,705	\$13,350	21.50%
Manager, Other (Administrative) - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Manager, Other (Administrative) - 10M-22M	9	9.00	\$52,303	\$54,148	\$57,783	\$60,174	\$60,114	\$70,420	\$15,071	25.04%
Manager, Other (Administrative) - MT 22M	41	39.45	\$51,127	\$55,113	\$59,259	\$62,771	\$71,053	\$77,398	\$13,232	21.08%
OUTREACH STAFF, HOMELESS/MIGRANT - ALL	7	6.40	\$37,827	\$38,792	\$39,936	\$42,500	\$43,087	\$49,716	\$8,321	19.58%
Outreach Staff, Homeless/Migrant/Etc. - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Outreach Staff, Homeless/Migrant/Etc. - 10M-22M	3	2.50	*	*	*	*	*	*	*	*
Outreach Staff, Homeless/Migrant/Etc. - MT 22M	4	3.90	*	*	*	*	*	*	*	*
OUTREACH/ENROLLMENT STAFF - ALL	104	101.33	\$34,291	\$36,421	\$39,957	\$40,661	\$44,415	\$46,910	\$10,458	25.72%
Outreach/Enrollment Staff - LT 10M	12	11.80	\$35,764	\$36,400	\$37,561	\$38,853	\$40,440	\$45,281	\$11,110	28.60%
Outreach/Enrollment Staff - 10M-22M	20	18.13	\$36,205	\$38,017	\$40,060	\$40,880	\$43,187	\$47,053	\$9,394	22.98%
Outreach/Enrollment Staff - MT 22M	72	71.40	\$34,278	\$36,421	\$40,862	\$40,902	\$44,829	\$46,742	\$10,639	26.01%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries, continued

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
PATIENT REP./FINANCIAL COUNSELOR - ALL	62	60.98	\$35,364	\$37,077	\$38,709	\$39,427	\$41,715	\$45,592	\$7,651	19.40%
Pt. Representative/Financial Counselor - LT 10M	3	3.00	*	*	*	*	*	*	*	*
Pt. Representative/Financial Counselor - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Pt. Representative/Financial Counselor - MT 22M	56	54.98	\$35,627	\$37,421	\$38,920	\$39,784	\$41,912	\$45,677	\$7,551	18.98%
RECEPT./FRONT DESK/APPT. CLERK - ALL	862	800.26	\$30,680	\$32,614	\$35,912	\$36,656	\$40,019	\$44,030	\$7,121	19.43%
Receptionist/Front Desk/Appt. Clerk - LT 10M	121	103.80	\$28,080	\$31,200	\$33,488	\$33,526	\$36,143	\$38,480	\$7,515	22.42%
Receptionist/Front Desk/Appt. Clerk - 10M-22M	150	136.37	\$28,600	\$31,200	\$33,203	\$33,302	\$35,311	\$39,243	\$6,212	18.65%
Receptionist/Front Desk/Appt. Clerk - MT 22M	591	560.09	\$31,676	\$34,278	\$37,752	\$38,148	\$41,092	\$45,594	\$7,259	19.03%
SECURITY - ALL	9	7.90	\$37,236	\$37,513	\$39,725	\$39,594	\$41,392	\$41,808	\$10,527	26.59%
Security - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Security - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Security - MT 22M	9	7.90	\$37,236	\$37,513	\$39,725	\$39,594	\$41,392	\$41,808	\$10,527	26.59%
SPECIALIST, EHR - ALL	20	18.91	\$44,456	\$48,032	\$55,014	\$53,422	\$58,781	\$64,986	\$13,596	25.45%
Specialist, Electronic Health Records - LT 10M	6	6.00	\$29,376	\$34,223	\$47,549	\$44,530	\$52,667	\$56,667	\$11,977	26.90%
Specialist, Electronic Health Records - 10M-22M	2	1.90	*	*	*	*	*	*	*	*
Specialist, Electronic Health Records - MT 22M	12	11.01	\$48,376	\$51,645	\$57,759	\$58,186	\$63,650	\$65,872	\$15,782	27.12%
SUPERVISOR, BILLING - ALL	18	17.96	\$46,128	\$49,302	\$52,265	\$53,565	\$59,254	\$65,429	\$9,729	18.16%
Supervisor, Billing - LT 10M	5	5.00	\$36,745	\$44,366	\$48,110	\$47,890	\$48,818	\$59,421	\$8,371	17.48%
Supervisor, Billing - 10M-22M	6	5.96	\$52,265	\$53,344	\$58,053	\$58,585	\$64,142	\$65,438	\$11,595	19.79%
Supervisor, Billing - MT 22M	7	7.00	\$49,204	\$51,314	\$51,875	\$53,316	\$55,567	\$57,911	\$8,905	16.70%
SUPERVISOR, FINANCE (OTHER)** - ALL	5	5.00	\$43,035	\$50,429	\$52,000	\$50,321	\$54,558	\$55,732	\$11,804	23.46%
Supervisor, Finance (Other) - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Supervisor, Finance (Other) - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Supervisor, Finance (Other) - MT 22M	2	2.00	*	*	*	*	*	*	*	*
SUPERVISOR, MEDICAL RECORDS - ALL	13	12.55	\$39,329	\$44,132	\$48,942	\$49,143	\$54,671	\$58,755	\$7,761	15.79%
Supervisor, Medical Records - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Supervisor, Medical Records - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Supervisor, Medical Records - MT 22M	8	7.55	\$43,085	\$44,137	\$49,052	\$48,397	\$50,858	\$55,041	\$5,132	10.60%
SUPERVISOR, RECEPTION/FRONT OFFICE - ALL	69	68.00	\$41,570	\$44,554	\$51,438	\$53,513	\$60,844	\$69,593	\$10,453	19.53%
Supervisor, Reception/Front Office - LT 10M	8	7.00	\$36,724	\$37,440	\$39,801	\$40,839	\$44,200	\$46,353	\$7,960	19.49%
Supervisor, Reception/Front Office - 10M-22M	7	7.00	\$45,211	\$45,880	\$46,324	\$49,298	\$53,144	\$54,666	\$7,449	15.11%
Supervisor, Reception/Front Office - MT 22M	54	54.00	\$43,133	\$45,765	\$54,569	\$55,936	\$65,153	\$71,839	\$11,212	20.04%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 5: Alphabetical Listing of Administrative Positions with Salary and Benefits Summaries, continued

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
SUPERVISOR, OTHER (ADMINISTRATIVE)** - ALL	19	19.00	\$40,793	\$42,089	\$51,500	\$52,005	\$60,065	\$64,459	\$11,928	22.94%
Supervisor, Other (Administrative) - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Supervisor, Other (Administrative) - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Supervisor, Other (Administrative) - MT 22M	16	16.00	\$40,644	\$42,000	\$52,721	\$52,195	\$61,138	\$64,615	\$11,617	22.26%
TRAINER - ALL	18	18.00	\$36,708	\$39,047	\$44,554	\$46,832	\$54,465	\$57,629	\$11,717	25.02%
Trainer - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Trainer - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Trainer - MT 22M	17	17.00	\$36,367	\$38,854	\$42,286	\$46,741	\$54,974	\$57,968	\$11,799	25.24%
WIC EDUCATOR - ALL	32	29.61	\$38,397	\$39,743	\$42,016	\$42,491	\$44,070	\$49,129	\$8,099	19.06%
Women, Infants, and Children (WIC) Educator - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Women, Infants, and Children Educator - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Women, Infants, and Children Educator - MT 22M	31	28.61	\$38,397	\$39,853	\$42,016	\$42,590	\$44,356	\$49,192	\$8,082	18.98%
OTHER ADMINISTRATIVE** - ALL	27	24.70	\$33,671	\$35,520	\$37,107	\$51,024	\$51,501	\$66,894	\$13,995	27.43%
Other Administrative - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Other Administrative - 10M-22M	8	6.70	\$32,292	\$34,440	\$37,440	\$38,380	\$37,627	\$44,004	\$6,892	17.96%
Other Administrative - MT 22M	18	17.00	\$35,472	\$35,868	\$36,764	\$57,745	\$56,815	\$102,225	\$15,536	26.90%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summaries

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
ASSISTANT, BEHAVIORAL HEALTH - ALL	11	10.80	\$33,322	\$35,506	\$36,797	\$39,237	\$46,426	\$47,580	\$9,887	25.20%
Assistant, Behavioral Health - LT 10M	6	5.80	\$35,007	\$36,847	\$41,839	\$41,545	\$47,276	\$47,790	\$11,216	27.00%
Assistant, Behavioral Health - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Assistant, Behavioral Health - MT 22M	2	2.00	*	*	*	*	*	*	*	*
ASSISTANT, DENTAL - ALL	316	295.64	\$33,280	\$36,099	\$41,554	\$41,271	\$44,933	\$50,440	\$9,366	22.69%
Assistant, Dental - LT 10M	49	44.48	\$30,667	\$31,907	\$35,360	\$36,071	\$37,835	\$43,680	\$7,093	19.66%
Assistant, Dental - 10M-22M	62	56.68	\$34,203	\$35,505	\$39,916	\$40,128	\$43,592	\$47,842	\$10,120	25.22%
Assistant, Dental - MT 22M	205	194.48	\$35,214	\$37,482	\$42,016	\$42,859	\$49,171	\$51,010	\$9,580	22.35%
ASSISTANT, DENTAL - EXPANDED FUNCTION - ALL	66	63.05	\$36,254	\$41,496	\$44,658	\$44,425	\$48,001	\$52,260	\$8,120	18.28%
Assistant, Dental - Expanded Function - LT 10M	8	7.50	\$29,956	\$32,863	\$47,372	\$43,563	\$51,181	\$55,645	\$10,089	23.16%
Assistant, Dental - Expanded Function - 10M-22M	12	10.80	\$36,864	\$41,037	\$43,503	\$43,641	\$47,840	\$47,989	\$8,341	19.11%
Assistant, Dental - Expanded Function - MT 22M	46	44.75	\$36,702	\$41,496	\$44,356	\$44,780	\$47,851	\$52,260	\$7,805	17.43%
ASSISTANT, PHARMACY - ALL	13	10.55	\$34,694	\$35,422	\$36,421	\$40,159	\$44,970	\$44,970	\$5,860	14.59%
Assistant, Pharmacy - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Assistant, Pharmacy - 10M-22M	4	2.45	*	*	*	*	*	*	*	*
Assistant, Pharmacy - MT 22M	8	7.10	\$35,110	\$35,406	\$36,931	\$39,260	\$44,970	\$44,970	\$4,202	10.70%
ASSISTANT, OTHER (CLINICAL) - ALL	39	32.33	\$33,072	\$35,360	\$37,460	\$43,575	\$50,180	\$64,096	\$8,092	18.57%
Assistant, Other (Clinical) - LT 10M	2	2.00	*	*	*	*	*	*	*	*
Assistant, Other (Clinical) - 10M-22M	10	9.08	\$29,933	\$31,480	\$35,506	\$34,750	\$37,014	\$39,599	\$5,154	14.83%
Assistant, Other (Clinical) - MT 22M	27	21.25	\$35,216	\$35,360	\$43,618	\$47,421	\$58,438	\$64,754	\$9,124	19.24%
BEHAVIORAL HEALTH PROVIDER, OTHER - ALL	22	20.31	\$47,694	\$50,389	\$62,548	\$60,481	\$64,775	\$68,800	\$13,945	23.06%
Behavioral Health Provider, Other - LT 10M	4	3.35	*	*	*	*	*	*	*	*
Behavioral Health Provider, Other - 10M-22M	4	3.66	*	*	*	*	*	*	*	*
Behavioral Health Provider, Other - MT 22M	14	13.30	\$48,271	\$55,167	\$63,675	\$60,463	\$64,775	\$66,333	\$14,958	24.74%
BEHAVIORAL HEALTH, OTHER - ALL	26	22.75	\$35,949	\$39,681	\$42,495	\$43,762	\$45,240	\$52,511	\$13,698	31.30%
Behavioral Health, Other - LT 10M	10	9.60	\$40,510	\$42,942	\$43,472	\$46,057	\$45,755	\$55,653	\$10,144	22.02%
Behavioral Health, Other - 10M-22M	9	6.20	\$33,280	\$34,986	\$38,105	\$43,574	\$44,304	\$55,148	\$17,763	40.77%
Behavioral Health, Other - MT 22M	7	6.95	\$38,539	\$39,738	\$40,352	\$40,725	\$41,288	\$43,638	\$12,532	30.77%
CASE MANAGER - ALL	164	158.00	\$37,563	\$41,600	\$46,041	\$51,128	\$54,471	\$77,740	\$10,811	21.14%
Case Manager - LT 10M	30	29.45	\$35,038	\$37,992	\$44,123	\$44,129	\$48,760	\$54,998	\$11,106	25.17%
Case Manager - 10M-22M	20	18.90	\$42,848	\$44,538	\$55,656	\$54,951	\$62,459	\$69,422	\$13,837	25.18%
Case Manager - MT 22M	114	109.65	\$38,255	\$41,584	\$45,584	\$52,299	\$53,577	\$81,036	\$10,234	19.57%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summaries, 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
CERTIFIED NURSE MIDWIFE - ALL	31	27.21	\$108,794	\$112,310	\$118,700	\$118,004	\$123,700	\$124,800	\$12,648	10.72%
Certified Nurse Midwife - LT 10M	1	0.16	*	*	*	*	*	*	*	*
Certified Nurse Midwife - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Certified Nurse Midwife - MT 22M	27	24.05	\$108,794	\$114,210	\$118,825	\$118,574	\$123,700	\$126,065	\$13,020	10.98%
COORDINATOR, PROGRAM (CLINICAL) - ALL	31	29.00	\$39,312	\$43,160	\$48,500	\$51,510	\$56,680	\$60,000	\$14,072	27.32%
Coordinator, Program (Clinical) - LT 10M	4	3.60	*	*	*	*	*	*	*	*
Coordinator, Program (Clinical) - 10M-22M	14	13.60	\$38,954	\$42,250	\$43,999	\$45,856	\$47,571	\$55,124	\$8,055	17.56%
Coordinator, Program (Clinical) - MT 22M	13	11.80	\$41,471	\$45,994	\$56,680	\$53,452	\$56,680	\$58,635	\$17,966	33.61%
COORDINATOR, OTHER (CLINICAL) - ALL	16	15.70	\$35,422	\$35,422	\$39,177	\$40,053	\$42,983	\$48,131	\$8,902	22.23%
Coordinator, Other (Clinical) - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Coordinator, Other (Clinical) - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Coordinator, Other (Clinical) - MT 22M	15	14.70	\$35,422	\$35,422	\$38,917	\$40,094	\$43,306	\$48,131	\$8,827	22.02%
COUNSELOR, ADDICTION - ALL	13	13.00	\$53,082	\$55,008	\$55,702	\$57,475	\$60,780	\$64,426	\$14,796	25.74%
Counselor, Addiction - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Counselor, Addiction - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Counselor, Addiction - MT 22M	8	8.00	\$55,428	\$55,650	\$56,281	\$58,368	\$61,118	\$62,991	\$15,934	27.30%
COUNSELOR, LICENSED PROF. (LPC/LCPC) - ALL	104	98.56	\$55,172	\$61,950	\$66,560	\$66,814	\$71,542	\$76,713	\$11,043	16.53%
Counselor, Licensed Professional (LPC/LCPC) - LT 10M	14	13.20	\$53,743	\$56,134	\$64,047	\$67,202	\$75,371	\$86,709	\$9,457	14.07%
Counselor, Licensed Professional (LPC/LCPC) - 10M-22M	28	24.96	\$59,753	\$61,689	\$68,197	\$68,439	\$72,095	\$79,353	\$7,195	10.51%
Counselor, Licensed Professional (LPC/LCPC) - MT 22M	62	60.40	\$55,187	\$63,249	\$66,389	\$65,993	\$69,796	\$75,608	\$12,839	19.46%
DENTAL HYGIENIST - ALL	175	157.83	\$68,000	\$74,631	\$82,160	\$82,423	\$88,131	\$96,180	\$13,422	16.28%
Dental Hygienist - LT 10M	26	22.95	\$63,440	\$69,160	\$80,288	\$77,374	\$85,257	\$89,533	\$10,364	13.40%
Dental Hygienist - 10M-22M	44	38.03	\$63,457	\$68,552	\$75,130	\$77,725	\$85,612	\$95,222	\$10,061	12.94%
Dental Hygienist - MT 22M	105	96.85	\$74,532	\$77,355	\$82,965	\$85,642	\$91,470	\$98,266	\$15,277	17.84%
DENTIST - ALL	161	126.91	\$128,066	\$142,002	\$160,000	\$168,323	\$187,273	\$208,000	\$16,585	9.85%
Dentist - LT 10M	31	19.24	\$135,000	\$143,900	\$160,000	\$164,815	\$183,456	\$208,000	\$14,445	8.76%
Dentist - 10M-22M	32	28.95	\$137,114	\$148,212	\$155,000	\$158,696	\$165,058	\$184,334	\$13,409	8.45%
Dentist - MT 22M	98	78.72	\$127,427	\$140,580	\$163,842	\$172,576	\$201,833	\$237,571	\$18,057	10.46%
DENTIST RESIDENT - ALL	13	13.00	\$54,721	\$54,721	\$54,721	\$54,721	\$54,721	\$54,721	\$7,168	13.10%
Dentist Resident - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Dentist Resident - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Dentist Resident - MT 22M	13	13.00	\$54,721	\$54,721	\$54,721	\$54,721	\$54,721	\$54,721	\$7,168	13.10%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summaries, 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
DIRECTOR, BEHAVIORAL HEALTH/CBHO - ALL	29	28.40	\$77,042	\$99,177	\$118,810	\$118,481	\$129,000	\$143,146	\$14,370	12.13%
Director, Behavioral Health/CBHO - LT 10M	5	4.80	\$86,122	\$100,568	\$119,850	\$116,757	\$138,466	\$144,431	\$14,806	12.68%
Director, Behavioral Health/CBHO - 10M-22M	11	10.60	\$77,103	\$88,843	\$114,490	\$108,385	\$127,293	\$129,000	\$11,405	10.52%
Director, Behavioral Health/CBHO - MT 22M	13	13.00	\$91,340	\$109,478	\$118,810	\$127,686	\$129,792	\$147,461	\$16,744	13.11%
DIRECTOR, BH (ASSOCIATE/OTHER) - ALL	11	10.90	\$70,616	\$75,224	\$85,000	\$89,387	\$95,532	\$109,803	\$17,967	20.10%
Director, Behavioral Health (Associate/Other) - LT 10M	4	3.90	*	*	*	*	*	*	*	*
Director, Behavioral Health (Associate/Other) - 10M-22M	2	2.00	*	*	*	*	*	*	*	*
Director, Behavioral Health (Associate/Other) - MT 22M	5	5.00	\$71,049	\$71,698	\$84,460	\$79,947	\$85,000	\$86,778	\$17,731	22.18%
DIRECTOR, DENTAL/CDO - ALL	31	28.85	\$152,260	\$167,442	\$185,711	\$186,220	\$204,200	\$219,000	\$22,164	11.90%
Director, Dental/CDO - LT 10M	8	7.65	\$159,916	\$164,549	\$177,224	\$180,350	\$186,633	\$212,756	\$12,086	6.70%
Director, Dental/CDO - 10M-22M	7	6.25	\$148,566	\$167,143	\$200,000	\$182,861	\$204,011	\$208,853	\$18,502	10.12%
Director, Dental/CDO - MT 22M	16	14.95	\$152,931	\$178,721	\$189,015	\$190,624	\$205,768	\$226,650	\$28,176	14.78%
DIRECTOR, DENTAL (ASSOCIATE/OTHER) - ALL	23	22.45	\$118,171	\$146,453	\$164,355	\$165,173	\$179,224	\$203,765	\$28,351	17.16%
Director, Dental (Associate/Other) - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Director, Dental (Associate/Other) - 10M-22M	2	2.00	*	*	*	*	*	*	*	*
Director, Dental (Associate/Other) - MT 22M	21	20.45	\$142,005	\$154,005	\$164,355	\$168,660	\$181,813	\$208,000	\$30,456	18.06%
DIRECTOR, MEDICAL/CMO - ALL	52	46.53	\$143,164	\$208,671	\$240,000	\$232,654	\$271,076	\$290,861	\$22,269	9.57%
Director, Medical/CMO - LT 10M	14	11.48	\$152,212	\$190,036	\$240,000	\$229,841	\$256,928	\$299,000	\$19,213	8.36%
Director, Medical/CMO - 10M-22M	16	14.75	\$187,256	\$213,356	\$242,332	\$237,027	\$256,754	\$272,586	\$19,339	8.16%
Director, Medical/CMO - MT 22M	22	20.30	\$127,490	\$211,521	\$236,310	\$231,264	\$276,731	\$290,561	\$25,927	11.21%
DIRECTOR, MEDICAL (ASSOCIATE/OTHER) - ALL	50	47.33	\$108,461	\$126,221	\$214,365	\$185,729	\$231,525	\$240,269	\$28,928	15.58%
Director, Medical (Associate/Other) - LT 10M	3	3.00	*	*	*	*	*	*	*	*
Director, Medical (Associate/Other) - 10M-22M	6	5.50	\$129,373	\$145,750	\$180,959	\$181,635	\$213,591	\$234,575	\$15,416	8.49%
Director, Medical (Associate/Other) - MT 22M	41	38.83	\$108,846	\$125,861	\$214,573	\$186,931	\$232,502	\$240,000	\$31,505	16.85%
DIRECTOR, NURSING - ALL	23	22.50	\$85,622	\$88,080	\$95,718	\$106,763	\$107,822	\$159,628	\$12,607	11.81%
Director, Nursing - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Director, Nursing - 10M-22M	5	4.50	\$84,744	\$85,301	\$95,718	\$96,627	\$102,742	\$110,097	\$9,190	9.51%
Director, Nursing - MT 22M	14	14.00	\$86,907	\$87,559	\$99,430	\$113,566	\$109,730	\$178,103	\$14,066	12.39%
DIRECTOR, PHARMACY - ALL	28	27.55	\$121,294	\$144,076	\$152,984	\$145,633	\$159,225	\$165,944	\$23,107	15.87%
Director, Pharmacy - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Director, Pharmacy - 10M-22M	6	6.00	\$138,750	\$158,307	\$161,913	\$155,844	\$163,734	\$166,868	\$14,822	9.51%
Director, Pharmacy - MT 22M	18	17.55	\$116,857	\$147,637	\$152,984	\$143,989	\$158,444	\$165,944	\$27,455	19.07%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summaries, 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
DIRECTOR, OTHER (CLINICAL) - ALL	21	20.80	\$57,636	\$71,086	\$95,930	\$127,180	\$173,025	\$236,600	\$18,598	14.62%
Director, Other (Clinical) - LT 10M	2	2.00	*	*	*	*	*	*	*	*
Director, Other (Clinical) - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Director, Other (Clinical) - MT 22M	19	18.80	\$57,635	\$68,946	\$95,930	\$129,801	\$196,648	\$239,630	\$19,520	15.04%
HEALTH EDUCATOR (WITH CLINICAL DUTIES) - ALL	21	19.13	\$39,624	\$42,620	\$55,444	\$60,361	\$63,045	\$109,262	\$9,062	15.01%
Health Educator (with clinical duties) - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Health Educator (with clinical duties) - 10M-22M	9	8.50	\$34,089	\$39,624	\$42,620	\$41,579	\$45,677	\$46,954	\$7,642	18.38%
Health Educator (with clinical duties) - MT 22M	12	10.63	\$55,462	\$56,702	\$60,920	\$74,447	\$97,546	\$109,468	\$10,010	13.45%
LICENSED PRACTICAL NURSE - ALL	115	102.64	\$39,604	\$43,357	\$48,588	\$48,098	\$52,572	\$55,462	\$10,766	22.38%
Licensed Practical Nurse - LT 10M	19	16.97	\$40,450	\$42,252	\$47,840	\$47,449	\$50,872	\$54,800	\$11,818	24.91%
Licensed Practical Nurse - 10M-22M	37	32.91	\$39,520	\$41,600	\$46,280	\$46,405	\$50,648	\$55,560	\$10,224	22.03%
Licensed Practical Nurse - MT 22M	59	52.75	\$40,444	\$45,427	\$49,920	\$49,368	\$52,770	\$55,519	\$10,828	21.93%
MANAGER, LAB - ALL	8	6.50	\$61,223	\$71,518	\$75,949	\$76,275	\$85,272	\$95,338	\$20,965	27.49%
Manager, Lab - LT 10M	3	2.60	*	*	*	*	*	*	*	*
Manager, Lab - 10M-22M	4	2.90	*	*	*	*	*	*	*	*
Manager, Lab - MT 22M	1	1.00	*	*	*	*	*	*	*	*
MANAGER, MEDICAL/DENTAL CLINIC - ALL	36	32.03	\$47,903	\$56,160	\$64,457	\$66,351	\$79,607	\$83,141	\$10,099	15.22%
Manager, Medical/Dental Clinic - LT 10M	7	6.88	\$44,778	\$50,835	\$58,000	\$57,370	\$62,576	\$68,236	\$10,158	17.71%
Manager, Medical/Dental Clinic - 10M-22M	6	5.40	\$51,378	\$62,847	\$78,484	\$72,841	\$81,808	\$88,662	\$10,025	13.76%
Manager, Medical/Dental Clinic - MT 22M	23	19.75	\$50,760	\$56,580	\$64,580	\$67,391	\$79,908	\$83,176	\$10,101	14.99%
MANAGER, NURSING - ALL	47	46.50	\$61,023	\$70,093	\$82,383	\$90,394	\$117,353	\$133,282	\$10,653	11.78%
Manager, Nursing - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Manager, Nursing - 10M-22M	6	6.00	\$72,036	\$75,137	\$76,024	\$77,250	\$80,912	\$83,692	\$6,890	8.92%
Manager, Nursing - MT 22M	41	40.50	\$60,112	\$68,778	\$85,634	\$92,317	\$119,462	\$136,700	\$11,135	12.06%
MANAGER, PHARMACY - ALL	12	11.50	\$64,672	\$119,082	\$137,509	\$123,285	\$147,160	\$147,160	\$27,443	22.26%
Manager, Pharmacy - LT 10M	3	2.75	*	*	*	*	*	*	*	*
Manager, Pharmacy - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Manager, Pharmacy - MT 22M	9	8.75	\$120,816	\$131,963	\$141,027	\$135,971	\$147,160	\$147,598	\$32,148	23.64%
MANAGER, OTHER (CLINICAL) - ALL	23	23.00	\$57,720	\$64,516	\$72,800	\$77,275	\$84,672	\$107,319	\$12,529	16.21%
Manager, Other (Clinical) - LT 10M	7	7.00	\$62,849	\$67,091	\$70,574	\$72,128	\$78,167	\$83,857	\$14,799	20.52%
Manager, Other (Clinical) - 10M-22M	5	5.00	\$61,571	\$63,928	\$68,289	\$71,563	\$82,000	\$82,960	\$8,827	12.33%
Manager, Other (Clinical) - MT 22M	11	11.00	\$54,558	\$62,431	\$85,000	\$83,145	\$106,060	\$111,145	\$12,430	14.95%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summaries, 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	719	671.63	\$35,194	\$37,336	\$40,747	\$43,672	\$45,802	\$54,600	\$9,195	21.06%
Medical Assistant, with Credentials - LT 10M	41	38.85	\$31,200	\$34,320	\$37,440	\$37,299	\$40,497	\$43,680	\$10,598	28.41%
Medical Assistant, with Credentials - 10M-22M	96	88.10	\$34,278	\$35,350	\$36,421	\$38,258	\$40,319	\$45,739	\$5,978	15.63%
Medical Assistant, with Credentials - MT 22M	582	544.68	\$36,122	\$38,408	\$41,600	\$45,014	\$47,632	\$54,600	\$9,611	21.35%
MEDICAL ASSISTANT, WITHOUT CREDENTIALS - ALL	434	391.84	\$33,990	\$36,171	\$40,019	\$40,614	\$45,199	\$49,858	\$7,507	18.48%
Medical Assistant, without Credentials - LT 10M	52	47.96	\$28,903	\$34,055	\$37,188	\$37,340	\$40,562	\$45,760	\$5,085	13.62%
Medical Assistant, without Credentials - 10M-22M	76	70.57	\$32,604	\$34,320	\$36,234	\$36,774	\$38,938	\$40,373	\$6,664	18.12%
Medical Assistant, without Credentials - MT 22M	306	273.30	\$35,007	\$38,845	\$41,600	\$42,123	\$47,123	\$50,772	\$8,044	19.10%
NURSE PRACTITIONER - ALL	278	239.51	\$90,001	\$98,943	\$108,781	\$108,854	\$120,671	\$126,248	\$16,024	14.72%
Nurse Practitioner - LT 10M	48	41.68	\$90,001	\$97,628	\$103,580	\$104,758	\$112,200	\$120,192	\$14,445	13.79%
Nurse Practitioner - 10M-22M	63	53.11	\$97,267	\$103,155	\$109,678	\$111,000	\$119,621	\$128,560	\$12,645	11.39%
Nurse Practitioner - MT 22M	167	144.73	\$89,875	\$98,179	\$110,625	\$109,222	\$120,682	\$127,188	\$17,520	16.04%
NURSING AIDE/CNA - ALL	27	22.90	\$29,102	\$31,200	\$31,990	\$32,742	\$35,339	\$37,942	\$8,336	25.46%
Nursing Aide/CNA - LT 10M	3	1.50	*	*	*	*	*	*	*	*
Nursing Aide/CNA - 10M-22M	2	2.00	*	*	*	*	*	*	*	*
Nursing Aide/CNA - MT 22M	22	19.40	\$29,983	\$31,652	\$31,990	\$33,421	\$35,870	\$38,079	\$7,297	21.83%
NUTRITIONIST/DIETITIAN - ALL	19	14.06	\$52,774	\$54,163	\$58,630	\$60,680	\$66,102	\$69,153	\$8,333	13.73%
Nutritionist/Dietitian - LT 10M	3	1.50	*	*	*	*	*	*	*	*
Nutritionist/Dietitian - 10M-22M	5	3.21	\$48,261	\$53,997	\$55,702	\$59,820	\$66,300	\$73,717	\$3,828	6.40%
Nutritionist/Dietitian - MT 22M	11	9.35	\$53,456	\$54,163	\$58,295	\$59,041	\$64,755	\$65,904	\$10,367	17.56%
PHARMACIST - ALL	94	75.02	\$119,330	\$128,596	\$134,657	\$134,255	\$140,920	\$150,035	\$18,018	13.42%
Pharmacist - LT 10M	15	10.96	\$114,841	\$122,057	\$124,800	\$121,598	\$133,640	\$135,321	\$15,559	12.80%
Pharmacist - 10M-22M	20	14.50	\$128,065	\$129,784	\$132,714	\$136,574	\$140,937	\$149,410	\$10,866	7.96%
Pharmacist - MT 22M	59	49.56	\$118,522	\$129,875	\$136,344	\$136,686	\$144,997	\$151,844	\$20,857	15.26%
PHARMACIST, CLINICAL - ALL	31	28.13	\$110,000	\$123,918	\$133,411	\$122,747	\$136,703	\$142,532	\$15,880	12.94%
Pharmacist, Clinical - LT 10M	9	8.09	\$30,785	\$36,408	\$118,268	\$95,237	\$127,920	\$139,485	\$21,891	22.99%
Pharmacist, Clinical - 10M-22M	2	2.00	*	*	*	*	*	*	*	*
Pharmacist, Clinical - MT 22M	20	18.04	\$124,624	\$125,063	\$134,281	\$134,151	\$138,588	\$145,272	\$13,477	10.05%
PHLEBOTOMIST - ALL	16	15.00	\$29,368	\$31,949	\$36,400	\$35,911	\$38,391	\$41,317	\$10,613	29.55%
Phlebotomist - LT 10M	2	2.00	*	*	*	*	*	*	*	*
Phlebotomist - 10M-22M	6	6.00	\$30,252	\$32,240	\$35,880	\$34,479	\$36,400	\$37,305	\$7,905	22.93%
Phlebotomist - MT 22M	8	7.00	\$34,120	\$36,536	\$38,012	\$38,643	\$40,475	\$43,984	\$11,782	30.49%

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

TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summaries, 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
PHYSICIAN - FAMILY PRACTICE, WITH OB - ALL	75	65.92	\$177,903	\$194,604	\$210,400	\$211,965	\$239,328	\$250,000	\$28,701	13.54%
Physician - Family Practice, with OB - LT 10M	2	1.63	*	*	*	*	*	*	*	*
Physician - Family Practice, with OB - 10M-22M	5	4.87	\$208,377	\$210,736	\$229,595	\$241,601	\$252,180	\$286,084	\$15,390	6.37%
Physician - Family Practice, with OB - MT 22M	68	59.42	\$177,498	\$194,358	\$209,018	\$209,044	\$234,042	\$244,639	\$30,211	14.45%
PHYSICIAN - FAMILY PRACTICE, WITHOUT OB - ALL	198	158.13	\$132,052	\$191,598	\$210,700	\$206,196	\$228,382	\$248,642	\$24,403	11.83%
Physician - Family Practice, without OB - LT 10M	16	11.98	\$163,213	\$198,516	\$207,960	\$216,138	\$232,500	\$277,500	\$18,047	8.35%
Physician - Family Practice, without OB - 10M-22M	23	18.84	\$179,595	\$194,714	\$214,989	\$217,757	\$231,450	\$249,612	\$19,112	8.78%
Physician - Family Practice, without OB - MT 22M	159	127.31	\$132,052	\$190,143	\$211,000	\$203,523	\$225,475	\$240,809	\$25,555	12.56%
PHYSICIAN - INTERNAL MEDICINE - ALL	46	36.14	\$195,800	\$204,600	\$227,400	\$217,744	\$227,400	\$227,400	\$15,279	7.02%
Physician - Internal Medicine - LT 10M	2	1.05	*	*	*	*	*	*	*	*
Physician - Internal Medicine - 10M-22M	1	0.34	*	*	*	*	*	*	*	*
Physician - Internal Medicine - MT 22M	43	34.75	\$197,100	\$207,049	\$227,400	\$218,333	\$227,400	\$227,400	\$14,697	6.73%
PHYSICIAN - OB/GYN - ALL	11	8.34	\$191,630	\$199,487	\$231,695	\$264,634	\$351,489	\$362,024	\$26,727	10.10%
Physician - OB/GYN - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Physician - OB/GYN - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Physician - OB/GYN - MT 22M	11	8.34	\$191,630	\$199,487	\$231,695	\$264,634	\$351,489	\$362,024	\$26,727	10.10%
PHYSICIAN - PEDIATRICS - ALL	65	50.98	\$164,660	\$183,935	\$199,200	\$197,087	\$213,304	\$221,683	\$18,215	9.24%
Physician - Pediatrics - LT 10M	3	2.10	*	*	*	*	*	*	*	*
Physician - Pediatrics - 10M-22M	6	3.28	\$201,835	\$210,861	\$226,307	\$237,009	\$241,768	\$282,886	\$15,730	6.64%
Physician - Pediatrics - MT 22M	56	45.60	\$159,870	\$187,033	\$199,200	\$193,710	\$200,184	\$220,501	\$18,878	9.75%
PHYSICIAN - OTHER - ALL	20	14.08	\$107,634	\$144,314	\$231,200	\$201,210	\$247,250	\$249,827	\$26,353	13.10%
Physician - Other - LT 10M	6	4.28	\$101,370	\$104,215	\$150,385	\$155,971	\$209,264	\$216,157	\$40,109	25.72%
Physician - Other - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Physician - Other - MT 22M	13	8.80	\$165,280	\$236,000	\$246,400	\$229,170	\$249,800	\$249,962	\$21,164	9.24%
PHYSICIAN ASSISTANT - ALL	374	322.68	\$95,000	\$101,129	\$113,201	\$112,345	\$121,500	\$126,562	\$16,285	14.50%
Physician Assistant - LT 10M	26	24.24	\$95,269	\$100,192	\$110,000	\$111,151	\$116,163	\$124,900	\$16,205	14.58%
Physician Assistant - 10M-22M	38	33.07	\$96,580	\$100,642	\$107,732	\$111,157	\$116,985	\$133,798	\$12,323	11.09%
Physician Assistant - MT 22M	310	265.36	\$95,000	\$101,524	\$114,900	\$112,591	\$121,500	\$126,511	\$16,728	14.86%
PHYSICIAN RESIDENT - ALL	51	48.60	\$57,806	\$59,134	\$59,876	\$61,799	\$62,192	\$64,230	\$15,943	25.80%
Physician Resident - LT 10M	3	3.00	*	*	*	*	*	*	*	*
Physician Resident - 10M-22M	3	0.60	*	*	*	*	*	*	*	*
Physician Resident - MT 22M	45	45.00	\$57,806	\$59,134	\$59,876	\$60,865	\$62,192	\$64,053	\$16,233	26.67%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summaries, 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
PRE-LICENSURE BEH. HEALTH PROVIDER - ALL	32	30.90	\$47,071	\$51,418	\$57,105	\$59,511	\$65,125	\$70,801	\$8,232	13.83%
Pre-Licensure Behavioral Health Provider - LT 10M	6	5.95	\$56,666	\$61,003	\$71,597	\$72,523	\$77,788	\$89,307	\$9,458	13.04%
Pre-Licensure Behavioral Health Provider - 10M-22M	14	13.45	\$51,418	\$51,418	\$55,965	\$57,740	\$64,975	\$67,255	\$6,773	11.73%
Pre-Licensure Behavioral Health Provider - MT 22M	12	11.50	\$46,634	\$49,910	\$53,290	\$55,072	\$62,048	\$63,855	\$9,492	17.24%
PSYCHIATRIC NURSE PRACTITIONER - ALL	30	23.08	\$112,285	\$124,721	\$133,181	\$154,064	\$156,738	\$249,600	\$16,679	10.83%
Psychiatric Nurse Practitioner - LT 10M	7	4.10	\$129,361	\$132,509	\$249,600	\$198,560	\$249,600	\$249,600	\$26,727	13.46%
Psychiatric Nurse Practitioner - 10M-22M	13	10.58	\$111,094	\$118,731	\$125,000	\$148,684	\$151,424	\$234,244	\$13,009	8.75%
Psychiatric Nurse Practitioner - MT 22M	10	8.40	\$111,885	\$126,161	\$131,976	\$129,910	\$137,786	\$142,267	\$13,317	10.25%
PSYCHIATRIST - ALL	14	10.00	\$218,468	\$238,090	\$247,927	\$250,968	\$253,447	\$292,715	\$25,967	10.35%
Psychiatrist - LT 10M	1	0.80	*	*	*	*	*	*	*	*
Psychiatrist - 10M-22M	1	0.50	*	*	*	*	*	*	*	*
Psychiatrist - MT 22M	12	8.70	\$216,156	\$234,165	\$247,527	\$248,582	\$252,816	\$293,503	\$26,784	10.77%
PSYCHOLOGIST, CLINICAL - ALL	32	29.10	\$89,047	\$100,800	\$102,800	\$104,470	\$113,300	\$118,600	\$15,455	14.79%
Psychologist, Clinical - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Psychologist, Clinical - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Psychologist, Clinical - MT 22M	31	28.10	\$98,800	\$100,800	\$102,800	\$105,582	\$113,800	\$118,600	\$15,655	14.83%
REGISTERED NURSE - ALL	474	381.77	\$54,585	\$61,640	\$69,171	\$71,365	\$80,240	\$92,855	\$12,123	16.99%
Registered Nurse - LT 10M	39	32.57	\$50,830	\$53,921	\$59,592	\$60,352	\$63,388	\$72,600	\$15,122	25.06%
Registered Nurse - 10M-22M	96	82.94	\$55,626	\$59,186	\$64,282	\$65,427	\$70,258	\$74,632	\$9,188	14.04%
Registered Nurse - MT 22M	339	266.26	\$56,207	\$65,311	\$73,757	\$74,314	\$84,030	\$93,392	\$12,584	16.93%
SOCIAL WORKER - LICENSED CLINICAL - ALL	183	157.81	\$60,838	\$67,018	\$74,350	\$72,826	\$80,171	\$82,500	\$11,803	16.21%
Social Worker - Licensed Clinical (LCSW) - LT 10M	22	19.62	\$60,727	\$65,000	\$68,643	\$67,503	\$72,395	\$75,135	\$14,356	21.27%
Social Worker - Licensed Clinical (LCSW) - 10M-22M	24	21.13	\$59,796	\$64,545	\$67,018	\$65,359	\$68,467	\$73,440	\$9,482	14.51%
Social Worker - Licensed Clinical (LCSW) - MT 22M	137	117.06	\$62,858	\$68,962	\$77,700	\$74,989	\$81,000	\$82,500	\$11,880	15.84%
SUPERVISOR, DENTAL ASSISTANT - ALL	20	19.55	\$45,819	\$50,840	\$53,405	\$55,962	\$56,343	\$67,122	\$9,844	17.59%
Supervisor, Dental Assistant - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Supervisor, Dental Assistant - 10M-22M	3	3.00	*	*	*	*	*	*	*	*
Supervisor, Dental Assistant - MT 22M	16	15.55	\$47,695	\$52,650	\$53,976	\$57,127	\$56,343	\$70,296	\$10,967	19.20%
SUPERVISOR, MEDICAL ASSISTANT - ALL	48	46.58	\$44,574	\$50,889	\$56,293	\$54,893	\$58,136	\$64,794	\$12,289	22.39%
Supervisor, Medical Assistant - LT 10M	4	3.80	*	*	*	*	*	*	*	*
Supervisor, Medical Assistant - 10M-22M	10	10.00	\$37,440	\$38,678	\$47,815	\$46,076	\$51,347	\$54,961	\$9,631	20.90%
Supervisor, Medical Assistant - MT 22M	34	32.78	\$49,673	\$54,052	\$56,680	\$56,739	\$58,967	\$64,545	\$12,613	22.23%

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

TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summaries, 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
SUPERVISOR, NURSING - ALL	36	35.20	\$69,817	\$75,509	\$88,671	\$90,272	\$102,466	\$103,750	\$16,650	18.44%
Supervisor, Nursing - LT 10M	4	4.00	*	*	*	*	*	*	*	*
Supervisor, Nursing - 10M-22M	2	2.00	*	*	*	*	*	*	*	*
Supervisor, Nursing - MT 22M	30	29.20	\$73,898	\$83,954	\$93,756	\$94,647	\$102,606	\$105,695	\$15,779	16.67%
SUPERVISOR, OTHER (CLINICAL)** - ALL	21	20.50	\$48,381	\$51,584	\$59,301	\$61,343	\$67,720	\$78,520	\$12,821	20.90%
Supervisor, Other (Clinical) - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Supervisor, Other (Clinical) - 10M-22M	4	4.00	*	*	*	*	*	*	*	*
Supervisor, Other (Clinical) - MT 22M	16	15.50	\$51,615	\$56,972	\$64,503	\$66,275	\$72,119	\$86,310	\$14,256	21.51%
TECHNICIAN, LAB - ALL	16	13.78	\$36,919	\$41,540	\$49,806	\$49,667	\$53,805	\$68,328	\$12,440	25.05%
Technician, Lab - LT 10M	2	0.99	*	*	*	*	*	*	*	*
Technician, Lab - 10M-22M	7	6.03	\$39,790	\$41,248	\$42,700	\$46,593	\$49,873	\$56,586	\$10,976	23.56%
Technician, Lab - MT 22M	7	6.77	\$49,708	\$52,468	\$52,770	\$58,314	\$65,416	\$73,923	\$16,798	28.81%
TECHNICIAN, PHARMACY - ALL	183	161.97	\$34,320	\$36,421	\$40,747	\$41,420	\$45,136	\$50,136	\$9,018	21.77%
Technician, Pharmacy - LT 10M	27	21.34	\$31,200	\$34,320	\$37,502	\$37,246	\$40,456	\$43,840	\$6,681	17.94%
Technician, Pharmacy - 10M-22M	31	29.00	\$36,005	\$38,025	\$38,480	\$40,462	\$44,075	\$46,991	\$7,641	18.88%
Technician, Pharmacy - MT 22M	125	111.63	\$34,353	\$36,962	\$41,910	\$42,560	\$46,446	\$50,440	\$9,846	23.13%
TECHNICIAN, RADIOLOGY/X-RAY - ALL	24	19.55	\$40,687	\$44,181	\$54,448	\$53,699	\$61,808	\$62,400	\$14,828	27.61%
Technician, Radiology/X-Ray - LT 10M	5	3.25	\$40,524	\$45,149	\$49,107	\$54,918	\$52,000	\$75,337	\$18,403	33.51%
Technician, Radiology/X-Ray - 10M-22M	8	7.20	\$50,692	\$54,545	\$59,889	\$58,443	\$61,826	\$65,156	\$11,926	20.41%
Technician, Radiology/X-Ray - MT 22M	11	9.10	\$40,393	\$41,621	\$44,782	\$49,695	\$56,909	\$62,400	\$15,429	31.05%
TECHNICIAN, STERILIZATION - ALL	7	6.90	\$34,278	\$34,278	\$34,819	\$35,083	\$35,651	\$36,492	\$2,999	8.55%
Technician, Sterilization - LT 10M	1	1.00	*	*	*	*	*	*	*	*
Technician, Sterilization - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Technician, Sterilization - MT 22M	6	5.90	\$34,278	\$34,278	\$34,548	\$35,114	\$36,005	\$36,515	\$2,999	8.54%
TECHNICIAN, ULTRASOUND - ALL	10	7.15	\$80,622	\$82,152	\$90,833	\$90,474	\$93,848	\$103,682	\$19,977	22.08%
Technician, Ultrasound - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Technician, Ultrasound - 10M-22M	0	0.00	*	*	*	*	*	*	*	*
Technician, Ultrasound - MT 22M	10	7.15	\$80,622	\$82,152	\$90,833	\$90,474	\$93,848	\$103,682	\$19,977	22.08%
TECHNOLOGIST - ALL	7	5.60	\$41,816	\$42,172	\$44,000	\$52,328	\$60,684	\$71,398	\$8,080	15.44%
Technologist - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Technologist - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Technologist - MT 22M	6	4.60	\$41,787	\$42,053	\$43,206	\$52,327	\$62,777	\$71,989	\$7,848	15.00%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

TABLE 6: Alphabetical Listing of Clinical Positions with Salary and Benefits Summaries, 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
OTHER ALLIED HEALTH PROFESSIONALS** - ALL	59	32.67	\$73,728	\$79,404	\$85,134	\$87,868	\$96,225	\$102,685	\$11,458	13.04%
Other Allied Health Professionals - LT 10M	0	0.00	*	*	*	*	*	*	*	*
Other Allied Health Professionals - 10M-22M	1	1.00	*	*	*	*	*	*	*	*
Other Allied Health Professionals - MT 22M	58	31.67	\$73,695	\$79,414	\$85,134	\$88,110	\$96,337	\$102,724	\$11,542	13.10%
OTHER CLINICAL** - ALL	13	10.22	\$31,408	\$32,240	\$35,589	\$50,639	\$70,720	\$84,640	\$8,831	17.44%
Other Clinical - LT 10M	4	2.17	*	*	*	*	*	*	*	*
Other Clinical - 10M-22M	3	2.20	*	*	*	*	*	*	*	*
Other Clinical - MT 22M	6	5.85	\$32,240	\$33,077	\$35,589	\$45,943	\$50,147	\$70,000	\$8,665	18.86%

*Count must be five+ to provide salary and benefits data. **Refer to the Job Description Summaries beginning on page 91 for positions included in "Other" categories.

D. Salary and Benefits Breakdowns – Administrative Leadership Team

TABLE 7: Administrative Leadership Salary and Benefits Breakdown – Development/Grants Director

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
DEVELOPMENT/GRANTS DIRECTOR - ALL	16	15.50	\$107,156	\$108,105	\$17,831	16.49%	10.1
Breakdown by Annual Budget[^]							
Development/Grants Director - LT 10M	4	3.50	*	*	*	*	*
Development/Grants Director - 10M-22M	3	3.00	*	*	*	*	*
Development/Grants Director - MT 22M	9	9.00	\$115,002	\$118,470	\$23,074	19.48%	10.8
<i>Development/Grants Director - Up to 22M**</i>	7	6.50	\$99,931	\$94,778	\$11,089	11.70%	9.2
Breakdown by Number of Years Employed				**Combination of data for LT 10M and 10M-22M.			
Development/Grants Director - LT Five Years Employed	5	5.00	\$80,000	\$86,398	\$10,137	11.73%	1.4
Development/Grants Director - Five-Nine Years Employed	5	5.00	\$112,200	\$116,424	\$25,197	21.64%	7.8
Development/Grants Director - 10-19 Years Employed	4	3.50	*	*	*	*	*
Development/Grants Director - 20+ Years Employed	2	2.00	*	*	*	*	*
<i>Development Director - 10+ Years Employed**</i>	6	5.50	\$117,998	\$119,261	\$18,103	15.18%	19.2
Breakdown by Location				**Combination of data for 10-19 and 20+ Years Employed.			
Development/Grants Director - Urban	6	5.50	\$100,185	\$95,500	\$10,300	10.79%	11.0
Development/Grants Director - Rural	4	4.00	*	*	*	*	*
Development/Grants Director - Frontier and Rural/Frontier	1	1.00	*	*	*	*	*
Development/Grants Director - Urban/Rural and Urban/Rural/F.	5	5.00	\$120,993	\$118,225	\$23,271	19.68%	14.1
<i>Development Director - Non-Urban Mix**</i>	5	5.00	\$112,200	\$113,110	\$21,426	18.94%	5.1
Breakdown by Number of Health Center Sites				**Combination of data for Rural and Frontier and Rural/Frontier.			
Development/Grants Director - One-Four HC Site(s)	3	3.00	*	*	*	*	*
Development/Grants Director - Five-Nine HC Sites	5	4.50	\$115,002	\$111,566	\$16,172	14.50%	18.5
Development/Grants Director - Ten or More HC Sites	8	8.00	\$111,256	\$113,235	\$22,871	20.20%	7.4
<i>Development/Grants Director - One-Nine HC Sites**</i>	8	7.50	\$102,220	\$102,974	\$12,790	12.42%	12.9
Breakdown by Number of Employees⁺				**Combination of data for One-Four and Five-Nine HC Sites.			
Development/Grants Director - LT 80 Employees	4	3.50	*	*	*	*	*
Development/Grants Director - 80-250 Employees	6	6.00	\$105,376	\$99,332	\$19,929	20.06%	7.9
Development/Grants Director - MT 250 Employees	4	4.00	*	*	*	*	*
<i>Development/Grants Director - Up to 250 Employees**</i>	10	9.50	\$100,185	\$96,596	\$14,417	14.93%	7.7
<i>Development/Grants Director - 80+ Employees***</i>	10	10.00	\$111,256	\$112,371	\$22,945	20.42%	9.2
Breakdown by Number of Full Time Equivalents (FTEs)⁺				**Combination of data for LT 80 and 80-250 Employees.			
Development/Grants Director - LT 175 FTEs	8	7.50	\$100,185	\$96,719	\$10,726	11.09%	8.3
Development/Grants Director - 175+ FTEs	6	6.00	\$123,350	\$119,988	\$28,041	23.37%	9.2
Breakdown by Executive Team							
Development/Grants Director - Executive Team Member	7	6.50	\$104,000	\$114,809	\$21,090	18.37%	13.7
Development/Grants Director - Not Executive Team Member	9	9.00	\$110,312	\$102,890	\$15,295	14.87%	7.3

^{*}Count must be five+ to provide salary and benefits data. [^]Insufficient data to report the Extra: 50M+ category.

⁺Includes data for 14 Development/Grants Directors from health centers reporting salary and benefits data for all employees.

TABLE 8: 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	49	47.25	\$178,694	\$198,147	\$23,899	12.06%	12.2
Breakdown by Annual Budget							
Executive Director/CEO - LT 10M	18	17.25	\$136,000	\$142,269	\$21,216	14.91%	9.5
Executive Director/CEO - 10M-22M	14	13.50	\$176,847	\$186,909	\$15,727	8.41%	10.0
Executive Director/CEO - MT 22M	17	16.50	\$250,783	\$266,566	\$33,221	12.46%	16.8
Extra: Executive Director/CEO - 50M+	6	6.00	\$326,500	\$331,344	\$47,800	14.43%	14.1
Breakdown by Number of Years Employed*							
Executive Director/CEO - LT Five Years Employed	12	11.50	\$179,999	\$200,835	\$23,465	11.68%	2.3
Executive Director/CEO - Five-Nine Years Employed	13	12.25	\$165,000	\$171,233	\$18,716	10.93%	7.6
Executive Director/CEO - 10-19 Years Employed	10	9.50	\$177,500	\$200,636	\$29,804	14.85%	13.8
Executive Director/CEO - 20+ Years Employed	13	13.00	\$221,450	\$223,711	\$24,956	11.16%	24.9
Breakdown by Location							
Executive Director/CEO - Urban	14	14.00	\$168,573	\$186,656	\$19,175	10.27%	14.5
Executive Director/CEO - Rural	17	15.75	\$165,000	\$171,202	\$19,992	11.68%	8.6
Executive Director/CEO - Frontier and Rural/Frontier	5	4.50	\$221,450	\$185,959	\$16,768	9.02%	12.7
Executive Director/CEO - Urban/Rural and Urban/Rural/Frontier	13	13.00	\$238,576	\$250,445	\$36,872	14.72%	14.1
Breakdown by Number of Health Center Sites							
Executive Director/CEO - One-Four HC Site(s)	19	18.25	\$151,410	\$146,405	\$21,461	14.66%	9.0
Executive Director/CEO - Five-Nine HC Sites	14	13.00	\$186,000	\$202,447	\$20,239	10.00%	14.6
Executive Director/CEO - Ten or More HC Sites	16	16.00	\$241,067	\$255,828	\$29,753	11.63%	14.2
Breakdown by Number of Employees*							
Executive Director/CEO - LT 80 Employees	18	17.25	\$136,000	\$140,570	\$15,017	10.68%	9.9
Executive Director/CEO - 80-250 Employees	20	19.00	\$179,347	\$201,742	\$30,022	14.88%	12.0
Executive Director/CEO - MT 250 Employees	8	8.00	\$246,458	\$278,062	\$26,290	9.45%	15.7
Breakdown by Number of Full Time Equivalents (FTEs)+							
Executive Director/CEO - LT 175 FTEs	35	33.25	\$158,538	\$165,796	\$18,817	11.35%	10.2
Executive Director/CEO - 175+ FTEs	11	11.00	\$242,133	\$271,523	\$39,256	14.46%	17.1
Breakdown by Executive Team							
Executive Director/CEO - Executive Team Member	49	47.25	\$178,694	\$198,147	\$23,899	12.06%	12.2
Executive Director/CEO - Not Executive Team Member	0	0.00	*	*	*	*	*

*Count must be five+ to provide salary and benefits data. *Includes data for 48 Executive Directors/CEOs reported with dates of hire.

+Includes data for 46 Executive Directors/CEOs from health centers reporting salary and benefits data for all employees.

TABLE 9: 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	40	39.75	\$125,236	\$129,699	\$18,790	14.49%	6.2
Breakdown by Annual Budget							
Fiscal Director/CFO - LT 10M	13	12.75	\$100,000	\$107,654	\$19,305	17.93%	4.1
Fiscal Director/CFO - 10M-22M	12	12.00	\$114,390	\$120,386	\$11,864	9.86%	6.9
Fiscal Director/CFO - MT 22M	15	15.00	\$149,645	\$156,255	\$23,919	15.31%	7.3
Extra: Fiscal Director/CFO - 50M+	5	5.00	\$177,907	\$176,437	\$35,201	19.95%	6.8
Breakdown by Number of Years Employed*							
Fiscal Director/CFO - LT Five Years Employed	18	17.75	\$120,042	\$130,029	\$21,009	16.16%	2.2
Fiscal Director/CFO - Five-Nine Years Employed	15	15.00	\$122,364	\$122,681	\$15,075	12.29%	6.7
Fiscal Director/CFO - 10-19 Years Employed	5	5.00	\$162,769	\$150,120	\$21,067	14.03%	14.7
Fiscal Director/CFO - 20+ Years Employed	1	1.00	*	*	*	*	*
Breakdown by Location							
Fiscal Director/CFO - Urban	9	9.00	\$128,501	\$128,867	\$15,629	12.13%	6.5
Fiscal Director/CFO - Rural	14	14.00	\$114,390	\$115,308	\$15,023	13.03%	7.0
Fiscal Director/CFO - Frontier and Rural/Frontier	5	4.75	\$100,000	\$117,335	\$19,023	16.21%	3.4
Fiscal Director/CFO - Urban/Rural and Urban/Rural/Frontier	12	12.00	\$142,231	\$152,264	\$25,145	16.51%	6.4
Breakdown by Number of Health Center Sites							
Fiscal Director/CFO - One-Four HC Site(s)	14	13.75	\$107,463	\$112,263	\$17,097	15.23%	4.9
Fiscal Director/CFO - Five-Nine HC Sites	13	13.00	\$128,107	\$124,968	\$16,195	12.96%	8.1
Fiscal Director/CFO - Ten or More HC Sites	13	13.00	\$149,645	\$153,206	\$23,010	15.02%	5.8
Breakdown by Number of Employees*							
Fiscal Director/CFO - LT 80 Employees	12	11.75	\$100,000	\$98,845	\$15,439	15.62%	4.6
Fiscal Director/CFO - 80-250 Employees	18	18.00	\$125,433	\$132,602	\$19,282	14.54%	8.0
Fiscal Director/CFO - MT 250 Employees	7	7.00	\$149,645	\$154,991	\$23,022	14.85%	4.4
Breakdown by Number of Full Time Equivalents (FTEs)*							
Fiscal Director/CFO - LT 175 Full-Time Equivalents (FTEs)	28	27.75	\$114,308	\$116,514	\$15,517	13.32%	6.7
Fiscal Director/CFO - 175+ Full-Time Equivalents (FTEs)	9	9.00	\$149,645	\$155,057	\$28,789	18.57%	5.0
Breakdown by Executive Team							
Fiscal Director/CFO - Executive Team Member	39	38.75	\$122,364	\$129,740	\$18,790	14.48%	6.2
Fiscal Director/CFO - Not Executive Team Member	1	1.00	*	*	*	*	*

*Count must be five+ to provide salary and benefits data. *Includes data for 39 Fiscal Directors/CFOs reported with dates of hire.

*Includes data for 37 Fiscal Directors/CFOs from health centers reporting salary and benefits data for all employees.

TABLE 10: Administrative Leadership Salary and Benefits Breakdown – Other Fiscal Director

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
OTHER FISCAL DIRECTOR - ALL	19	19.00	\$93,870	\$95,893	\$14,899	15.54%	6.0
Breakdown by Annual Budget[^]							
Other Fiscal Director - LT 10M	1	1.00	*	*	*	*	*
Other Fiscal Director - 10M-22M	5	5.00	\$83,500	\$89,261	\$10,374	11.62%	3.3
Other Fiscal Director - MT 22M	13	13.00	\$93,870	\$98,390	\$16,517	16.79%	7.1
Breakdown by Number of Years Employed							
Other Fiscal Director - LT Five Years Employed	10	10.00	\$103,498	\$102,178	\$12,092	11.83%	2.6
Other Fiscal Director - Five-Nine Years Employed	6	6.00	\$81,259	\$87,813	\$18,874	21.49%	6.4
Other Fiscal Director - 10-19 Years Employed	3	3.00	*	*	*	*	*
Other Fiscal Director - 20+ Years Employed	0	0.00	*	*	*	*	*
Other Fiscal Director - Five-19 Years Employed**	9	9.00	\$82,000	\$88,910	\$18,018	20.27%	9.8
Breakdown by Location **Combination of data for Five-Nine and 10-19 Years Employed.							
Other Fiscal Director - Urban	6	6.00	\$98,435	\$94,241	\$18,088	19.19%	5.5
Other Fiscal Director - Rural	6	6.00	\$82,750	\$86,487	\$12,128	14.02%	6.4
Other Fiscal Director - Frontier and Rural/Frontier	1	1.00	*	*	*	*	*
Other Fiscal Director - Urban/Rural and Urban/Rural/Frontier	6	6.00	\$107,921	\$106,834	\$14,217	13.31%	6.3
Breakdown by Number of Health Center Sites							
Other Fiscal Director - One-Four HC Site(s)	2	2.00	*	*	*	*	*
Other Fiscal Director - Five-Nine HC Sites	5	5.00	\$107,557	\$107,377	\$15,928	14.83%	5.3
Other Fiscal Director - Ten or More HC Sites	12	12.00	\$82,750	\$92,069	\$15,004	16.30%	6.8
Other Fiscal Director - One-Nine HC Sites**	7	7.00	\$103,995	\$102,448	\$14,718	14.37%	4.6
Breakdown by Number of Employees⁺ **Combination of data for One-Four and Five-Nine HC Sites.							
Other Fiscal Director - LT 80 Employees	0	0.00	*	*	*	*	*
Other Fiscal Director - 80-250 Employees	8	8.00	\$93,018	\$92,832	\$10,590	11.41%	5.5
Other Fiscal Director - MT 250 Employees	10	10.00	\$87,935	\$96,747	\$18,158	18.77%	6.2
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Other Fiscal Director - LT 175 Full-Time Equivalents (FTEs)	8	8.00	\$93,018	\$92,832	\$10,590	11.41%	5.5
Other Fiscal Director - 175+ Full-Time Equivalents (FTEs)	10	10.00	\$87,935	\$96,747	\$18,158	18.77%	6.2
Breakdown by Executive Team							
Other Fiscal Director - Executive Team Member	1	1.00	*	*	*	*	*
Other Fiscal Director - Not Executive Team Member	18	18.00	\$91,655	\$95,092	\$15,272	16.06%	6.2

*Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.

+Includes data for 19 Other Fiscal Directors from health centers reporting salary and benefits data for all employees.

TABLE 11: Administrative Leadership Salary and Benefits Breakdown – Human Resources Director/CWO

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
HUMAN RESOURCES DIRECTOR/CWO - ALL	20	20.00	\$101,775	\$103,424	\$12,058	11.66%	8.0
Breakdown by Annual Budget[^]							
Human Resources Director/CWO - LT 10M	3	3.00	*	*	*	*	*
Human Resources Director/CWO - 10M-22M	6	6.00	\$96,024	\$93,783	\$8,275	8.82%	4.1
Human Resources Director/CWO - MT 22M	11	11.00	\$111,000	\$111,904	\$15,377	13.74%	10.8
<i>Human Resources Director/CWO - Up to 22M**</i>	9	9.00	\$95,018	\$93,060	\$7,494	8.05%	4.6
Breakdown by Number of Years Employed							
<i>**Combination of data for LT 10M and 10M-22M.</i>							
Human Resources Director/CWO - LT Five Years Employed	11	11.00	\$101,455	\$102,439	\$12,558	12.26%	2.3
Human Resources Director/CWO - Five-Nine Years Employed	3	3.00	*	*	*	*	*
Human Resources Director/CWO - 10-19 Years Employed	4	4.00	*	*	*	*	*
Human Resources Director/CWO - 20+ Years Employed	2	2.00	*	*	*	*	*
<i>Human Resources Director/CWO - Five+ Years Employed**</i>	9	9.00	\$102,094	\$104,629	\$11,502	10.99%	15.0
Breakdown by Location							
<i>**Combination of data for Five-Nine, 10-19, and 20+ Years Employed.</i>							
HR Director/CWO - Urban	4	4.00	*	*	*	*	*
HR Director/CWO - Rural	5	5.00	\$97,029	\$96,686	\$7,886	8.16%	8.9
HR Director/CWO - Frontier and Rural/Frontier	2	2.00	*	*	*	*	*
HR Director/CWO - Urban/Rural and Urban/Rural/Frontier	9	9.00	\$102,094	\$105,505	\$15,536	14.73%	5.0
<i>HR Director/CWO - Urban Mix**</i>	13	13.00	\$102,094	\$106,940	\$14,778	13.82%	7.8
<i>HR Director/CWO - Non-Urban Mix***</i>	7	7.00	\$97,029	\$96,894	\$7,394	7.63%	8.4
<i>**Combination of data for Urban and Urban/Rural and Urban/Rural/Frontier.</i>							
Breakdown by Number of Health Center Sites							
<i>***Combination of data for Rural and Frontier and Rural/Frontier.</i>							
Human Resources Director/CWO - One-Four HC Site(s)	5	5.00	\$95,018	\$91,703	\$8,270	9.02%	4.5
Human Resources Director/CWO - Five-Nine HC Sites	5	5.00	\$109,824	\$102,452	\$12,088	11.80%	4.9
Human Resources Director/CWO - Ten or More HC Sites	10	10.00	\$108,004	\$109,771	\$14,145	12.89%	11.4
Breakdown by Number of Employees⁺							
Human Resources Director/CWO - LT 80 Employees	3	3.00	*	*	*	*	*
Human Resources Director/CWO - 80-250 Employees	9	9.00	\$95,018	\$94,659	\$11,316	11.95%	5.6
Human Resources Director/CWO - MT 250 Employees	6	6.00	\$118,670	\$116,846	\$15,046	12.88%	13.7
<i>Human Resources Director/CWO - Up to 250 Employees**</i>	13	13.00	\$95,018	\$96,301	\$10,440	10.84%	6.0
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
<i>**Combination of data for LT 80 and 80-250 Employees.</i>							
Human Resources Director/CWO - LT 175 FTEs	10	10.00	\$96,024	\$94,466	\$7,570	8.01%	4.2
Human Resources Director/CWO - 175+ FTEs	8	8.00	\$109,944	\$109,432	\$15,936	14.56%	13.8
Breakdown by Executive Team							
Human Resources Director/CWO - Executive Team Member	14	14.00	\$99,562	\$102,914	\$11,076	10.76%	7.7
Human Resources Director/CWO - Not Executive Team Member	6	6.00	\$105,172	\$104,614	\$14,807	14.15%	8.8

*Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.

+Includes data for 18 Human Resources Directors/CWOs from health centers reporting salary and benefits data for all employees.

TABLE 12: Administrative Leadership Salary and Benefits Breakdown – Information Technology Director/CIO

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
INFORMATION TECHNOLOGY DIRECTOR/CIO - ALL	19	19.00	\$115,003	\$115,925	\$16,992	14.66%	10.3
Breakdown by Annual Budget[^]							
Information Technology Director/CIO - LT 10M	3	3.00	*	*	*	*	*
Information Technology Director/CIO - 10M-22M	4	4.00	*	*	*	*	*
Information Technology Director/CIO - MT 22M	12	12.00	\$122,580	\$126,703	\$19,345	15.27%	13.1
<i>Information Technology Director - Up to 22M**</i>	7	7.00	\$92,000	\$97,448	\$12,958	13.30%	5.5
Breakdown by Number of Years Employed				**Combination of data for LT 10M and 10M-22M.			
Information Technology Director/CIO - LT Five Years Employed	5	5.00	\$105,570	\$112,662	\$5,543	4.92%	1.3
Information Technology Director/CIO - Five-Nine Years Employed	5	5.00	\$86,847	\$88,362	\$16,473	18.64%	7.0
Information Technology Director/CIO - 10-19 Years Employed	6	6.00	\$125,797	\$129,965	\$27,092	20.85%	13.8
Information Technology Director/CIO - 20+ Years Employed	3	3.00	*	*	*	*	*
<i>Information Technology Director/CIO - 10+ Employed**</i>	9	9.00	\$123,594	\$133,050	\$23,641	17.77%	17.1
Breakdown by Location				**Combination of data for 10-19 and 20+ Years Employed.			
IT Director/CIO - Urban	5	5.00	\$112,757	\$112,384	\$16,380	14.58%	7.6
IT Director/CIO - Rural	5	5.00	\$92,000	\$109,421	\$15,070	13.77%	11.3
IT Director/CIO - Frontier and Rural/Frontier	1	1.00	*	*	*	*	*
IT Director/CIO - Urban/Rural and Urban/Rural/Frontier	8	8.00	\$118,285	\$117,898	\$16,767	14.22%	11.0
Breakdown by Number of Health Center Sites							
Information Technology Director/CIO - One-Four HC Site(s)	3	3.00	*	*	*	*	*
Information Technology Director/CIO - Five-Nine HC Sites	6	6.00	\$121,502	\$118,555	\$19,677	16.60%	14.9
Information Technology Director/CIO - Ten or More HC Sites	10	10.00	\$120,783	\$121,617	\$17,380	14.29%	9.7
<i>Information Technology Director - One-Nine HC Sites**</i>	9	9.00	\$113,052	\$109,600	\$16,561	15.11%	10.9
Breakdown by Number of Employees⁺				**Combination of data for One-Four and Five-Nine HC Sites.			
Information Technology Director/CIO - LT 80 Employees	2	2.00	*	*	*	*	*
Information Technology Director/CIO - 80-250 Employees	8	8.00	\$92,000	\$101,491	\$20,699	20.39%	8.0
Information Technology Director/CIO - MT 250 Employees	7	7.00	\$123,594	\$132,815	\$15,590	11.74%	11.5
<i>Information Technology Director - Up to 250 Employees**</i>	10	10.00	\$96,528	\$101,855	\$17,886	17.56%	7.1
Breakdown by Number of Full Time Equivalents (FTEs)⁺				**Combination of data for LT 80 and 80-250 Employees.			
Information Technology Director/CIO - LT 175 FTEs	8	8.00	\$96,528	\$101,267	\$14,172	13.99%	6.3
Information Technology Director/CIO - 175+ FTEs	9	9.00	\$121,566	\$126,458	\$19,401	15.34%	11.2
Breakdown by Executive Team							
Information Technology Director/CIO - Executive Team Member	8	8.00	\$117,502	\$120,099	\$20,713	17.25%	15.6
Information Technology Director/CIO - Not Exec. Team Member	11	11.00	\$112,757	\$112,889	\$14,286	12.65%	6.4

*Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.

+Includes data for 17 Information Technology Directors/CIOs from health centers reporting salary and benefits data for all employees.

TABLE 13: Administrative Leadership Salary and Benefits Breakdown – Operations Director/COO

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed [†]
OPERATIONS DIRECTOR/COO - ALL	34	32.79	\$134,448	\$137,919	\$21,073	15.28%	9.0
Breakdown by Annual Budget							
Operations Director/COO - LT 10M	8	8.00	\$94,624	\$105,789	\$15,348	14.51%	9.6
Operations Director/COO - 10M-22M	12	10.79	\$131,948	\$131,352	\$21,781	16.58%	7.1
Operations Director/COO - MT 22M	14	14.00	\$148,222	\$161,908	\$23,379	14.44%	10.4
Extra: Operations Director/COO - 50M+	5	5.00	\$140,327	\$170,060	\$30,285	17.81%	8.1
Breakdown by Number of Years Employed[‡]							
Operations Director/COO - LT Five Years Employed	15	15.00	\$133,895	\$142,205	\$17,038	11.98%	1.8
Operations Director/COO - Five-Nine Years Employed	7	6.60	\$135,000	\$117,938	\$23,970	20.32%	7.8
Operations Director/COO - 10-19 Years Employed	8	8.00	\$149,686	\$152,236	\$19,634	12.90%	16.8
Operations Director/COO - 20+ Years Employed	3	2.19	*	*	*	*	*
Operations Director/COO - 10+ Years Employed**	11	10.19	\$140,850	\$147,698	\$24,365	16.50%	19.7
Breakdown by Location **Combination of data for 10-19 and 20+ Years Employed.							
Operations Director/COO - Urban	9	7.79	\$147,290	\$154,724	\$24,750	16.00%	6.5
Operations Director/COO - Rural	12	12.00	\$107,567	\$117,993	\$15,677	13.29%	9.4
Operations Director/COO - Frontier and Rural/Frontier	2	2.00	*	*	*	*	*
Operations Director/COO - Urban/Rural and Urban/Rural/Frontier	11	11.00	\$133,895	\$142,417	\$24,379	17.12%	9.4
Operations Director/COO - Non-Urban Mix**	14	14.00	\$107,567	\$123,581	\$16,013	12.96%	10.4
Breakdown by Number of Health Center Sites **Combination of data for Rural and Frontier and Rural/Frontier.							
Operations Director/COO - One-Four HC Site(s)	9	7.79	\$104,851	\$115,086	\$23,798	20.68%	10.6
Operations Director/COO - Five-Nine HC Sites	12	12.00	\$107,967	\$131,877	\$15,074	11.43%	8.3
Operations Director/COO - Ten or More HC Sites	13	13.00	\$143,444	\$159,303	\$24,473	15.36%	8.5
Breakdown by Number of Employees[‡]							
Operations Director/COO - LT 80 Employees	8	8.00	\$102,426	\$102,115	\$15,265	14.95%	6.0
Operations Director/COO - 80-250 Employees	18	16.79	\$129,419	\$133,146	\$22,134	16.62%	11.0
Operations Director/COO - MT 250 Employees	5	5.00	\$175,000	\$179,456	\$25,882	14.42%	5.6
Breakdown by Number of Full Time Equivalents (FTEs)[‡]							
Operations Director/COO - LT 175 FTEs	23	21.79	\$109,200	\$121,926	\$18,267	14.98%	8.2
Operations Director/COO - 175+ FTEs	8	8.00	\$148,222	\$163,314	\$29,476	18.05%	11.2
Breakdown by Executive Team							
Operations Director/COO - Executive Team Member	33	31.79	\$135,000	\$138,888	\$21,073	15.17%	9.0
Operations Director/COO - Not Executive Team Member	1	1.00	*	*	*	*	*

*Count must be five+ to provide salary and benefits data. †Includes data for 33 Operations Directors/COOs reported with dates of hire.

‡Includes data for 31 Operations Directors/COOs from health centers reporting salary and benefits data for all employees.

TABLE 14: Administrative Leadership Salary and Benefits Breakdown – Other Operations Director

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
OTHER OPERATIONS DIRECTOR - ALL	64	63.11	\$92,595	\$93,368	\$17,570	18.82%	8.6
Breakdown by Annual Budget							
Other Operations Director - LT 10M	4	4.00	*	*	*	*	*
Other Operations Director - 10M-22M	7	6.31	\$122,500	\$111,994	\$16,093	14.37%	3.6
Other Operations Director - MT 22M	53	52.80	\$94,411	\$91,960	\$17,868	19.43%	9.4
Other Operations Director - Up to 22M**	11	10.31	\$90,667	\$100,152	\$15,989	15.96%	4.7
Extra: Other Operations Director - 50M+	41	41.00	\$91,636	\$87,804	\$18,872	21.49%	9.9
Breakdown by Number of Years Employed							
**Combination of data for LT 10M and 10M-22M.							
Other Operations Director - LT Five Years Employed	24	23.11	\$100,816	\$105,734	\$11,199	10.59%	2.4
Other Operations Director - Five-Nine Years Employed	16	16.00	\$93,621	\$96,483	\$18,906	19.60%	6.6
Other Operations Director - 10-19 Years Employed	20	20.00	\$68,086	\$78,923	\$21,917	27.77%	14.6
Other Operations Director - 20+ Years Employed	4	4.00	*	*	*	*	*
Other Operations Director - 10+ Years Employed**	24	24.00	\$70,595	\$78,926	\$23,105	29.27%	16.2
Breakdown by Location							
**Combination of data for 10-19 and 20+ Years Employed.							
Other Operations Director - Urban	11	10.31	\$103,782	\$107,470	\$18,679	17.38%	5.0
Other Operations Director - Rural	7	6.80	\$100,620	\$103,095	\$10,681	10.36%	7.0
Other Operations Director - Frontier / Rural/Frontier	1	1.00	*	*	*	*	*
Other Operations Director - Urban/Rural and Urban/Rural/Frontier	45	45.00	\$91,636	\$88,468	\$18,462	20.87%	9.7
Breakdown by Number of Health Center Sites							
Other Operations Director - One-Four HC Site(s)	6	5.31	\$91,415	\$97,816	\$19,728	20.17%	5.0
Other Operations Director - Five-Nine HC Sites	9	9.00	\$92,359	\$97,192	\$14,378	14.79%	7.1
Other Operations Director - Ten or More HC Sites	49	48.80	\$94,411	\$92,121	\$17,936	19.47%	9.3
Breakdown by Number of Employees⁺							
Other Operations Director - LT 80 Employees	4	4.00	*	*	*	*	*
Other Operations Director - 80-250 Employees	11	10.31	\$110,302	\$110,529	\$17,231	15.59%	5.2
Other Operations Director - MT 250 Employees	46	45.80	\$91,684	\$89,236	\$17,956	20.12%	9.5
Other Operations Director - Up to 250 Employees**	15	14.31	\$96,994	\$102,192	\$17,643	17.26%	5.6
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
**Combination of data for LT 80 and 80-250 Employees.							
Other Operations Director - LT 175 FTEs	12	11.31	\$91,749	\$100,998	\$15,279	15.13%	4.5
Other Operations Director - 175+ FTEs	49	48.80	\$92,359	\$90,322	\$18,468	20.45%	9.5
Breakdown by Executive Team							
Other Operations Director - Executive Team Member	13	12.31	\$108,425	\$103,979	\$19,793	19.04%	7.3
Other Operations Director - Not Executive Team Member	51	50.80	\$91,732	\$90,663	\$16,992	18.74%	8.9

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

+Includes data for 61 Other Operations Directors from health centers reporting salary and benefits data for all employees.

TABLE 15: Administrative Leadership Salary and Benefits Breakdown – Program Director

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PROGRAM DIRECTOR - ALL	39	37.00	\$90,051	\$90,539	\$13,682	15.11%	5.3
Breakdown by Annual Budget[^]							
Program Director - LT 10M	1	1.00	*	*	*	*	*
Program Director - 10M-22M	5	5.00	\$72,420	\$71,716	\$9,225	12.86%	5.4
Program Director - MT 22M	33	31.00	\$90,715	\$93,965	\$14,633	15.57%	5.3
Breakdown by Number of Years Employed							
Program Director - LT Five Years Employed	24	24.00	\$90,715	\$92,818	\$13,476	14.52%	2.2
Program Director - Five-Nine Years Employed	8	8.00	\$85,876	\$87,800	\$14,766	16.82%	7.5
Program Director - 10-19 Years Employed	7	5.00	\$83,127	\$85,856	\$13,121	15.28%	13.5
Program Director - 20+ Years Employed	0	0.00	*	*	*	*	*
Breakdown by Location							
Program Director - Urban	6	4.00	\$83,127	\$79,742	\$9,117	11.43%	11.0
Program Director - Rural	6	6.00	\$81,547	\$86,419	\$14,031	16.24%	2.7
Program Director - Frontier and Rural/Frontier	0	0.00	*	*	*	*	*
Program Director - Urban/Rural and Urban/Rural/Frontier	27	27.00	\$90,715	\$93,854	\$14,655	15.61%	4.6
Breakdown by Number of Health Center Sites							
Program Director - One-Four HC Site(s)	3	3.00	*	*	*	*	*
Program Director - Five-Nine HC Sites	24	22.00	\$90,715	\$97,277	\$13,635	14.02%	5.2
Program Director - Ten or More HC Sites	12	12.00	\$78,247	\$80,608	\$15,586	19.34%	4.5
<i>Program Director - One-Nine HC Sites**</i>	<i>27</i>	<i>25.00</i>	<i>\$90,715</i>	<i>\$94,953</i>	<i>\$12,906</i>	<i>13.59%</i>	<i>5.6</i>
Breakdown by Number of Employees⁺				<i>**Combination of data for One-Four and Five-Nine HC Sites.</i>			
Program Director - LT 80 Employees	1	1.00	*	*	*	*	*
Program Director - 80-250 Employees	15	13.00	\$81,600	\$79,046	\$11,922	15.08%	7.0
Program Director - MT 250 Employees	2	2.00	*	*	*	*	*
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Program Director - LT 175 Full-Time Equivalents (FTEs)	11	9.00	\$83,127	\$80,687	\$8,689	10.77%	7.0
Program Director - 175+ Full-Time Equivalents (FTEs)	7	7.00	\$75,000	\$79,742	\$19,894	24.95%	6.2
Breakdown by Executive Team							
Program Director - Executive Team Member	6	4.00	\$77,469	\$75,472	\$12,149	16.10%	11.9
Program Director - Not Executive Team Member	33	33.00	\$90,715	\$93,278	\$13,969	14.98%	4.1

**Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.*

**Includes data for 18 Program Directors from health centers reporting salary and benefits data for all employees.*

TABLE 16: Administrative Leadership Salary and Benefits Breakdown – Quality Improvement/Assurance Director

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
QUALITY IMPROVEMENT/ASSURANCE DIRECTOR - ALL	28	27.29	\$97,587	\$100,818	\$15,552	15.43%	6.4
Breakdown by Annual Budget							
Quality Improvement/Assurance Director - LT 10M	4	4.00	*	*	*	*	*
Quality Improvement/Assurance Director - 10M-22M	8	7.50	\$87,499	\$89,148	\$9,536	10.70%	5.0
Quality Improvement/Assurance Director - MT 22M	16	15.79	\$100,553	\$111,571	\$18,258	16.36%	8.1
Quality Improvement/Assurance Director - Up to 22M**	12	11.50	\$87,499	\$86,482	\$11,616	13.43%	4.2
Extra: Quality Improvement/Assurance Director - 50M+	9	8.79	\$123,839	\$123,404	\$18,945	15.35%	7.0
Breakdown by Number of Years Employed							
**Combination of data for LT 10M and 10M-22M.							
Quality Improvement/Assurance Dir. - LT Five Years Employed	17	16.50	\$95,000	\$100,739	\$16,479	16.36%	2.8
Quality Improvement/Assurance Dir. - Five-Nine Years Employed	6	5.79	\$115,080	\$106,845	\$16,486	15.43%	7.3
Quality Improvement/Assurance Dir. - 10-19 Years Employed	3	3.00	*	*	*	*	*
Quality Improvement/Assurance Dir. - 20+ Years Employed	2	2.00	*	*	*	*	*
Quality Improvement/Assurance Director - 10+ Years Employed**	5	5.00	\$97,830	\$93,858	\$10,211	10.88%	17.6
Breakdown by Location							
**Combination of data for 10-19 and 20+ Years.							
QI/A Director - Urban	7	7.00	\$99,965	\$115,856	\$17,057	14.72%	7.2
QI/A Director - Rural	8	8.00	\$88,914	\$88,116	\$12,324	13.99%	7.1
QI/A Director - Frontier and Rural/Frontier	2	2.00	*	*	*	*	*
QI/A Director - Urban/Rural and Urban/Rural/Frontier	11	10.29	\$95,000	\$100,854	\$17,119	16.97%	6.1
QI/A Director - Non-Urban Mix**	10	10.00	\$97,587	\$90,253	\$12,926	14.32%	6.2
Breakdown by Number of Health Center Sites							
**Combination of data for Rural and Frontier and Rural/Frontier.							
Quality Improvement/Assurance Director - One-Four HC Site(s)	5	4.50	\$79,997	\$87,574	\$14,056	16.05%	4.3
Quality Improvement/Assurance Director - Five-Nine HC Sites	10	10.00	\$90,232	\$88,037	\$14,082	16.00%	3.7
Quality Improvement/Assurance Director - Ten or More HC Sites	13	12.79	\$106,321	\$115,744	\$17,144	14.81%	9.3
Breakdown by Number of Employees*							
Quality Improvement/Assurance Director - LT 80 Employees	2	2.00	*	*	*	*	*
Quality Improvement/Assurance Director - 80-250 Employees	13	12.50	\$95,000	\$90,068	\$14,786	16.42%	3.9
Quality Improvement/Assurance Director - MT 250 Employees	10	9.79	\$100,553	\$104,945	\$17,266	16.45%	10.7
Quality Imp./Assurance Director - Up to 250 Employees**	15	14.50	\$80,000	\$86,526	\$14,842	17.15%	3.8
Breakdown by Number of Full Time Equivalents (FTEs)*							
**Combination of data for LT 80 and 80-250 Employees.							
Quality Improvement/Assurance Director - LT 175 FTEs	13	12.50	\$79,997	\$85,445	\$12,107	14.17%	4.0
Quality Improvement/Assurance Director - 175+ FTEs	12	11.79	\$100,553	\$103,046	\$19,597	19.02%	9.4
Breakdown by Executive Team							
Quality Improvement/Assurance Dir. - Executive Team Member	9	8.50	\$99,965	\$91,705	\$16,418	17.90%	6.3
Quality Improvement/Assurance Dir. - Not Exec. Team Member	19	18.79	\$97,344	\$105,135	\$15,119	14.38%	6.5

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

*Includes data for 25 Quality Improvement/Assurance Directors from health centers reporting salary and benefits data for all employees.

TABLE 17: Administrative Leadership Salary and Benefits Breakdown – Other Directors (Administrative)

ADMINISTRATIVE LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
OTHER DIRECTORS (ADMINISTRATIVE)** - ALL	74	72.65	\$91,208	\$96,897	\$16,431	16.96%	7.2
Breakdown by Annual Budget							
Other Directors (Administrative) - LT 10M	12	12.00	\$87,553	\$96,989	\$22,011	22.69%	1.6
Other Directors (Administrative) - 10M-22M	16	15.45	\$79,000	\$85,374	\$14,800	17.34%	8.3
Other Directors (Administrative) - MT 22M	46	45.20	\$92,556	\$100,882	\$15,750	15.61%	8.2
Extra: Other Directors (Administrative) - 50M+	24	23.65	\$95,602	\$108,621	\$16,446	15.14%	7.4
Breakdown by Number of Years Employed							
Other Directors (Administrative) - LT Five Years Employed	39	38.80	\$84,970	\$90,546	\$15,894	17.55%	2.2
Other Directors (Administrative) - Five-Nine Years Employed	15	14.40	\$96,242	\$112,514	\$17,285	15.36%	7.1
Other Directors (Administrative) - 10-19 Years Employed	15	14.65	\$95,514	\$100,149	\$14,166	14.15%	14.2
Other Directors (Administrative) - 20+ Years Employed	5	4.80	\$96,138	\$89,828	\$24,532	27.31%	25.4
Breakdown by Location							
Other Directors (Admin.) - Urban	13	12.00	\$92,935	\$91,422	\$17,012	18.61%	6.9
Other Directors (Admin.) - Rural	22	22.00	\$84,780	\$87,891	\$11,411	12.98%	8.8
Other Directors (Admin.) - Frontier and Rural/Frontier	3	3.00	*	*	*	*	*
Other Directors (Admin.) - Urban/Rural and Urban/Rural/Frontier	36	35.65	\$92,730	\$101,008	\$18,555	18.37%	6.7
Other Directors (Admin.) - Non-Urban Mix**	25	25.00	\$90,106	\$93,824	\$12,870	13.72%	8.0
Breakdown by Number of Health Center Sites							
**Combination of data for Rural and Frontier and Rural/Frontier.							
Other Directors (Administrative) - One-Four HC Site(s)	10	9.55	\$95,007	\$91,067	\$24,266	26.65%	6.0
Other Directors (Administrative) - Five-Nine HC Sites	25	24.90	\$92,178	\$100,553	\$16,639	16.55%	8.3
Other Directors (Administrative) - Ten or More HC Sites	39	38.20	\$90,780	\$96,049	\$14,243	14.83%	6.7
Breakdown by Number of Employees⁺							
Other Directors (Administrative) - LT 80 Employees	7	7.00	\$76,003	\$81,337	\$12,246	15.06%	1.8
Other Directors (Administrative) - 80-250 Employees	27	26.45	\$90,780	\$93,435	\$19,494	20.86%	7.1
Other Directors (Administrative) - MT 250 Employees	29	28.20	\$87,381	\$99,036	\$14,688	14.83%	7.1
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Other Directors (Administrative) - LT 175 FTEs	29	28.45	\$85,000	\$90,700	\$17,319	19.09%	5.7
Other Directors (Administrative) - 175+ FTEs	34	33.20	\$88,712	\$98,054	\$15,992	16.31%	7.2
Breakdown by Executive Team							
Other Directors (Administrative) - Executive Team Member	19	18.55	\$97,500	\$105,022	\$21,885	20.84%	7.4
Other Directors (Administrative) - Not Executive Team Member	55	54.10	\$90,043	\$94,091	\$14,438	15.34%	7.1

*Count must be five+ to provide salary and benefits data. *Includes data for 63 Other Directors (Administrative) from health centers reporting salary and benefits data for all employees. **Includes Facilities Director, Human Resources Director (Other), Information Technology Director (Other), and Other Director (Administrative).

See page 97 for titles reported under Other Director (Administrative).

E. Salary and Benefits Breakdowns – Clinical Leadership Team

TABLE 18: Clinical Leadership Salary and Benefits Breakdown – Behavioral Health Director/CBHO

CLINICAL LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
BEHAVIORAL HEALTH DIRECTOR/CBHO - ALL	29	28.40	\$118,810	\$118,481	\$14,370	12.13%	5.6
Breakdown by Annual Budget[^]							
Behavioral Health Director/CBHO - LT 10M	5	4.80	\$119,850	\$116,757	\$14,806	12.68%	4.1
Behavioral Health Director/CBHO - 10M-22M	11	10.60	\$114,490	\$108,385	\$11,405	10.52%	6.4
Behavioral Health Director/CBHO - MT 22M	13	13.00	\$118,810	\$127,686	\$16,744	13.11%	5.5
Breakdown by Number of Years Employed							
Behavioral Health Director/CBHO - LT Five Years Employed	16	15.80	\$114,905	\$117,953	\$15,454	13.10%	2.6
Behavioral Health Director/CBHO - Five-Nine Years Employed	10	9.60	\$119,006	\$117,101	\$12,281	10.49%	7.0
Behavioral Health Director/CBHO - 10-19 Years Employed	2	2.00	*	*	*	*	*
Behavioral Health Director/CBHO - 20+ Years Employed	1	1.00	*	*	*	*	*
<i>Behavioral Health Director/CBHO - Five+ Years Employed**</i>	<i>13</i>	<i>12.60</i>	<i>\$123,522</i>	<i>\$119,130</i>	<i>\$13,118</i>	<i>11.01%</i>	<i>9.4</i>
Breakdown by Location							
BH Director/CBHO - Urban	6	5.80	\$115,425	\$114,608	\$15,170	13.24%	6.7
BH Director/CBHO - Rural	10	9.60	\$119,745	\$111,909	\$13,644	12.19%	4.0
BH Director/CBHO - Frontier and Rural/Frontier	3	3.00	*	*	*	*	*
BH Director/CBHO - Urban/Rural and Urban/Rural/Frontier	10	10.00	\$115,430	\$126,504	\$15,045	11.89%	6.7
<i>BH Director/CBHO - Non-Urban Mix**</i>	<i>13</i>	<i>12.60</i>	<i>\$125,000</i>	<i>\$114,096</i>	<i>\$13,407</i>	<i>11.75%</i>	<i>4.3</i>
Breakdown by Number of Health Center Sites							
Behavioral Health Director/CBHO - One-Four HC Site(s)	8	7.80	\$117,170	\$111,868	\$12,203	10.91%	4.8
Behavioral Health Director/CBHO - Five-Nine HC Sites	11	10.60	\$111,000	\$121,141	\$14,813	12.23%	5.5
Behavioral Health Director/CBHO - Ten or More HC Sites	11	11.00	\$125,000	\$123,351	\$16,516	13.39%	6.3
Breakdown by Number of Employees⁺							
Behavioral Health Director/CBHO - LT 80 Employees	7	6.80	\$119,850	\$114,645	\$9,460	8.25%	4.7
Behavioral Health Director/CBHO - 80-250 Employees	14	13.60	\$112,745	\$109,214	\$15,888	14.55%	5.6
Behavioral Health Director/CBHO - MT 250 Employees	5	5.00	\$118,810	\$121,434	\$14,634	12.05%	7.7
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Behavioral Health Director/CBHO - LT 175 FTEs	19	18.40	\$114,490	\$110,190	\$12,416	11.27%	5.4
Behavioral Health Director/CBHO - 175+ FTEs	7	7.00	\$118,810	\$120,725	\$18,410	15.25%	6.7
Breakdown by Executive Team							
Behavioral Health Director/CBHO - Executive Team Member	17	17.00	\$125,000	\$117,596	\$13,838	11.77%	5.9
Behavioral Health Director/CBHO - Not Executive Team Member	12	11.40	\$110,764	\$119,734	\$15,191	12.69%	5.2
Breakdown by Credentials							
Behavioral Health Director/CBHO - PhD/PsyD	9	9.00	\$126,370	\$136,770	\$15,985	11.69%	7.9
Behavioral Health Director/CBHO - LCPC/LPC/LCSW/NP	20	19.40	\$110,764	\$110,251	\$13,605	12.34%	4.6

*Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.

*Includes data for 26 Behavioral Health Directors/CBHOs from health centers reporting salary and benefits data for all employees.

TABLE 19: Clinical Leadership Salary and Benefits Breakdown – Associate/Other Behavioral Health Director

CLINICAL LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
ASSOCIATE/OTHER BEHAVIORAL HEALTH DIRECTOR - ALL	11	10.90	\$85,000	\$89,387	\$17,967	20.10%	4.9
Breakdown by Annual Budget[^]							
Associate/Other Behavioral Health Director - LT 10M	4	3.90	*	*	*	*	*
Associate/Other Behavioral Health Director - 10M-22M	2	2.00	*	*	*	*	*
Associate/Other Behavioral Health Director - MT 22M	5	5.00	\$84,460	\$79,947	\$17,731	22.18%	4.5
Associate/Other Behavioral Health Director - Up to 22M**	6	5.90	\$95,532	\$97,254	\$18,165	18.68%	5.3
Breakdown by Number of Years Employed							
**Combination of data for LT 10M and 10M-22M.							
Associate/Other Beh. Health Director - LT Five Years Employed	7	6.90	\$78,749	\$80,590	\$14,478	17.96%	1.6
Associate/Other Beh. Health Director - Five-Nine Years Employed	1	1.00	*	*	*	*	*
Associate/Other Beh. Health Director - 10-19 Years Employed	3	3.00	*	*	*	*	*
Associate/Other Beh. Health Director - 20+ Years Employed	0	0.00	*	*	*	*	*
Breakdown by Location							
Associate/Other BH Director - Urban	2	1.90	*	*	*	*	*
Associate/Other BH Director - Rural	0	0.00	*	*	*	*	*
Associate/Other BH Director - Frontier and Rural/Frontier	3	3.00	*	*	*	*	*
Associate/Other BH Director - Urban/Rural and Urban/Rural/Front.	6	6.00	\$78,079	\$77,790	\$16,176	20.79%	4.3
Associate/Other Behavioral Health Director - Urban Mix**	8	7.90	\$81,605	\$80,444	\$14,801	18.40%	3.5
Associate/Other Behavioral Health Director - Rural Mix***	9	9.00	\$85,000	\$89,605	\$19,587	21.86%	5.7
**Combination of data for Urban and Urban/Rural and Urban/Rural/Frontier.							
Breakdown by Number of Health Center Sites							
***Combination of all data except Urban.							
Associate/Other Behavioral Health Director - One-Four HC Site(s)	1	0.90	*	*	*	*	*
Associate/Other Behavioral Health Director - Five-Nine HC Sites	4	4.00	*	*	*	*	*
Associate/Other Behavioral Health Director - Ten or More HC Sites	6	6.00	\$78,079	\$77,790	\$16,176	20.79%	4.3
Associate/Other Behavioral Health Director - One-Nine HC Sites**	5	4.90	\$98,068	\$103,305	\$20,117	19.47%	5.7
Breakdown by Number of Employees							
**Combination of data for One-Four and Five-Nine HC Sites.							
Associate/Other Behavioral Health Director - LT 80 Employees	1	0.90	*	*	*	*	*
Associate/Other Behavioral Health Director - 80-250 Employees	6	6.00	\$88,729	\$94,986	\$20,592	21.68%	7.0
Associate/Other Behavioral Health Director - MT 250 Employees	4	4.00	*	*	*	*	*
Breakdown by Number of Full Time Equivalents (FTEs)							
Associate/Other Behavioral Health Director - LT 175 FTEs	6	5.90	\$95,532	\$97,254	\$18,165	18.68%	5.3
Associate/Other Behavioral Health Director - 175+ FTEs	5	5.00	\$84,460	\$79,947	\$17,731	22.18%	4.5
Breakdown by Executive Team							
Associate/Other Beh. Health Director - Executive Team Member	0	0.00	*	*	*	*	*
Associate/Other Beh. Health Director - Not Exec. Team Member	11	10.90	\$85,000	\$89,387	\$17,967	20.10%	4.9
Breakdown by Credentials							
Associate/Other Behavioral Health Director - PsyD	3	3.00	*	*	*	*	*
Associate/Other Behavioral Health Director - LCSW/LPC	8	7.90	\$81,605	\$83,545	\$15,163	18.15%	4.7

*Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.

TABLE 20: Clinical Leadership Salary and Benefits Breakdown – Dental Director/CDO

CLINICAL LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
DENTAL DIRECTOR/CDO - ALL	31	28.85	\$185,711	\$186,220	\$22,164	11.90%	7.1
Breakdown by Annual Budget							
Dental Director/CDO - LT 10M	8	7.65	\$177,224	\$180,350	\$12,086	6.70%	5.2
Dental Director/CDO - 10M-22M	7	6.25	\$200,000	\$182,861	\$18,502	10.12%	9.7
Dental Director/CDO - MT 22M	16	14.95	\$189,015	\$190,624	\$28,176	14.78%	6.9
Extra: Dental Director/CDO - 50M+	5	5.00	\$216,320	\$210,538	\$39,064	18.55%	9.1
Breakdown by Number of Years Employed							
Dental Director/CDO - LT Five Years Employed	13	11.85	\$178,817	\$182,576	\$24,259	13.29%	2.8
Dental Director/CDO - Five-Nine Years Employed	9	8.25	\$190,757	\$188,124	\$19,531	10.38%	7.2
Dental Director/CDO - 10-19 Years Employed	9	8.75	\$206,149	\$189,578	\$22,004	11.61%	13.2
Dental Director/CDO - 20+ Years Employed	0	0.00	*	*	*	*	*
Breakdown by Location							
Dental Director/CDO - Urban	7	6.25	\$200,018	\$195,434	\$23,930	12.24%	5.8
Dental Director/CDO - Rural	13	12.60	\$178,817	\$180,588	\$17,200	9.52%	6.7
Dental Director/CDO - Frontier and Rural/Frontier	2	1.25	*	*	*	*	*
Dental Director/CDO - Urban/Rural and Urban/Rural/Frontier	9	8.75	\$190,757	\$189,428	\$28,640	15.12%	9.6
Dental Director/CDO - Non-Urban Mix**	15	13.85	\$178,817	\$179,994	\$17,118	9.51%	6.2
Breakdown by Number of Health Center Sites							
**Combination of data for Rural and Frontier and Rural/Frontier.							
Dental Director/CDO - One-Four HC Site(s)	7	5.90	\$175,947	\$182,928	\$16,286	8.90%	5.3
Dental Director/CDO - Five-Nine HC Sites	11	10.25	\$190,757	\$191,296	\$21,238	11.10%	8.4
Dental Director/CDO - Ten or More HC Sites	13	12.70	\$185,000	\$183,696	\$26,042	14.18%	7.0
Breakdown by Number of Employees⁺							
Dental Director/CDO - LT 80 Employees	7	6.90	\$178,500	\$182,801	\$13,012	7.12%	4.4
Dental Director/CDO - 80-250 Employees	14	11.95	\$172,192	\$173,606	\$23,793	13.71%	7.9
Dental Director/CDO - MT 250 Employees	8	8.00	\$197,884	\$201,178	\$25,189	12.52%	7.2
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Dental Director/CDO - LT 175 Full-Time Equivalents	18	16.15	\$177,224	\$178,262	\$16,211	9.09%	6.9
Dental Director/CDO - 175+ Full-Time Equivalents	11	10.70	\$190,757	\$191,889	\$30,646	15.97%	6.9
Breakdown by Executive Team							
Dental Director/CDO - Executive Team Member	21	19.90	\$185,000	\$184,031	\$19,766	10.74%	7.8
Dental Director/CDO - Not Executive Team Member	10	8.95	\$186,492	\$190,816	\$27,761	14.55%	5.7
Breakdown by Credentials							
Dental Director/CDO - DDS	25	22.85	\$195,750	\$193,263	\$21,407	11.08%	7.3
Dental Director/CDO - DMD	5	5.00	\$165,000	\$163,285	\$27,709	16.97%	4.4
Dental Director/CDO - RDH	1	1.00	*	*	*	*	*

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

⁺Includes data for 29 Dental Directors/CDOs from health centers reporting salary and benefits data for all employees.

TABLE 21: Clinical Leadership Salary and Benefits Breakdown – Associate/Other Dental Director

CLINICAL LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
ASSOCIATE/OTHER DENTAL DIRECTOR - ALL	23	22.45	\$164,355	\$165,173	\$28,351	17.16%	6.4
Breakdown by Annual Budget							
Associate/Other Dental Director - LT 10M	0	0.00	*	*	*	*	*
Associate/Other Dental Director - 10M-22M	2	2.00	*	*	*	*	*
Associate/Other Dental Director - MT 22M	21	20.45	\$164,355	\$168,660	\$30,456	18.06%	6.6
<i>Extra: Associate/Other Dental Director - 50M+</i>	21	20.45	\$164,355	\$168,660	\$30,456	18.06%	6.6
Breakdown by Number of Years Employed							
Associate/Other Dental Director - LT Five Years Employed	12	11.90	\$161,564	\$168,598	\$24,611	14.60%	2.0
Associate/Other Dental Director - Five-Nine Years Employed	5	4.75	\$157,005	\$152,842	\$28,287	18.51%	6.5
Associate/Other Dental Director - 10-19 Years Employed	5	4.80	\$167,355	\$169,447	\$34,441	20.33%	12.8
Associate/Other Dental Director - 20+ Years Employed	1	1.00	*	*	*	*	*
Breakdown by Location							
Associate/Other Dental Dir. - Urban	3	3.00	*	*	*	*	*
Associate/Other Dental Dir. - Rural	1	1.00	*	*	*	*	*
Associate/Other Dental Dir. - Frontier and Rural/Frontier	0	0.00	*	*	*	*	*
Associate/Other Dental Dir. - Urban/Rural and Urban/Rural/Front.	19	18.45	\$164,355	\$164,698	\$32,433	19.69%	7.0
Breakdown by Number of Health Center Sites							
Associate/Other Dental Director - One-Four HC Site(s)	0	0.00	*	*	*	*	*
Associate/Other Dental Director - Five-Nine HC Sites	3	3.00	*	*	*	*	*
Associate/Other Dental Director - Ten or More HC Sites	20	19.45	\$164,355	\$163,072	\$28,584	17.53%	6.7
Breakdown by Number of Employees⁺							
Associate/Other Dental Director - LT 80 Employees	0	0.00	*	*	*	*	*
Associate/Other Dental Director - 80-250 Employees	2	2.00	*	*	*	*	*
Associate/Other Dental Director - MT 250 Employees	20	19.45	\$165,855	\$172,393	\$30,456	17.67%	6.8
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Associate/Other Dental Director - LT 175 Full-Time Equivalents	2	2.00	*	*	*	*	*
Associate/Other Dental Director - 175+ Full-Time Equivalents	20	19.45	\$165,855	\$172,393	\$30,456	17.67%	6.8
Breakdown by Executive Team							
Associate/Other Dental Director - Executive Team Member	0	0.00	*	*	*	*	*
Associate/Other Dental Director - Not Executive Team Member	23	22.45	\$164,355	\$165,173	\$28,351	17.16%	6.4
Breakdown by Credentials							
Associate/Other Dental Director - DDS	21	20.45	\$164,355	\$168,084	\$29,523	17.56%	6.3
Associate/Other Dental Director - DMD	1	1.00	*	*	*	*	*
Associate/Other Dental Director - RDH	1	1.00	*	*	*	*	*

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

⁺Includes data for 22 Associate/Other Dental Directors from health centers reporting salary and benefits data for all employees.

TABLE 22: 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	52	46.53	\$240,000	\$232,654	\$22,269	9.57%	8.4
Breakdown by Annual Budget							
Medical Director/CMO - LT 10M	14	11.48	\$240,000	\$229,841	\$19,213	8.36%	6.3
Medical Director/CMO - 10M-22M	16	14.75	\$242,332	\$237,027	\$19,339	8.16%	8.1
Medical Director/CMO - MT 22M	22	20.30	\$236,310	\$231,264	\$25,927	11.21%	10.1
Extra: Medical Director/CMO - 50M+	7	7.00	\$281,579	\$252,499	\$35,145	13.92%	9.6
Breakdown by Number of Years Employed							
Medical Director/CMO - LT Five Years Employed	20	18.63	\$247,852	\$248,224	\$22,063	8.89%	2.2
Medical Director/CMO - Five-Nine Years Employed	15	13.05	\$227,824	\$205,781	\$20,723	10.07%	7.4
Medical Director/CMO - 10-19 Years Employed	13	11.10	\$232,918	\$243,988	\$24,245	9.94%	13.9
Medical Director/CMO - 20+ Years Employed	4	3.75	*	*	*	*	*
Medical Director/CMO - 10+ Years Employed**	17	14.85	\$232,918	\$238,049	\$23,864	10.02%	16.7
Breakdown by Location							
Medical Director/CMO - Urban	14	12.30	\$244,339	\$240,273	\$23,539	9.80%	7.2
Medical Director/CMO - Rural	18	16.50	\$218,363	\$213,353	\$16,387	7.68%	8.9
Medical Director/CMO - Frontier and Rural/Frontier	6	3.93	\$262,163	\$256,433	\$17,195	6.71%	9.2
Medical Director/CMO - Urban/Rural and Urban/Rural/Frontier	14	13.80	\$257,549	\$239,662	\$29,532	12.32%	8.8
Breakdown by Number of Health Center Sites							
Medical Director/CMO - One-Four HC Site(s)	18	14.53	\$242,007	\$237,160	\$19,590	8.26%	7.5
Medical Director/CMO - Five-Nine HC Sites	15	14.25	\$240,000	\$224,550	\$24,419	10.87%	10.0
Medical Director/CMO - Ten or More HC Sites	19	17.75	\$227,824	\$234,784	\$22,940	9.77%	8.0
Breakdown by Number of Employees⁺							
Medical Director/CMO - LT 80 Employees	16	13.28	\$242,007	\$237,831	\$19,832	8.34%	6.3
Medical Director/CMO - 80-250 Employees	24	21.90	\$227,823	\$217,462	\$23,559	10.83%	9.4
Medical Director/CMO - MT 250 Employees	10	9.35	\$266,895	\$251,623	\$20,550	8.17%	9.4
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Medical Director/CMO - LT 175 Full-Time Equivalents (FTEs)	37	32.23	\$238,379	\$228,007	\$18,922	8.30%	8.2
Medical Director/CMO - 175+ Full-Time Equivalents (FTEs)	13	12.30	\$260,000	\$238,795	\$29,646	12.41%	9.1
Breakdown by Executive Team							
Medical Director/CMO - Executive Team Member	42	37.93	\$242,007	\$231,263	\$22,504	9.73%	8.9
Medical Director/CMO - Not Executive Team Member	10	8.60	\$228,404	\$238,497	\$21,064	8.83%	6.6
Breakdown by Credentials							
Medical Director/CMO - MD	40	35.53	\$253,331	\$250,936	\$24,077	9.59%	7.6
Medical Director/CMO - DO	4	3.50	*	*	*	*	*
Medical Director/CMO - NP/PA	7	6.50	\$149,899	\$162,111	\$12,329	7.61%	14.7
Medical Director/CMO - Unknown	1	1.00	*	*	*	*	*

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

⁺Includes data for 50 Medical Directors/CMOs from health centers reporting salary and benefits data for all employees.

TABLE 23: Clinical Leadership Salary and Benefits Breakdown – Associate/Other Medical Director

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
ASSOCIATE/OTHER MEDICAL DIRECTOR - ALL	50	47.33	\$214,365	\$185,729	\$28,928	15.58%	8.8
Breakdown by Annual Budget*							
Associate/Other Medical Director - 10M-22M	6	5.50	\$180,959	\$181,635	\$15,416	8.49%	6.1
Associate/Other Medical Director - MT 22M	41	38.83	\$214,573	\$186,931	\$31,505	16.85%	9.6
Associate/Other Medical Director - Up to 22M**	9	8.50	\$196,917	\$180,257	\$17,190	9.54%	5.0
Extra: Associate/Other Medical Director - 50M+	29	27.63	\$227,115	\$196,860	\$32,648	16.58%	9.6
Breakdown by Number of Years Employed							
**Combination of data for LT 10M and 10M-22M.							
Associate/Other Medical Director - LT Five Years Employed	21	20.00	\$214,573	\$183,913	\$24,475	13.31%	2.7
Associate/Other Medical Director - Five-Nine Years Employed	11	10.75	\$192,691	\$191,602	\$29,190	15.23%	6.9
Associate/Other Medical Director - 10-19 Years Employed	12	10.73	\$138,449	\$165,969	\$37,038	22.32%	12.8
Associate/Other Medical Director - 20+ Years Employed	6	5.85	\$235,763	\$220,841	\$27,814	12.59%	25.2
Breakdown by Location*							
Associate/Other Medical Director - Urban	10	9.45	\$186,202	\$179,347	\$29,263	16.32%	12.8
Associate/Other Medical Director - Rural	6	5.25	\$156,792	\$160,804	\$16,508	10.27%	5.2
Associate/Other Medical Director - Urban/Rural	32	30.63	\$218,886	\$194,255	\$31,490	16.21%	8.5
Associate/Other Medical Director - Non-Urban Mix**	8	7.25	\$156,792	\$159,603	\$18,263	11.44%	4.8
Breakdown by Number of Health Center Sites*							
**Combination of data for Rural and Frontier and Rural/Frontier.							
Associate/Other Medical Director - Five-Nine HC Sites	11	10.75	\$214,573	\$192,371	\$26,259	13.65%	6.4
Associate/Other Medical Director - Ten or More HC Sites	37	34.83	\$217,500	\$185,851	\$30,139	16.22%	9.5
Associate/Other Medical Director - One-Nine HC Sites**	13	12.50	\$203,843	\$185,384	\$25,482	13.75%	6.6
Breakdown by Number of Employees**							
**Combination of data for One-Four and Five-Nine HC Sites.							
Associate/Other Medical Director - 80-250 Employees	9	8.25	\$165,000	\$170,960	\$14,980	8.76%	5.1
Associate/Other Medical Director - MT 250 Employees	35	33.08	\$215,509	\$189,745	\$32,978	17.38%	10.1
Associate/Other Medical Director - Up to 250 Employees**	11	10.25	\$165,000	\$168,740	\$15,800	9.36%	4.6
Breakdown by Number of Full Time Equivalents (FTEs)*							
**Combination of data for LT 80 and 80-250 Employees.							
Associate/Other Medical Director - LT 175 FTEs	11	10.25	\$165,000	\$168,740	\$15,800	9.36%	4.6
Associate/Other Medical Director - 175+ FTEs	35	33.08	\$215,509	\$189,745	\$32,978	17.38%	10.1
Breakdown by Executive Team							
Associate/Other Medical Director - Executive Team Member	5	4.75	\$118,456	\$134,147	\$14,018	10.45%	4.5
Associate/Other Medical Director - Not Executive Team Member	45	42.58	\$215,000	\$191,461	\$30,585	15.97%	9.2
Breakdown by Credentials*							
Associate/Other Medical Director - MD	16	14.25	\$236,251	\$226,255	\$28,667	12.67%	11.8
Associate/Other Medical Director - DO	9	9.00	\$220,272	\$223,231	\$28,010	12.55%	6.8
Associate/Other Medical Director - MD or DO	6	6.00	\$209,208	\$213,667	\$34,274	16.04%	5.8
Associate/Other Medical Director - NP/PA	18	17.08	\$123,068	\$127,239	\$28,838	22.66%	8.4

*Count must be five+ to provide salary and benefits data. *Count/Actual FTEs for breakdown levels with fewer than five reported positions:

Budget: LT 10M – 3/3.00; Location: Frontier and Rural/Frontier – 2/2.00; Number of Site: One-Four – 2/1.75; Number of Employees: LT 80 – 2/2.00;

Credentials: PhD – 1/1.00. *Includes data for 46 Associate/Other Medical Directors from health centers reporting salary and benefits data for all employees.

TABLE 24: Clinical Leadership Team Salary and Benefits Breakdown – Nursing Director

CLINICAL LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
NURSING DIRECTOR - ALL	23	22.50	\$95,718	\$106,763	\$12,607	11.81%	7.1
Breakdown by Annual Budget							
Nursing Director - LT 10M	4	4.00	*	*	*	*	*
Nursing Director - 10M-22M	5	4.50	\$95,718	\$96,627	\$9,190	9.51%	8.9
Nursing Director - MT 22M	14	14.00	\$99,430	\$113,566	\$14,066	12.39%	7.8
Nursing Director - Up to 22M**	9	8.50	\$95,201	\$96,181	\$10,055	10.45%	6.1
Nursing Director - 50M+	10	10.00	\$94,969	\$119,291	\$13,944	11.69%	6.7
Breakdown by Number of Years Employed							
**Combination of data for LT 10M and 10M-22M.							
Nursing Director - LT Five Years Employed	12	11.50	\$96,470	\$97,201	\$11,569	11.90%	2.9
Nursing Director - Five-Nine Years Employed	8	8.00	\$92,616	\$113,042	\$10,236	9.06%	6.9
Nursing Director - 10-19 Years Employed	1	1.00	*	*	*	*	*
Nursing Director - 20+ Years Employed	2	2.00	*	*	*	*	*
Nursing Director - Five+ Years Employed**	11	11.00	\$95,718	\$117,194	\$13,645	11.64%	11.8
Breakdown by Location							
**Combination of data for Five-Nine, 10-19, and 20+ Years.							
Nursing Director - Urban	6	6.00	\$139,234	\$138,758	\$13,750	9.91%	15.7
Nursing Director - Rural	5	5.00	\$92,127	\$92,600	\$10,837	11.70%	3.6
Nursing Director - Frontier and Rural/Frontier	1	1.00	*	*	*	*	*
Nursing Director - Urban/Rural and Urban/Rural/Frontier	11	10.50	\$92,199	\$95,826	\$13,490	14.08%	4.4
Breakdown by Number of Health Center Sites							
Nursing Director - One-Four HC Site(s)	4	3.50	*	*	*	*	*
Nursing Director - Five-Nine HC Sites	11	11.00	\$89,514	\$93,184	\$12,864	13.80%	4.8
Nursing Director - Ten or More HC Sites	8	8.00	\$111,341	\$131,946	\$13,724	10.40%	8.9
Nursing Director - One-Nine HC Sites**	15	14.50	\$92,127	\$93,332	\$11,969	12.82%	6.2
Breakdown by Number of Employees⁺							
**Combination of data for One-Four and Five-Nine HC Sites.							
Nursing Director - LT 80 Employees	4	4.00	*	*	*	*	*
Nursing Director - 80-250 Employees	5	4.50	\$102,742	\$98,666	\$8,841	8.96%	8.0
Nursing Director - MT 250 Employees	12	12.00	\$94,969	\$114,304	\$13,931	12.19%	8.0
Nursing Director - Up to 250 Employees**	9	8.50	\$95,201	\$96,181	\$10,055	10.45%	6.1
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
**Combination of data for LT 80 and 80-250 Employees.							
Nursing Director - LT 175 FTEs	9	8.50	\$95,201	\$96,181	\$10,055	10.45%	6.1
Nursing Director - 175+ FTEs	12	12.00	\$94,969	\$114,304	\$13,931	12.19%	8.0
Breakdown by Executive Team							
Nursing Director - Executive Team Member	5	4.50	\$92,127	\$93,028	\$9,951	10.70%	5.3
Nursing Director - Not Executive Team Member	18	18.00	\$99,430	\$110,578	\$13,389	12.11%	7.6
Breakdown by Credentials							
Nursing Director - DON	1	1.00	*	*	*	*	*
Nursing Director - MSN	3	3.00	*	*	*	*	*
Nursing Director - RN/BSN	19	18.50	\$95,201	\$108,621	\$12,590	11.59%	8.1

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

⁺Includes data for 21 Nursing Directors from health centers reporting salary and benefits data for all employees.

TABLE 25: Clinical Leadership Team Salary and Benefits Breakdown – Pharmacy Director

CLINICAL LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PHARMACY DIRECTOR - ALL	28	27.55	\$152,984	\$145,633	\$23,107	15.87%	8.8
Breakdown by Annual Budget							
Pharmacy Director - LT 10M	4	4.00	*	*	*	*	*
Pharmacy Director - 10M-22M	6	6.00	\$161,913	\$155,844	\$14,822	9.51%	5.8
Pharmacy Director - MT 22M	18	17.55	\$152,984	\$143,989	\$27,455	19.07%	10.1
Pharmacy Director - Up to 22M**	10	10.00	\$152,754	\$148,592	\$14,409	9.70%	6.5
Extra: Pharmacy Director - 50M+	8	7.55	\$151,477	\$130,425	\$33,794	25.91%	9.9
Breakdown by Number of Years Employed							
**Combination of data for LT 10M and 10M-22M.							
Pharmacy Director - LT Five Years Employed	10	9.80	\$151,477	\$150,883	\$22,888	15.17%	2.4
Pharmacy Director - Five-Nine Years Employed	6	6.00	\$154,792	\$148,107	\$20,842	14.07%	7.5
Pharmacy Director - 10-19 Years Employed	9	8.75	\$152,984	\$144,998	\$24,452	16.86%	12.5
Pharmacy Director - 20+ Years Employed	3	3.00	*	*	*	*	*
Pharmacy Director - 10+ Years Employed**	12	11.75	\$152,984	\$140,021	\$24,403	17.43%	14.8
Breakdown by Location							
**Combination of data for 10-19 and 20+ Years.							
Pharmacy Director - Urban	6	6.00	\$158,725	\$148,272	\$28,294	19.08%	9.2
Pharmacy Director - Rural	6	6.00	\$149,004	\$148,969	\$14,084	9.45%	6.9
Pharmacy Director - Frontier and Rural/Frontier	3	3.00	*	*	*	*	*
Pharmacy Director - Urban/Rural and Urban/Rural/Frontier	13	12.55	\$153,711	\$141,338	\$27,281	19.30%	9.2
Pharmacy Director - Non-Urban Mix**	9	9.00	\$148,008	\$150,079	\$12,433	8.28%	8.0
Breakdown by Number of Health Center Sites							
**Combination of data for Rural and Frontier and Rural/Frontier.							
Pharmacy Director - One-Four HC Site(s)	5	5.00	\$140,000	\$142,473	\$16,426	11.53%	6.2
Pharmacy Director - Five-Nine HC Sites	10	10.00	\$153,348	\$155,987	\$18,179	11.65%	9.8
Pharmacy Director - Ten or More HC Sites	13	12.55	\$150,858	\$138,885	\$29,087	20.94%	9.0
Breakdown by Number of Employees*							
Pharmacy Director - LT 80 Employees	6	6.00	\$140,502	\$140,108	\$11,409	8.14%	7.8
Pharmacy Director - 80-250 Employees	9	8.75	\$157,577	\$156,713	\$23,433	14.95%	7.9
Pharmacy Director - MT 250 Employees	12	11.80	\$152,984	\$138,270	\$28,341	20.50%	10.1
Breakdown by Number of Full Time Equivalents (FTEs)*							
Pharmacy Director - LT 175 FTEs	13	13.00	\$148,008	\$149,433	\$14,775	9.89%	7.8
Pharmacy Director - 175+ FTEs	14	13.55	\$152,984	\$140,548	\$30,767	21.89%	9.9
Breakdown by Executive Team							
Pharmacy Director - Executive Team Member	9	9.00	\$160,726	\$151,570	\$16,588	10.94%	10.6
Pharmacy Director - Not Executive Team Member	19	18.55	\$152,984	\$142,821	\$26,366	18.46%	8.0
Breakdown by Credentials							
Pharmacy Director - PharmD	16	15.55	\$149,622	\$147,743	\$22,442	15.19%	6.5
Pharmacy Director - RPh	6	6.00	\$157,551	\$158,502	\$22,092	13.94%	11.6
Pharmacy Director - Other/Unknown	6	6.00	\$158,725	\$127,138	\$25,783	20.28%	12.1

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

*Includes data for 27 Pharmacy Directors from health centers reporting salary and benefits data for all employees.

TABLE 26: Clinical Leadership Team Salary and Benefits Breakdown – Other Director (Clinical)

CLINICAL LEADERSHIP POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
OTHER DIRECTOR (CLINICAL)** - ALL	21	20.80	\$95,930	\$127,180	\$18,598	14.62%	8.9
Breakdown by Annual Budget*							
Other Director (Clinical) - LT 10M	2	2.00	*	*	*	*	*
Other Director (Clinical) - MT 22M	19	18.80	\$95,930	\$129,801	\$19,520	15.04%	9.4
<i>Extra: Other Director (Clinical) - 50M+</i>	6	6.00	\$232,191	\$228,034	\$32,520	14.26%	6.8
Breakdown by Number of Years Employed							
Other Director (Clinical) - LT Five Years Employed	6	6.00	\$118,789	\$148,911	\$20,926	14.05%	2.3
Other Director (Clinical) - Five-Nine Years Employed	6	6.00	\$88,151	\$106,942	\$23,038	21.54%	6.6
Other Director (Clinical) - 10-19 Years Employed	8	8.00	\$74,223	\$120,331	\$13,313	11.06%	12.7
Other Director (Clinical) - 20+ Years Employed	1	0.80	*	*	*	*	*
Breakdown by Location							
Other Director (Clinical) - Urban	3	2.80	*	*	*	*	*
Other Director (Clinical) - Rural	2	2.00	*	*	*	*	*
Other Director (Clinical) - Frontier and Rural/Frontier	1	1.00	*	*	*	*	*
Other Director (Clinical) - Urban/Rural and Urban/Rural/Frontier	15	15.00	\$92,498	\$121,067	\$18,614	15.38%	8.5
<i>Other Director (Clinical) - Urban Mix**</i>	18	17.80	\$102,794	\$132,948	\$18,295	13.76%	10.0
<i>Other Director (Clinical) - Rural Mix***</i>	18	18.00	\$88,151	\$116,319	\$18,933	16.28%	7.4
Breakdown by Number of Health Center Sites							
Other Director (Clinical) - One-Four HC Site(s)	1	1.00	*	*	*	*	*
Other Director (Clinical) - Five-Nine HC Sites	3	3.00	*	*	*	*	*
Other Director (Clinical) - Ten or More HC Sites	17	16.80	\$83,803	\$131,239	\$19,537	14.89%	10.0
Breakdown by Number of Employees**							
Other Director (Clinical) - 80-250 Employees	12	12.00	\$74,223	\$87,518	\$17,825	20.37%	8.5
Other Director (Clinical) - MT 250 Employees	8	7.80	\$196,648	\$188,864	\$20,293	10.74%	10.1
Breakdown by Number of Full Time Equivalents (FTEs)+							
Other Director (Clinical) - LT 175 FTEs	2	2.00	*	*	*	*	*
Other Director (Clinical) - 175+ FTEs	18	17.80	\$89,867	\$130,920	\$19,853	15.16%	9.7
Breakdown by Executive Team							
Other Director (Clinical) - Executive Team Member	3	3.00	*	*	*	*	*
Other Director (Clinical) - Not Executive Team Member	18	17.80	\$89,867	\$122,280	\$15,151	12.39%	9.3
Breakdown by Credentials							
Other Director (Clinical) - Doctorate (Various)	5	5.00	\$236,600	\$248,901	\$36,410	14.63%	7.1
Other Director (Clinical) - Master's (Various)	4	3.80	*	*	*	*	*
Other Director (Clinical) - Bachelor's (Various)	8	8.00	\$66,132	\$65,522	\$8,972	13.69%	11.6
Other Director (Clinical) - Other/Unknown	4	4.00	*	*	*	*	*

*Count must be five+ to provide salary and benefits data. +Breakdown levels with zero reported employees: Budget: 10M-22M;
Number of Employees: LT 80. *Includes data for 20 Other Clinical Directors from health centers reporting salary and benefits data for all employees.
**See page 106 for titles reported under Director, Other (Clinical).

F. Salary and Benefits Breakdowns – Clinical Team

TABLE 27: Clinical Team Salary and Benefits Breakdown – Certified Nurse Midwife

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
CERTIFIED NURSE MIDWIFE - ALL	31	27.21	\$118,700	\$118,004	\$12,648	10.72%	6.2
Breakdown by Annual Budget							
Certified Nurse Midwife - LT 10M	1	0.16	*	*	*	*	*
Certified Nurse Midwife - 10M-22M	3	3.00	*	*	*	*	*
Certified Nurse Midwife - MT 22M	27	24.05	\$118,825	\$118,574	\$13,020	10.98%	5.7
Extra: Certified Nurse Midwife - 50M+	18	16.25	\$122,815	\$120,463	\$11,712	9.72%	6.3
Breakdown by Number of Years Employed[‡]							
Certified Nurse Midwife - LT Five Years Employed	12	12.00	\$114,210	\$114,012	\$10,915	9.57%	2.2
Certified Nurse Midwife - Five-Nine Years Employed	14	11.60	\$122,257	\$120,480	\$13,991	11.61%	7.2
Certified Nurse Midwife - 10-19 Years Employed	5	3.61	\$124,793	\$120,651	\$13,482	11.17%	13.2
Breakdown by Location							
Certified Nurse Midwife - Urban	25	22.95	\$118,700	\$117,805	\$13,182	11.19%	5.5
Certified Nurse Midwife - Rural	1	0.16	*	*	*	*	*
Certified Nurse Midwife - Frontier and Rural/Frontier	1	0.10	*	*	*	*	*
Certified Nurse Midwife - Urban/Rural and Urban/Rural/Frontier	4	4.00	*	*	*	*	*
Certified Nurse Midwife - Rural Mix**	6	4.26	\$121,943	\$118,835	\$10,601	8.92%	9.3
Breakdown by Number of Health Center Sites							
**Combination of all data except Urban.							
Certified Nurse Midwife - One-Four HC Site(s)	2	2.00	*	*	*	*	*
Certified Nurse Midwife - Five-Nine HC Sites	3	1.26	*	*	*	*	*
Certified Nurse Midwife - Ten or More HC Sites	26	23.95	\$120,263	\$118,934	\$13,107	11.02%	5.7
Certified Nurse Midwife - One-Nine HC Sites**	5	3.26	\$112,000	\$113,167	\$10,444	9.23%	9.1
Breakdown by Number of Employees[‡]							
**Combination of data for One-Four and Five-Nine HC Sites.							
Certified Nurse Midwife - LT 80 Employees	1	0.16	*	*	*	*	*
Certified Nurse Midwife - 80-250 Employees	4	3.10	*	*	*	*	*
Certified Nurse Midwife - MT 250 Employees	17	16.05	\$121,700	\$120,090	\$15,731	13.10%	6.4
Certified Nurse Midwife - Up to 250 Employees**	5	3.26	\$112,000	\$113,167	\$10,444	9.23%	9.1
Breakdown by Number of Full Time Equivalents (FTEs)[‡]							
**Combination of data for LT 80 and 80-250 Employees.							
Certified Nurse Midwife - LT 175 FTEs	5	3.26	\$112,000	\$113,167	\$10,444	9.23%	9.1
Certified Nurse Midwife - 175+ FTEs	17	16.05	\$121,700	\$120,090	\$15,731	13.10%	6.4
Breakdown by Executive Team[‡]							
Certified Nurse Midwife - Not Executive Team Member	31	27.21	\$118,700	\$118,004	\$12,648	10.72%	6.2
Breakdown by Time Worked							
CNM - Employed Part-Time (LT 0.875 FTE)	8	4.41	\$122,815	\$118,915	\$10,182	8.56%	10.1
CNM - Employed Full-Time (0.875 FTE+)	23	22.80	\$117,225	\$117,687	\$13,291	11.29%	4.9

*Count must be five+ to provide salary and benefits data. ‡Breakdown levels with zero reported employees: Years Employed: 20+ Years; Executive Team: Member.

*Includes data for 22 Certified Nurse Midwives from health centers reporting salary and benefits data for all employees.

TABLE 28: 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	175	157.83	\$82,160	\$82,423	\$13,422	16.28%	4.7
Breakdown by Annual Budget							
Dental Hygienist - LT 10M	26	22.95	\$80,288	\$77,374	\$10,364	13.40%	3.2
Dental Hygienist - 10M-22M	44	38.03	\$75,130	\$77,725	\$10,061	12.94%	4.2
Dental Hygienist - MT 22M	105	96.85	\$82,965	\$85,642	\$15,277	17.84%	5.2
Extra: Dental Hygienist - 50M+	67	63.50	\$85,454	\$86,286	\$15,418	17.87%	4.6
Breakdown by Number of Years Employed							
Dental Hygienist - LT Five Years Employed	115	104.47	\$81,140	\$80,931	\$12,981	16.04%	2.1
Dental Hygienist - Five-Nine Years Employed	39	34.79	\$82,680	\$82,231	\$11,991	14.58%	6.7
Dental Hygienist - 10-19 Years Employed	20	17.83	\$81,182	\$86,088	\$18,069	20.99%	14.7
Dental Hygienist - 20+ Years Employed	1	0.75	*	*	*	*	*
Breakdown by Location							
Dental Hygienist - Urban	56	51.63	\$79,159	\$80,218	\$10,470	13.05%	4.4
Dental Hygienist - Rural	46	39.73	\$79,664	\$79,594	\$11,691	14.69%	4.2
Dental Hygienist - Frontier and Rural/Frontier	10	8.55	\$80,714	\$78,653	\$11,574	14.72%	2.0
Dental Hygienist - Urban/Rural and Urban/Rural/Frontier	63	57.93	\$85,000	\$87,048	\$17,142	19.69%	5.7
Breakdown by Number of Health Center Sites							
Dental Hygienist - One-Four HC Site(s)	31	28.60	\$74,880	\$76,027	\$10,677	14.04%	4.5
Dental Hygienist - Five-Nine HC Sites	44	36.73	\$80,549	\$79,031	\$10,593	13.40%	3.3
Dental Hygienist - Ten or More HC Sites	100	92.50	\$82,646	\$85,899	\$15,245	17.75%	5.3
Breakdown by Number of Employees⁺							
Dental Hygienist - LT 80 Employees	26	21.90	\$79,393	\$79,240	\$9,470	11.95%	3.6
Dental Hygienist - 80-250 Employees	59	51.13	\$78,770	\$81,515	\$11,573	14.20%	4.5
Dental Hygienist - MT 250 Employees	82	77.48	\$82,822	\$84,349	\$16,037	19.01%	4.9
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Dental Hygienist - LT 175 Full-Time Equivalents (FTEs)	78	67.03	\$78,312	\$77,972	\$10,133	13.00%	3.7
Dental Hygienist - 175+ Full-Time Equivalents (FTEs)	89	83.48	\$83,200	\$86,567	\$16,264	18.79%	5.3
Breakdown by Executive Team							
Dental Hygienist - Executive Team Member	0	0.00	*	*	*	*	*
Dental Hygienist - Not Executive Team Member	175	157.83	\$82,160	\$82,423	\$13,422	16.28%	4.7
Breakdown by Time Worked							
Dental Hygienist - Employed Part-Time (LT 0.875 FTE)	47	30.43	\$83,000	\$85,144	\$12,134	14.25%	5.3
Dental Hygienist - Employed Full-Time (0.875 FTE+)	128	127.40	\$81,037	\$81,424	\$13,819	16.97%	4.4
Breakdown by State Legal Scope of Practice[^]							
Dental Hygienist - Broad Allowed Scope	111	101.42	\$84,323	\$84,853	\$12,663	14.92%	4.3
Dental Hygienist - Moderate Allowed Scope	52	45.21	\$76,158	\$80,439	\$15,660	19.47%	5.0
Dental Hygienist - Narrow Allowed Scope	12	11.20	\$67,145	\$68,547	\$11,098	16.19%	5.9

*Count must be five+ to provide salary and benefits data. ^Based on the OHWRC Variation in Scope of Practice by State; see page 116.

*Includes data for 167 Dental Hygienists from health centers reporting salary and benefits data for all employees.

TABLE 29: 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	161	126.91	\$160,000	\$168,323	\$16,585	9.85%	4.1
Breakdown by Annual Budget							
Dentist - LT 10M	31	19.24	\$160,000	\$164,815	\$14,445	8.76%	2.5
Dentist - 10M-22M	32	28.95	\$155,000	\$158,696	\$13,409	8.45%	4.7
Dentist - MT 22M	98	78.72	\$163,842	\$172,576	\$18,057	10.46%	4.4
Extra: Dentist - 50M+	55	42.73	\$196,498	\$193,305	\$19,372	10.02%	4.4
Breakdown by Number of Years Employed							
Dentist - LT Five Years Employed	115	92.74	\$155,000	\$164,865	\$15,281	9.27%	1.8
Dentist - Five-Nine Years Employed	28	21.74	\$163,696	\$174,647	\$22,811	13.06%	6.5
Dentist - 10-19 Years Employed	17	11.93	\$170,207	\$183,134	\$15,905	8.68%	14.1
Dentist - 20+ Years Employed	1	0.50	*	*	*	*	*
Breakdown by Location							
Dentist - Urban	67	52.31	\$170,207	\$180,551	\$15,671	8.68%	4.5
Dentist - Rural	38	34.70	\$148,414	\$151,146	\$11,345	7.51%	2.9
Dentist - Frontier and Rural/Frontier	8	6.29	\$165,833	\$166,992	\$18,204	10.90%	2.2
Dentist - Urban/Rural and Urban/Rural/Frontier	48	33.61	\$160,474	\$165,074	\$22,129	13.41%	4.8
Breakdown by Number of Health Center Sites							
Dentist - One-Four HC Site(s)	34	25.59	\$155,000	\$164,772	\$14,802	8.98%	3.4
Dentist - Five-Nine HC Sites	40	30.29	\$152,163	\$155,521	\$17,821	11.46%	4.0
Dentist - Ten or More HC Sites	87	71.03	\$167,024	\$175,596	\$16,556	9.43%	4.4
Breakdown by Number of Employees⁺							
Dentist - LT 80 Employees	23	16.79	\$154,510	\$159,072	\$12,627	7.94%	2.0
Dentist - 80-250 Employees	55	43.50	\$155,000	\$159,969	\$17,150	10.72%	3.8
Dentist - MT 250 Employees	78	62.82	\$163,842	\$174,972	\$17,575	10.04%	4.7
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Dentist - LT 175 Full-Time Equivalents (FTEs)	73	55.79	\$155,000	\$159,902	\$13,673	8.55%	3.3
Dentist - 175+ Full-Time Equivalents (FTEs)	83	67.32	\$163,259	\$173,879	\$19,299	11.10%	4.6
Breakdown by Executive Team							
Dentist - Executive Team Member	1	1.00	*	*	*	*	*
Dentist - Not Executive Team Member	160	125.91	\$160,000	\$168,409	\$16,552	9.83%	4.1
Breakdown by Time Worked							
Dentist - Employed Part-Time (LT 0.875 FTE)	58	24.31	\$174,296	\$183,959	\$17,341	9.43%	5.4
Dentist - Employed Full-Time (0.875 FTE+)	103	102.60	\$154,350	\$159,518	\$16,318	10.23%	3.3

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

⁺Includes data for 156 Dentists from health centers reporting salary and benefits data for all employees.

TABLE 30: 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	183	157.81	\$74,350	\$72,826	\$11,803	16.21%	3.4
Breakdown by Annual Budget							
Licensed Clinical Social Worker - LT 10M	22	19.62	\$68,643	\$67,503	\$14,356	21.27%	3.3
Licensed Clinical Social Worker - 10M-22M	24	21.13	\$67,018	\$65,359	\$9,482	14.51%	3.6
Licensed Clinical Social Worker - MT 22M	137	117.06	\$77,700	\$74,989	\$11,880	15.84%	3.4
Extra: Licensed Clinical Social Worker - 50M+	90	79.15	\$79,249	\$77,751	\$11,421	14.69%	3.7
Breakdown by Number of Years Employed							
Licensed Clinical Social Worker - LT Five Years Employed	134	112.71	\$71,490	\$71,498	\$11,600	16.22%	1.7
Licensed Clinical Social Worker - Five-Nine Years Employed	41	37.80	\$78,391	\$76,276	\$12,281	16.10%	6.8
Licensed Clinical Social Worker - 10-19 Years Employed	7	6.50	\$76,028	\$76,412	\$12,488	16.34%	12.1
Licensed Clinical Social Worker - 20+ Years Employed	1	0.80	*	*	*	*	*
Breakdown by Location							
LCSW - Urban	92	80.83	\$78,900	\$76,738	\$11,900	15.51%	3.8
LCSW - Rural	24	20.66	\$69,740	\$70,377	\$12,076	17.16%	2.8
LCSW - Frontier and Rural/Frontier	11	9.02	\$60,570	\$61,817	\$10,913	17.65%	4.3
LCSW - Urban/Rural and Urban/Rural/Frontier	56	47.30	\$68,290	\$69,612	\$11,710	16.82%	2.7
Breakdown by Number of Health Center Sites							
Licensed Clinical Social Worker - One-Four HC Site(s)	23	20.23	\$67,102	\$64,748	\$12,766	19.72%	3.1
Licensed Clinical Social Worker - Five-Nine HC Sites	55	44.17	\$68,290	\$69,049	\$11,608	16.81%	3.2
Licensed Clinical Social Worker - Ten or More HC Sites	105	93.41	\$78,532	\$76,574	\$11,719	15.30%	3.6
Breakdown by Number of Employees⁺							
Licensed Clinical Social Worker - LT 80 Employees	18	16.85	\$69,654	\$70,308	\$12,097	17.21%	3.0
Licensed Clinical Social Worker - 80-250 Employees	44	37.96	\$66,920	\$65,301	\$11,683	17.89%	3.5
Licensed Clinical Social Worker - MT 250 Employees	102	88.95	\$78,345	\$76,039	\$11,817	15.54%	3.8
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Licensed Clinical Social Worker - LT 175 FTEs	57	49.81	\$67,706	\$66,426	\$11,088	16.69%	3.4
Licensed Clinical Social Worker - 175+ FTEs	107	93.95	\$78,300	\$75,780	\$12,155	16.04%	3.7
Breakdown by Executive Team							
Licensed Clinical Social Worker - Executive Team Member	0	0.00	*	*	*	*	*
Licensed Clinical Social Worker - Not Executive Team Member	183	157.81	\$74,350	\$72,826	\$11,803	16.21%	3.4
Breakdown by Time Worked							
LCSW - Employed Part-Time (LT 0.875 FTE)	51	26.11	\$76,000	\$73,924	\$12,290	16.62%	3.2
LCSW - Employed Full-Time (0.875 FTE+)	132	131.70	\$72,936	\$72,402	\$11,644	16.08%	3.5

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

⁺Includes data for 164 Licensed Clinical Social Workers from health centers reporting salary and benefits data for all employees.

TABLE 31: Clinical Team Salary and Benefits Breakdown – Licensed Professional Counselor (LPC/LCPC)

CLINICAL TEAM POSITION							
LICENSED PROFESSIONAL COUNSELOR (LPC/LCPC) - ALL	104	98.56	\$66,560	\$66,814	\$11,043	16.53%	2.9
Breakdown by Annual Budget							
Licensed Professional Counselor - LT 10M	14	13.20	\$64,047	\$67,202	\$9,457	14.07%	3.7
Licensed Professional Counselor - 10M-22M	28	24.96	\$68,197	\$68,439	\$7,195	10.51%	3.2
Licensed Professional Counselor - MT 22M	62	60.40	\$66,389	\$65,993	\$12,839	19.46%	2.6
<i>Extra: Licensed Professional Counselor - 50M+</i>	<i>30</i>	<i>29.75</i>	<i>\$66,134</i>	<i>\$67,147</i>	<i>\$15,384</i>	<i>22.91%</i>	<i>3.5</i>
Breakdown by Number of Years Employed							
Licensed Professional Counselor - LT Five Years Employed	84	81.20	\$65,417	\$65,527	\$10,834	16.53%	1.9
Licensed Professional Counselor - Five-Nine Yrs. Employed	17	14.88	\$69,201	\$70,829	\$12,735	17.98%	6.7
Licensed Professional Counselor - 10-19 Years Employed	3	2.48	*	*	*	*	*
Licensed Professional Counselor - 20+ Years Employed	0	0.00	*	*	*	*	*
<i>Licensed Professional Counselor - Five+ Years Employed**</i>	<i>20</i>	<i>17.36</i>	<i>\$70,834</i>	<i>\$72,219</i>	<i>\$11,972</i>	<i>16.58%</i>	<i>7.3</i>
Breakdown by Location							
LPC/LCPC - Urban	17	16.08	\$68,350	\$68,422	\$13,073	19.11%	2.6
LPC/LCPC - Rural	44	39.93	\$67,193	\$67,658	\$7,342	10.85%	2.8
LPC/LCPC - Frontier and Rural/Frontier	5	4.80	\$59,883	\$60,883	\$10,146	16.66%	2.5
LPC/LCPC - Urban/Rural and Urban/Rural/Frontier	38	37.75	\$65,063	\$65,899	\$14,957	22.70%	3.2
Breakdown by Number of Health Center Sites							
Licensed Professional Counselor - One-Four HC Site(s)	17	16.08	\$65,187	\$68,682	\$9,566	13.93%	3.3
Licensed Professional Counselor - Five-Nine HC Sites	21	18.03	\$65,062	\$65,001	\$7,561	11.63%	3.4
Licensed Professional Counselor - Ten or More HC Sites	66	64.45	\$67,545	\$66,910	\$12,454	18.61%	2.6
Breakdown by Number of Employees							
Licensed Professional Counselor - LT 80 Employees	12	11.20	\$68,861	\$70,401	\$10,118	14.37%	4.5
Licensed Professional Counselor - 80-250 Employees	44	40.51	\$65,744	\$65,541	\$11,458	17.48%	2.8
Licensed Professional Counselor - MT 250 Employees	48	46.85	\$67,597	\$67,085	\$10,889	16.23%	2.6
Breakdown by Number of Full Time Equivalents (FTEs)							
Licensed Professional Counselor - LT 175 FTEs	45	40.96	\$66,560	\$67,632	\$8,301	12.27%	3.2
Licensed Professional Counselor - 175+ FTEs	59	57.60	\$66,477	\$66,190	\$12,855	19.42%	2.7
Breakdown by Executive Team							
Licensed Professional Counselor - Executive Team Member	0	0.00	*	*	*	*	*
Licensed Professional Counselor - Not Executive Team Member	104	98.56	\$66,560	\$66,814	\$11,043	16.53%	2.9
Breakdown by Time Worked							
LPC/LCPC - Employed Part-Time (LT 0.875 FTE)	12	6.86	\$73,688	\$71,735	\$9,071	12.65%	4.5
LPC/LCPC - Employed Full-Time (0.875 FTE+)	92	91.70	\$65,697	\$66,172	\$11,267	17.03%	2.7

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

TABLE 32: 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	278	239.51	\$108,781	\$108,854	\$16,024	14.72%	4.4
Breakdown by Annual Budget							
Nurse Practitioner - LT 10M	48	41.68	\$103,580	\$104,758	\$14,445	13.79%	3.0
Nurse Practitioner - 10M-22M	63	53.11	\$109,678	\$111,000	\$12,645	11.39%	4.3
Nurse Practitioner - MT 22M	167	144.73	\$110,625	\$109,222	\$17,520	16.04%	4.9
Extra: Nurse Practitioner - 50M+	62	54.62	\$120,682	\$114,377	\$16,156	14.13%	4.2
Breakdown by Number of Years Employed							
Nurse Practitioner - LT Five Years Employed	191	167.79	\$105,000	\$106,571	\$15,628	14.66%	2.0
Nurse Practitioner - Five-Nine Years Employed	60	50.65	\$112,673	\$111,729	\$16,947	15.17%	6.7
Nurse Practitioner - 10-19 Years Employed	20	16.63	\$119,253	\$122,656	\$17,486	14.26%	13.6
Nurse Practitioner - 20+ Years Employed	7	4.45	\$113,150	\$107,084	\$14,515	13.56%	24.4
Breakdown by Location							
Nurse Practitioner - Urban	68	58.15	\$105,011	\$106,625	\$14,375	13.48%	4.2
Nurse Practitioner - Rural	86	70.42	\$108,919	\$108,562	\$18,023	16.60%	4.6
Nurse Practitioner - Frontier and Rural/Frontier	16	13.00	\$106,772	\$114,114	\$13,382	11.73%	5.6
Nurse Practitioner - Urban/Rural and Urban/Rural/Frontier	108	97.95	\$113,204	\$109,711	\$15,976	14.56%	4.2
Breakdown by Number of Health Center Sites							
Nurse Practitioner - One-Four HC Site(s)	72	61.65	\$109,197	\$109,110	\$13,892	12.73%	3.7
Nurse Practitioner - Five-Nine HC Sites	70	56.01	\$109,478	\$112,442	\$15,128	13.45%	4.7
Nurse Practitioner - Ten or More HC Sites	136	121.86	\$107,404	\$106,872	\$17,434	16.31%	4.7
Breakdown by Number of Employees⁺							
Nurse Practitioner - LT 80 Employees	44	38.63	\$104,954	\$106,313	\$11,476	10.79%	3.2
Nurse Practitioner - 80-250 Employees	107	89.89	\$108,091	\$107,814	\$16,330	15.15%	4.8
Nurse Practitioner - MT 250 Employees	121	105.50	\$111,592	\$110,533	\$17,150	15.52%	4.6
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Nurse Practitioner - LT 175 Full-Time Equivalents (FTEs)	131	108.84	\$107,536	\$109,288	\$13,294	12.16%	4.1
Nurse Practitioner - 175+ Full-Time Equivalents (FTEs)	141	125.17	\$110,802	\$108,309	\$18,235	16.84%	4.8
Breakdown by Executive Team							
Nurse Practitioner - Executive Team Member	2	2.00	*	*	*	*	*
Nurse Practitioner - Not Executive Team Member	276	237.51	\$108,781	\$108,814	\$15,936	14.65%	4.4
Breakdown by Time Worked							
Nurse Practitioner - Employed Part-Time (LT 0.875 FTE)	84	46.85	\$111,387	\$113,665	\$14,148	12.45%	5.5
Nurse Practitioner - Employed Full-Time (0.875 FTE+)	194	192.66	\$107,810	\$106,771	\$16,705	15.65%	3.9

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

⁺Includes data for 272 Nurse Practitioners from health centers reporting salary and benefits data for all employees.

TABLE 33: Clinical Team Salary and Benefits Breakdown – Pharmacist

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PHARMACIST - ALL	94	75.02	\$134,657	\$134,255	\$18,018	13.42%	4.5
Breakdown by Annual Budget							
Pharmacist - LT 10M	15	10.96	\$124,800	\$121,598	\$15,559	12.80%	2.5
Pharmacist - 10M-22M	20	14.50	\$132,714	\$136,574	\$10,866	7.96%	3.4
Pharmacist - MT 22M	59	49.56	\$136,344	\$136,686	\$20,857	15.26%	5.4
Extra: Pharmacist - 50M+	27	25.15	\$140,920	\$140,205	\$25,233	18.00%	5.5
Breakdown by Number of Years Employed							
Pharmacist - LT Five Years Employed	62	47.39	\$131,300	\$131,893	\$17,320	13.13%	2.0
Pharmacist - Five-Nine Years Employed	23	19.88	\$137,917	\$138,322	\$20,030	14.48%	7.3
Pharmacist - 10-19 Years Employed	8	7.25	\$140,754	\$141,421	\$18,029	12.75%	14.1
Pharmacist - 20+ Years Employed	1	0.50	*	*	*	*	*
Breakdown by Location							
Pharmacist - Urban	29	19.32	\$139,214	\$140,017	\$16,533	11.81%	4.0
Pharmacist - Rural	20	18.90	\$131,894	\$124,261	\$13,153	10.59%	3.7
Pharmacist - Frontier and Rural/Frontier	12	7.25	\$128,535	\$128,057	\$12,469	9.74%	5.0
Pharmacist - Urban/Rural and Urban/Rural/Frontier	33	29.55	\$137,917	\$137,501	\$23,072	16.78%	5.3
Breakdown by Number of Health Center Sites							
Pharmacist - One-Four HC Site(s)	17	13.15	\$129,002	\$129,128	\$17,776	13.77%	3.3
Pharmacist - Five-Nine HC Sites	37	24.22	\$131,040	\$132,639	\$11,701	8.82%	4.0
Pharmacist - Ten or More HC Sites	40	37.65	\$138,504	\$137,928	\$23,114	16.76%	5.5
Breakdown by Number of Employees							
Pharmacist - LT 80 Employees	16	11.96	\$126,120	\$121,780	\$10,428	8.56%	2.9
Pharmacist - 80-250 Employees	40	27.16	\$133,232	\$137,038	\$17,675	12.90%	4.4
Pharmacist - MT 250 Employees	38	35.90	\$139,152	\$136,577	\$20,589	15.08%	5.3
Breakdown by Number of Full Time Equivalents (FTEs)							
Pharmacist - LT 175 Full-Time Equivalents (FTEs)	51	34.37	\$131,040	\$132,427	\$13,022	9.83%	3.8
Pharmacist - 175+ Full-Time Equivalents (FTEs)	43	40.65	\$137,917	\$136,423	\$22,776	16.70%	5.4
Breakdown by Executive Team							
Pharmacist - Executive Team Member	0	0.00	*	*	*	*	*
Pharmacist - Not Executive Team Member	94	75.02	\$134,657	\$134,255	\$18,018	13.42%	4.5
Breakdown by Time Worked							
Pharmacist - Employed Part-Time (LT 0.875 FTE)	34	15.22	\$131,674	\$136,030	\$13,021	9.57%	3.9
Pharmacist - Employed Full-Time (0.875 FTE+)	60	59.80	\$135,159	\$133,248	\$20,209	15.17%	4.9

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

TABLE 34: Clinical Team Salary and Benefits Breakdown – Pharmacist, Clinical

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PHARMACIST, CLINICAL - ALL	31	28.13	\$133,411	\$122,747	\$15,880	12.94%	3.4
Breakdown by Annual Budget^							
Pharmacist, Clinical - LT 10M	9	8.09	\$118,268	\$95,237	\$21,891	22.99%	2.0
Pharmacist, Clinical - 10M-22M	2	2.00	*	*	*	*	*
Pharmacist, Clinical - MT 22M	20	18.04	\$134,281	\$134,151	\$13,477	10.05%	4.0
<i>Pharmacist, Clinical - Up to 22M**</i>	<i>11</i>	<i>10.09</i>	<i>\$123,000</i>	<i>\$102,012</i>	<i>\$21,286</i>	<i>20.87%</i>	<i>2.3</i>
Breakdown by Number of Years Employed							
<i>**Combination of data for LT 10M and 10M-22M.</i>							
Pharmacist, Clinical - LT Five Years Employed	23	21.34	\$125,139	\$117,194	\$14,976	12.78%	1.9
Pharmacist, Clinical - Five-Nine Years Employed	7	5.79	\$135,782	\$138,866	\$18,947	13.64%	7.1
Pharmacist, Clinical - 10-19 Years Employed	1	1.00	*	*	*	*	*
Pharmacist, Clinical - 20+ Years Employed	0	0.00	*	*	*	*	*
Breakdown by Location							
Pharmacist, Clinical - Urban	12	11.20	\$134,441	\$132,494	\$12,200	9.21%	3.0
Pharmacist, Clinical - Rural	4	4.00	*	*	*	*	*
Pharmacist, Clinical - Frontier and Rural/Frontier	3	2.25	*	*	*	*	*
Pharmacist, Clinical - Urban/Rural and Urban/Rural/Frontier	12	10.68	\$133,846	\$109,905	\$21,390	19.46%	4.7
<i>Pharmacist, Clinical - Non-Urban Mix**</i>	<i>7</i>	<i>6.25</i>	<i>\$123,000</i>	<i>\$128,052</i>	<i>\$10,848</i>	<i>8.47%</i>	<i>1.8</i>
Breakdown by Number of Health Center Sites							
<i>**Combination of data for Rural and Frontier and Rural/Frontier.</i>							
Pharmacist, Clinical - One-Four HC Site(s)	7	6.09	\$110,000	\$85,665	\$25,173	29.39%	2.8
Pharmacist, Clinical - Five-Nine HC Sites	15	13.44	\$134,281	\$132,705	\$15,143	11.41%	3.9
Pharmacist, Clinical - Ten or More HC Sites	9	8.60	\$134,867	\$134,992	\$10,585	7.84%	3.0
Breakdown by Number of Employees+							
Pharmacist, Clinical - LT 80 Employees	7	6.60	\$130,000	\$128,212	\$14,546	11.35%	2.1
Pharmacist, Clinical - 80-250 Employees	7	5.74	\$120,640	\$85,505	\$22,708	26.56%	2.5
Pharmacist, Clinical - MT 250 Employees	12	11.60	\$135,053	\$136,273	\$13,384	9.82%	3.8
Breakdown by Number of Full Time Equivalents (FTEs)+							
Pharmacist, Clinical - LT 175 Full-Time Equivalents (FTEs)	14	12.34	\$122,860	\$106,858	\$19,443	18.20%	2.3
Pharmacist, Clinical - 175+ Full-Time Equivalents (FTEs)	12	11.60	\$135,053	\$136,273	\$13,384	9.82%	3.8
Breakdown by Executive Team							
Pharmacist, Clinical - Executive Team Member	0	0.00	*	*	*	*	*
Pharmacist, Clinical - Not Executive Team Member	31	28.13	\$133,411	\$122,747	\$15,880	12.94%	3.4
Breakdown by Time Worked							
Pharmacist, Clinical - Employed Part-Time (LT 0.875 FTE)	7	4.23	\$124,836	\$125,898	\$22,616	17.96%	2.3
Pharmacist, Clinical - Employed Full-Time (0.875 FTE+)	24	23.90	\$134,281	\$121,828	\$14,655	12.03%	3.7

*Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.

*Includes data for 26 Clinical Pharmacists from health centers reporting salary and benefits data for all employees.

TABLE 35: 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	75	65.92	\$210,400	\$211,965	\$28,701	13.54%	8.8
Breakdown by Annual Budget							
Physician - Family Practice, with OB - LT 10M	2	1.63	*	*	*	*	*
Physician - Family Practice, with OB - 10M-22M	5	4.87	\$229,595	\$241,601	\$15,390	6.37%	17.4
Physician - Family Practice, with OB - MT 22M	68	59.42	\$209,018	\$209,044	\$30,211	14.45%	8.4
Physician - Family Practice, with OB - Up to 22M**	7	6.50	\$229,595	\$240,337	\$14,032	5.84%	12.9
Extra: Physician - Family Practice, with OB - 50M+	46	41.95	\$215,007	\$216,398	\$34,589	15.98%	6.7
Breakdown by Number of Years Employed							
**Combination of data for LT 10M and 10M-22M.							
Physician - FP, with OB - LT Five Years Employed	39	34.16	\$207,000	\$210,584	\$27,874	13.24%	2.4
Physician - FP, with OB - Five-Nine Years Employed	11	9.45	\$195,825	\$195,301	\$22,940	11.75%	7.2
Physician - FP, with OB - 10-19 Years Employed	17	15.71	\$229,800	\$237,886	\$38,160	16.04%	14.6
Physician - FP, with OB - 20+ Years Employed	8	6.60	\$214,654	\$186,528	\$20,553	11.02%	29.7
Breakdown by Location							
Physician - FP, with OB - Urban	27	23.00	\$207,000	\$208,546	\$19,125	9.17%	5.7
Physician - FP, with OB - Rural	8	7.07	\$216,406	\$225,940	\$13,044	5.77%	11.0
Physician - FP, with OB - Frontier and Rural/Frontier	3	2.50	*	*	*	*	*
Physician - FP, with OB - Urban/Rural and Urban/Rural/Frontier	37	33.35	\$215,114	\$206,990	\$40,384	19.51%	10.7
Physician - FP, with OB - Non-Urban Mix**	11	9.57	\$218,571	\$237,092	\$12,909	5.44%	9.9
Breakdown by Number of Health Center Sites							
**Combination of data for Rural and Frontier and Rural/Frontier.							
Physician - FP, with OB - One-Four HC Site(s)	5	4.50	\$210,736	\$240,116	\$12,529	5.22%	9.5
Physician - FP, with OB - Five-Nine HC Sites	14	12.75	\$196,037	\$204,581	\$29,192	14.27%	9.2
Physician - FP, with OB - Ten or More HC Sites	56	48.67	\$214,900	\$211,297	\$30,022	14.21%	8.6
Breakdown by Number of Employees							
Physician - Family Practice, with OB - LT 80 Employees	4	3.50	*	*	*	*	*
Physician - Family Practice, with OB - 80-250 Employees	20	18.85	\$207,920	\$196,811	\$46,681	23.72%	13.2
Physician - Family Practice, with OB - MT 250 Employees	49	41.57	\$214,240	\$214,932	\$22,615	10.52%	6.9
Physician - Family Practice, with OB - Up to 250 Employees**	24	22.35	\$207,920	\$205,253	\$40,770	19.86%	12.0
Breakdown by Number of Full Time Equivalents (FTEs)							
**Combination of data for LT 80 and 80-250 Employees.							
Physician - Family Practice, with OB - LT 175 FTEs	10	9.50	\$220,166	\$233,350	\$21,166	9.07%	11.1
Physician - Family Practice, with OB - 175+ FTEs	63	54.42	\$209,100	\$208,321	\$29,761	14.29%	8.2
Breakdown by Executive Team							
Physician - FP, with OB - Executive Team Member	1	0.63	*	*	*	*	*
Physician - FP, with OB - Not Executive Team Member	74	65.29	\$209,750	\$210,978	\$28,899	13.70%	8.9
Breakdown by Time Worked							
Physician - FP, with OB - Employed Part-Time (LT 0.875 FTE)	27	18.32	\$196,000	\$202,917	\$18,783	9.26%	9.6
Physician - FP, with OB - Employed Full-Time (0.875 FTE+)	48	47.60	\$215,007	\$217,055	\$34,279	15.79%	8.4

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

*Includes data for 73 Family Practice with OB Physicians from health centers reporting salary and benefits data for all employees.

TABLE 36: 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	198	158.13	\$210,700	\$206,196	\$24,403	11.83%	6.2
Breakdown by Annual Budget							
Physician - Family Practice, without OB - LT 10M	16	11.98	\$207,960	\$216,138	\$18,047	8.35%	1.5
Physician - Family Practice, without OB - 10M-22M	23	18.84	\$214,989	\$217,757	\$19,112	8.78%	4.7
Physician - Family Practice, without OB - MT 22M	159	127.31	\$211,000	\$203,523	\$25,555	12.56%	6.8
Extra: Physician - Family Practice, without OB - 50M+	84	67.90	\$218,900	\$212,878	\$27,024	12.69%	6.5
Breakdown by Number of Years Employed							
Physician - FP, w/o OB - LT Five Years Employed	116	94.66	\$205,460	\$203,507	\$21,066	10.35%	1.9
Physician - FP, w/o OB - Five-Nine Years Employed	40	31.92	\$213,757	\$207,351	\$30,022	14.48%	7.2
Physician - FP, w/o OB - 10-19 Years Employed	27	20.21	\$218,900	\$214,982	\$27,961	13.01%	13.5
Physician - FP, w/o OB - 20+ Years Employed	15	11.35	\$218,900	\$208,094	\$27,593	13.26%	23.0
Breakdown by Location							
Physician - FP, w/o OB - Urban	64	50.94	\$214,050	\$208,391	\$21,087	10.12%	8.0
Physician - FP, w/o OB - Rural	53	39.73	\$208,583	\$219,906	\$23,964	10.90%	4.7
Physician - FP, w/o OB - Frontier and Rural/Frontier	7	5.10	\$206,343	\$200,708	\$14,719	7.33%	4.8
Physician - FP, w/o OB - Urban/Rural and Urban/Rural/Frontier	74	62.37	\$210,592	\$194,996	\$27,963	14.34%	5.8
Breakdown by Number of Health Center Sites							
Physician - FP, w/o OB - One-Four HC Site(s)	12	8.88	\$214,852	\$216,729	\$32,332	14.92%	2.6
Physician - FP, w/o OB - Five-Nine HC Sites	51	40.24	\$208,000	\$207,455	\$19,821	9.55%	5.2
Physician - FP, w/o OB - Ten or More HC Sites	135	109.01	\$211,224	\$204,783	\$25,352	12.38%	6.8
Breakdown by Number of Employees							
Physician - FP, w/o OB - LT 80 Employees	16	12.38	\$209,852	\$216,953	\$18,289	8.43%	1.8
Physician - FP, w/o OB - 80-250 Employees	60	46.17	\$199,090	\$195,073	\$28,652	14.69%	7.7
Physician - FP, w/o OB - MT 250 Employees	115	92.98	\$215,700	\$212,941	\$23,664	11.11%	6.2
Breakdown by Number of Full Time Equivalents (FTEs)							
Physician - Family Practice, without OB - LT 175 FTEs	51	37.09	\$209,704	\$216,052	\$20,356	9.42%	5.1
Physician - Family Practice, without OB - 175+ FTEs	140	114.44	\$211,702	\$204,609	\$26,095	12.75%	6.8
Breakdown by Executive Team							
Physician - FP, w/o OB - Executive Team Member	0	0.00	*	*	*	*	*
Physician - FP, w/o OB - Not Executive Team Member	198	158.13	\$210,700	\$206,196	\$24,403	11.83%	6.2
Breakdown by Time Worked							
Physician - FP, w/o OB - Employed Part-Time (LT 0.875 FTE)	84	45.37	\$215,890	\$217,129	\$31,704	14.60%	7.1
Physician - FP, w/o OB - Employed Full-Time (0.875 FTE+)	114	112.76	\$208,003	\$198,139	\$19,848	10.02%	5.5

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

*Includes data for 191 Family Practice without OB Physicians from health centers reporting salary and benefits data for all employees.

TABLE 37: Clinical Team Salary and Benefits Breakdown – Physician – Internal Medicine (IM)

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PHYSICIAN - INTERNAL MEDICINE (IM) - ALL	46	36.14	\$227,400	\$217,744	\$15,279	7.02%	9.7
Breakdown by Annual Budget[^]							
Physician - Internal Medicine - LT 10M	2	1.05	*	*	*	*	*
Physician - Internal Medicine - 10M-22M	1	0.34	*	*	*	*	*
Physician - Internal Medicine - MT 22M	43	34.75	\$227,400	\$218,333	\$14,697	6.73%	9.9
Breakdown by Number of Years Employed							
Physician - Internal Medicine - LT Five Years Employed	18	14.73	\$202,750	\$207,696	\$11,486	5.53%	2.7
Physician - Internal Medicine - Five-Nine Years Employed	10	7.19	\$227,400	\$220,279	\$13,792	6.26%	7.7
Physician - Internal Medicine - 10-19 Years Employed	12	9.56	\$227,400	\$225,875	\$19,659	8.70%	15.4
Physician - Internal Medicine - 20+ Years Employed	6	4.66	\$227,400	\$227,400	\$19,594	8.62%	22.7
Breakdown by Location							
Physician - IM - Urban	43	34.09	\$227,400	\$218,730	\$15,446	7.06%	10.1
Physician - IM - Rural	1	1.00	*	*	*	*	*
Physician - IM - Frontier and Rural/Frontier	0	0.00	*	*	*	*	*
Physician - IM - Urban/Rural and Urban/Rural/Frontier	2	1.05	*	*	*	*	*
Breakdown by Number of Health Center Sites							
Physician - Internal Medicine - One-Four HC Site(s)	3	1.39	*	*	*	*	*
Physician - Internal Medicine - Five-Nine HC Sites	0	0.00	*	*	*	*	*
Physician - Internal Medicine - Ten or More HC Sites	43	34.75	\$227,400	\$218,333	\$14,697	6.73%	9.9
Breakdown by Number of Employees							
Physician - Internal Medicine - LT 80 Employees	1	1.00	*	*	*	*	*
Physician - Internal Medicine - 80-250 Employees	2	0.39	*	*	*	*	*
Physician - Internal Medicine - MT 250 Employees	43	34.75	\$227,400	\$218,333	\$14,697	6.73%	9.9
Breakdown by Number of Full Time Equivalents (FTEs)							
Physician - Internal Medicine - LT 175 FTEs	3	1.39	*	*	*	*	*
Physician - Internal Medicine - 175+ FTEs	43	34.75	\$227,400	\$218,333	\$14,697	6.73%	9.9
Breakdown by Executive Team							
Physician - IM - Executive Team Member	0	0.00	*	*	*	*	*
Physician - IM - Not Executive Team Member	46	36.14	\$227,400	\$217,744	\$15,279	7.02%	9.7
Breakdown by Time Worked							
Physician - IM - Employed Part-Time (LT 0.875 FTE)	23	13.31	\$227,400	\$222,979	\$21,004	9.42%	12.4
Physician - IM - Employed Full-Time (0.875 FTE+)	23	22.83	\$210,500	\$212,509	\$10,550	4.96%	7.0

*Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.

TABLE 38: Clinical Team Salary and Benefits Breakdown – Physician – OB/GYN

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PHYSICIAN - OB/GYN - ALL	11	8.34	\$231,695	\$264,634	\$26,727	10.10%	7.6
Breakdown by Annual Budget[^]							
Physician - OB/GYN - LT 10M	0	0.00	*	*	*	*	*
Physician - OB/GYN - 10M-22M	0	0.00	*	*	*	*	*
Physician - OB/GYN - MT 22M	11	8.34	\$231,695	\$264,634	\$26,727	10.10%	7.6
Breakdown by Number of Years Employed							
Physician - OB/GYN - LT Five Years Employed	5	4.20	\$199,294	\$209,312	\$25,996	12.42%	2.5
Physician - OB/GYN - Five-Nine Years Employed	1	0.75	*	*	*	*	*
Physician - OB/GYN - 10-19 Years Employed	5	3.39	\$351,478	\$332,948	\$28,706	8.62%	12.8
Physician - OB/GYN - 20+ Years Employed	0	0.00	*	*	*	*	*
Breakdown by Location							
Physician - OB/GYN - Urban	2	0.59	*	*	*	*	*
Physician - OB/GYN - Rural	0	0.00	*	*	*	*	*
Physician - OB/GYN - Frontier and Rural/Frontier	0	0.00	*	*	*	*	*
Physician - OB/GYN - Urban/Rural and Urban/Rural/Frontier	9	7.75	\$206,980	\$243,493	\$26,595	10.92%	6.9
Breakdown by Number of Health Center Sites							
Physician - OB/GYN - One-Four HC Site(s)	0	0.00	*	*	*	*	*
Physician - OB/GYN - Five-Nine HC Sites	4	2.79	*	*	*	*	*
Physician - OB/GYN - Ten or More HC Sites	7	5.55	\$351,478	\$291,933	\$25,369	8.69%	9.2
Breakdown by Number of Employees							
Physician - OB/GYN - LT 80 Employees	0	0.00	*	*	*	*	*
Physician - OB/GYN - 80-250 Employees	3	1.34	*	*	*	*	*
Physician - OB/GYN - MT 250 Employees	8	7.00	\$291,586	\$293,075	\$29,690	10.13%	8.3
Breakdown by Number of Full Time Equivalents (FTEs)							
Physician - OB/GYN - LT 175 Full-Time Equivalents (FTEs)	1	0.09	*	*	*	*	*
Physician - OB/GYN - 175+ Full-Time Equivalents (FTEs)	10	8.25	\$219,337	\$264,144	\$26,727	10.12%	7.3
Breakdown by Executive Team							
Physician - OB/GYN - Executive Team Member	0	0.00	*	*	*	*	*
Physician - OB/GYN - Not Executive Team Member	11	8.34	\$231,695	\$264,634	\$26,727	10.10%	7.6
Breakdown by Time Worked							
Physician - OB/GYN - Employed Part-Time (LT 0.875 FTE)	6	3.44	\$219,337	\$242,509	\$21,015	8.67%	7.2
Physician - OB/GYN - Employed Full-Time (0.875 FTE+)	5	4.90	\$351,478	\$291,185	\$32,439	11.14%	8.0

**Count must be five+ to provide salary and benefits data. [^]Insufficient data to report the Extra: 50M+ category.*

TABLE 39: Clinical Team Salary and Benefits Breakdown – Physician – Pediatrics

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PHYSICIAN - PEDIATRICS - ALL	65	50.98	\$199,200	\$197,087	\$18,215	9.24%	8.3
Breakdown by Annual Budget							
Physician - Pediatrics - LT 10M	3	2.10	*	*	*	*	*
Physician - Pediatrics - 10M-22M	6	3.28	\$226,307	\$237,009	\$15,730	6.64%	5.7
Physician - Pediatrics - MT 22M	56	45.60	\$199,200	\$193,710	\$18,878	9.75%	8.9
Physician - Pediatrics - Up to 22M**	9	5.38	\$207,970	\$218,101	\$13,192	6.05%	4.6
Extra: Physician - Pediatrics - 50M+	46	38.25	\$199,200	\$198,013	\$17,731	8.95%	8.5
Breakdown by Number of Years Employed							
**Combination of data for LT 10M and 10M-22M.							
Physician - Pediatrics - LT Five Years Employed	27	20.45	\$195,700	\$188,250	\$15,285	8.12%	2.4
Physician - Pediatrics - Five-Nine Years Employed	15	11.53	\$199,200	\$194,353	\$21,575	11.10%	7.6
Physician - Pediatrics - 10-19 Years Employed	18	14.65	\$206,253	\$210,253	\$19,509	9.28%	13.5
Physician - Pediatrics - 20+ Years Employed	5	4.35	\$199,200	\$205,611	\$17,693	8.61%	22.8
Breakdown by Location							
Physician - Pediatrics - Urban	49	38.53	\$199,200	\$195,674	\$16,656	8.51%	8.1
Physician - Pediatrics - Rural	3	2.35	*	*	*	*	*
Physician - Pediatrics - Frontier and Rural/Frontier	0	0.00	*	*	*	*	*
Physician - Pediatrics - Urban/Rural and Urban/Rural/Frontier	13	10.10	\$207,970	\$196,471	\$24,926	12.69%	8.2
Physician - Pediatrics - Rural Mix**	16	12.45	\$205,551	\$201,414	\$22,890	11.36%	8.6
Breakdown by Number of Health Center Sites							
**Combination of data for Rural and Urban/Rural and Urban/Rural/Frontier.							
Physician - Pediatrics - One-Four HC Site(s)	7	4.28	\$195,700	\$204,833	\$14,709	7.18%	4.6
Physician - Pediatrics - Five-Nine HC Sites	4	3.10	*	*	*	*	*
Physician - Pediatrics - Ten or More HC Sites	54	43.60	\$199,200	\$193,990	\$18,718	9.65%	8.9
Physician - Pediatrics - One-Nine HC Sites**	11	7.38	\$207,970	\$212,289	\$15,364	7.24%	5.2
Breakdown by Number of Employees							
**Combination of data for One-Four and Five-Nine HC Sites.							
Physician - Pediatrics - LT 80 Employees	2	1.35	*	*	*	*	*
Physician - Pediatrics - 80-250 Employees	11	6.78	\$207,970	\$201,921	\$13,958	6.91%	6.2
Physician - Pediatrics - MT 250 Employees	52	42.85	\$199,200	\$196,781	\$19,452	9.88%	8.9
Physician - Pediatrics - Up to 250 Employees**	13	8.13	\$195,700	\$198,311	\$12,706	6.41%	5.6
Breakdown by Number of Full Time Equivalents (FTEs)							
**Combination of data for LT 85 and 85-250 Employees							
Physician - Pediatrics - LT 175 FTEs	11	7.13	\$207,970	\$212,454	\$13,520	6.36%	5.1
Physician - Pediatrics - 175+ FTEs	54	43.85	\$199,200	\$193,956	\$19,043	9.82%	8.9
Breakdown by Executive Team							
Physician - Pediatrics - Executive Team Member	0	0.00	*	*	*	*	*
Physician - Pediatrics - Not Executive Team Member	65	50.98	\$199,200	\$197,087	\$18,215	9.24%	8.3
Breakdown by Time Worked							
Physician - Pediatrics - Employed Part-Time (LT 0.875 FTE)	35	21.48	\$199,200	\$197,269	\$19,500	9.89%	8.2
Physician - Pediatrics - Employed Full-Time (0.875 FTE+)	30	29.50	\$199,200	\$196,874	\$16,929	8.60%	8.3

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

TABLE 40: 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	374	322.68	\$113,201	\$112,345	\$16,285	14.50%	5.8
Breakdown by Annual Budget							
Physician Assistant - LT 10M	26	24.24	\$110,000	\$111,151	\$16,205	14.58%	3.4
Physician Assistant - 10M-22M	38	33.08	\$107,732	\$111,157	\$12,323	11.09%	4.4
Physician Assistant - MT 22M	310	265.36	\$114,900	\$112,591	\$16,728	14.86%	6.2
Extra: Physician Assistant - 50M+	192	161.14	\$118,101	\$116,713	\$16,980	14.55%	6.9
Breakdown by Number of Years Employed							
Physician Assistant - LT Five Years Employed	210	184.09	\$106,900	\$108,633	\$15,332	14.11%	2.0
Physician Assistant - Five-Nine Years Employed	102	83.88	\$118,481	\$115,777	\$18,357	15.86%	7.1
Physician Assistant - 10-19 Years Employed	47	42.21	\$120,682	\$118,778	\$16,001	13.47%	13.8
Physician Assistant - 20+ Years Employed	15	12.50	\$121,500	\$120,811	\$15,873	13.14%	24.9
Breakdown by Location							
Physician Assistant - Urban	176	146.88	\$116,155	\$113,967	\$14,092	12.36%	6.2
Physician Assistant - Rural	67	57.24	\$110,000	\$114,065	\$13,115	11.50%	6.0
Physician Assistant - Frontier and Rural/Frontier	13	11.39	\$110,000	\$111,703	\$11,606	10.39%	3.9
Physician Assistant - Urban/Rural and Urban/Rural/Frontier	118	107.17	\$111,341	\$109,020	\$21,393	19.62%	5.3
Breakdown by Number of Health Center Sites							
Physician Assistant - One-Four HC Site(s)	30	26.59	\$111,453	\$111,673	\$17,807	15.95%	3.8
Physician Assistant - Five-Nine HC Sites	71	61.87	\$108,202	\$110,448	\$16,313	14.77%	3.9
Physician Assistant - Ten or More HC Sites	273	234.21	\$116,000	\$112,912	\$16,120	14.28%	6.5
Breakdown by Number of Employees⁺							
Physician Assistant - LT 80 Employees	28	25.64	\$110,245	\$112,376	\$13,145	11.70%	3.3
Physician Assistant - 80-250 Employees	86	76.32	\$104,053	\$104,232	\$17,220	16.52%	4.4
Physician Assistant - MT 250 Employees	257	217.71	\$116,776	\$114,952	\$16,327	14.20%	6.6
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Physician Assistant - LT 175 Full-Time Equivalents (FTEs)	85	73.98	\$107,423	\$110,060	\$13,881	12.61%	3.9
Physician Assistant - 175+ Full-Time Equivalents (FTEs)	286	245.69	\$115,881	\$112,930	\$16,951	15.01%	6.4
Breakdown by Executive Team							
Physician Assistant - Executive Team Member	1	1.00	*	*	*	*	*
Physician Assistant - Not Executive Team Member	373	321.68	\$113,000	\$112,339	\$16,288	14.50%	5.8
Breakdown by Time Worked							
Physician Assistant - Employed Part-Time (LT 0.875 FTE)	116	67.74	\$117,100	\$117,818	\$17,752	15.07%	6.1
Physician Assistant - Employed Full-Time (0.875 FTE+)	258	254.94	\$110,700	\$109,884	\$15,743	14.33%	5.6

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

⁺Includes data for 371 Physician Assistants from health centers reporting salary and benefits data for all employees.

TABLE 41: Clinical Team Salary and Benefits Breakdown – Psychiatric Nurse Practitioner

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PSYCHIATRIC NURSE PRACTITIONER - ALL	30	23.08	\$133,181	\$154,064	\$16,679	10.83%	3.7
Breakdown by Annual Budget[^]							
Psychiatric Nurse Practitioner - LT 10M	7	4.10	\$249,600	\$198,560	\$26,727	13.46%	1.7
Psychiatric Nurse Practitioner - 10M-22M	13	10.58	\$125,000	\$148,684	\$13,009	8.75%	3.7
Psychiatric Nurse Practitioner - MT 22M	10	8.40	\$131,976	\$129,910	\$13,317	10.25%	5.2
Breakdown by Number of Years Employed							
Psychiatric Nurse Practitioner - LT Five Years Employed	23	16.68	\$137,904	\$163,709	\$17,252	10.54%	1.9
Psychiatric Nurse Practitioner - Five-Nine Years Employed	5	4.40	\$125,000	\$122,723	\$15,459	12.60%	7.9
Psychiatric Nurse Practitioner - 10-19 Years Employed	2	2.00	*	*	*	*	*
Psychiatric Nurse Practitioner - 20+ Years Employed	0	0.00	*	*	*	*	*
<i>Psychiatric Nurse Practitioner - Five-19 Employed**</i>	7	6.40	\$125,000	\$122,373	\$15,044	12.29%	9.7
Breakdown by Location **Combination of data for Five-Nine and 10-19 Years.							
Psych. Nurse Practitioner - Urban	5	3.23	\$139,050	\$155,577	\$12,767	8.21%	3.2
Psych. Nurse Practitioner - Rural	7	5.85	\$130,042	\$142,392	\$12,789	8.98%	2.0
Psych. Nurse Practitioner - Frontier and Rural/Frontier	1	0.80	*	*	*	*	*
Psych. Nurse Practitioner - Urban/Rural and Urban/Rural/Frontier	17	13.20	\$133,910	\$159,619	\$18,876	11.83%	4.8
Breakdown by Number of Health Center Sites							
Psychiatric Nurse Practitioner - One-Four HC Site(s)	12	7.13	\$210,496	\$192,441	\$23,551	12.24%	2.3
Psychiatric Nurse Practitioner - Five-Nine HC Sites	8	6.90	\$125,818	\$127,047	\$13,413	10.56%	7.8
Psychiatric Nurse Practitioner - Ten or More HC Sites	10	9.05	\$133,262	\$129,625	\$11,948	9.22%	2.3
Breakdown by Number of Employees⁺							
Psychiatric Nurse Practitioner - LT 80 Employees	4	4.00	*	*	*	*	*
Psychiatric Nurse Practitioner - 80-250 Employees	17	11.68	\$137,904	\$172,792	\$19,133	11.07%	2.9
Psychiatric Nurse Practitioner - MT 250 Employees	5	4.30	\$133,993	\$128,483	\$14,254	11.09%	2.4
<i>Psychiatric Nurse Practitioner - Up to 250 Employees**</i>	21	15.68	\$132,613	\$164,422	\$18,076	10.99%	3.0
Breakdown by Number of Full Time Equivalents (FTEs)⁺ **Combination of data for LT 80 and 80-250 Employees.							
Psychiatric Nurse Practitioner - LT 175 FTEs	21	15.68	\$132,613	\$164,422	\$18,076	10.99%	3.0
Psychiatric Nurse Practitioner - 175+ FTEs	5	4.30	\$133,993	\$128,483	\$14,254	11.09%	2.4
Breakdown by Executive Team							
Psychiatric Nurse Practitioner - Executive Team Member	0	0.00	*	*	*	*	*
Psychiatric Nurse Practitioner - Not Executive Team Member	30	23.08	\$133,181	\$154,064	\$16,679	10.83%	3.7
Breakdown by Time Worked							
Psychiatric NP - Employed Part-Time (LT 0.875 FTE)	12	5.28	\$204,055	\$197,262	\$21,502	10.90%	2.3
Psychiatric NP - Employed Full-Time (0.875 FTE+)	18	17.80	\$125,750	\$125,265	\$13,843	11.05%	4.7

*Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.

+Includes data for 26 Psychiatric Nurse Practitioners from health centers reporting salary and benefits data for all employees.

TABLE 42: Clinical Team Salary and Benefits Breakdown – Psychiatrist

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PSYCHIATRIST - ALL	14	10.00	\$247,927	\$250,968	\$25,967	10.35%	3.4
Breakdown by Annual Budget							
Psychiatrist - LT 10M	1	0.80	*	*	*	*	*
Psychiatrist - 10M-22M	1	0.50	*	*	*	*	*
Psychiatrist - MT 22M	12	8.70	\$247,527	\$248,582	\$26,784	10.77%	3.6
Extra: Psychiatrist - 50M+	8	6.30	\$249,962	\$252,288	\$28,822	11.42%	4.1
Breakdown by Number of Years Employed							
Psychiatrist - LT Five Years Employed	11	8.20	\$250,000	\$252,837	\$25,294	10.00%	1.8
Psychiatrist - Five-Nine Years Employed	2	0.80	*	*	*	*	*
Psychiatrist - 10-19 Years Employed	1	1.00	*	*	*	*	*
Psychiatrist - 20+ Years Employed	0	0.00	*	*	*	*	*
Breakdown by Location							
Psychiatrist - Urban	5	4.10	\$236,700	\$233,485	\$11,226	4.81%	5.5
Psychiatrist - Rural	0	0.00	*	*	*	*	*
Psychiatrist - Frontier and Rural/Frontier	3	1.50	*	*	*	*	*
Psychiatrist - Urban/Rural and Urban/Rural/Frontier	6	4.40	\$250,696	\$262,216	\$37,157	14.17%	2.3
Breakdown by Number of Health Center Sites							
Psychiatrist - One-Four HC Site(s)	1	0.50	*	*	*	*	*
Psychiatrist - Five-Nine HC Sites	7	4.10	\$247,629	\$245,123	\$29,176	11.90%	2.9
Psychiatrist - Ten or More HC Sites	6	5.40	\$244,600	\$252,853	\$25,900	10.24%	4.2
Breakdown by Number of Employees⁺							
Psychiatrist - LT 80 Employees	1	0.50	*	*	*	*	*
Psychiatrist - 80-250 Employees	4	2.20	*	*	*	*	*
Psychiatrist - MT 250 Employees	7	5.30	\$247,425	\$245,472	\$17,940	7.31%	4.5
Psychiatrist - Up to 250 Employees**	5	2.70	\$250,000	\$264,212	\$49,587	18.77%	2.7
Breakdown by Number of Full Time Equivalents (FTEs)⁺							
Psychiatrist - LT 175 Full-Time Equivalents (FTEs)	4	1.70	*	*	*	*	*
Psychiatrist - 175+ Full-Time Equivalents (FTEs)	8	6.30	\$249,962	\$252,288	\$28,822	11.42%	4.1
Breakdown by Executive Team							
Psychiatrist - Executive Team Member	0	0.00	*	*	*	*	*
Psychiatrist - Not Executive Team Member	14	10.00	\$247,927	\$250,968	\$25,967	10.35%	3.4
Breakdown by Time Worked							
Psychiatrist - Employed Part-Time (LT 0.875 FTE)	7	3.10	\$250,000	\$260,024	\$24,888	9.57%	3.5
Psychiatrist - Employed Full-Time (0.875 FTE+)	7	6.90	\$236,700	\$241,913	\$26,738	11.05%	3.3

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

^{**}Combination of data for LT 80 and 80-250 Employees.

⁺Includes data for 12 Psychiatrists from health centers reporting salary and benefits data for all employees.

TABLE 43: Clinical Team Salary and Benefits Breakdown – Psychologist, Clinical

CLINICAL TEAM POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
PSYCHOLOGIST, CLINICAL - ALL	32	29.10	\$102,800	\$104,470	\$15,455	14.79%	4.8
Breakdown by Annual Budget^							
Psychologist, Clinical - LT 10M	0	0.00	*	*	*	*	*
Psychologist, Clinical - 10M-22M	1	1.00	*	*	*	*	*
Psychologist, Clinical - MT 22M	31	28.10	\$102,800	\$105,582	\$15,655	14.83%	4.7
Breakdown by Number of Years Employed							
Psychologist, Clinical - LT Five Years Employed	22	20.85	\$102,800	\$102,283	\$13,265	12.97%	2.3
Psychologist, Clinical - Five-Nine Years Employed	6	5.35	\$113,425	\$103,068	\$15,616	15.15%	6.3
Psychologist, Clinical - 10-19 Years Employed	3	2.10	*	*	*	*	*
Psychologist, Clinical - 20+ Years Employed	1	0.80	*	*	*	*	*
<i>Psychologist, Clinical - Five+ Years Employed**</i>	<i>10</i>	<i>8.25</i>	<i>\$116,800</i>	<i>\$109,281</i>	<i>\$20,273</i>	<i>18.55%</i>	<i>10.2</i>
Breakdown by Location							
<i>**Combination of data for Five-Nine, 10-19, and 20+ Years.</i>							
Psychologist, Clinical - Urban	27	24.35	\$102,800	\$106,751	\$14,407	13.50%	4.7
Psychologist, Clinical - Rural	2	1.75	*	*	*	*	*
Psychologist, Clinical - Frontier and Rural/Frontier	0	0.00	*	*	*	*	*
Psychologist, Clinical - Urban/Rural and Urban/Rural/Frontier	3	3.00	*	*	*	*	*
<i>Psychologist, Clinical - Rural Mix**</i>	<i>5</i>	<i>4.75</i>	<i>\$87,963</i>	<i>\$92,150</i>	<i>\$21,112</i>	<i>22.91%</i>	<i>5.0</i>
Breakdown by Number of Health Center Sites							
<i>**Combination of data for Rural and Urban/Rural and Urban/Rural/Frontier.</i>							
Psychologist, Clinical - One-Four HC Site(s)	0	0.00	*	*	*	*	*
Psychologist, Clinical - Five-Nine HC Sites	1	1.00	*	*	*	*	*
Psychologist, Clinical - Ten or More HC Sites	31	28.10	\$102,800	\$105,582	\$15,655	14.83%	4.7
Breakdown by Number of Employees							
Psychologist, Clinical - LT 80 Employees	0	0.00	*	*	*	*	*
Psychologist, Clinical - 80-250 Employees	3	2.75	*	*	*	*	*
Psychologist, Clinical - MT 250 Employees	29	26.35	\$102,800	\$106,286	\$14,470	13.61%	4.8
Breakdown by Number of Full Time Equivalents (FTEs)							
Psychologist, Clinical - LT 175 FTEs	1	1.00	*	*	*	*	*
Psychologist, Clinical - 175+ FTEs	31	28.10	\$102,800	\$105,582	\$15,655	14.83%	4.7
Breakdown by Executive Team							
Psychologist, Clinical - Executive Team Member	0	0.00	*	*	*	*	*
Psychologist, Clinical - Not Executive Team Member	32	29.10	\$102,800	\$104,470	\$15,455	14.79%	4.8
Breakdown by Time Worked							
Psychologist, Clinical - Employed Part-Time (LT 0.875 FTE)	10	7.20	\$114,800	\$113,264	\$23,587	20.83%	7.8
Psychologist, Clinical - Employed Full-Time (0.875 FTE+)	22	21.90	\$101,800	\$100,472	\$11,758	11.70%	3.4

**Count must be five+ to provide salary and benefits data. ^Insufficient data to report the Extra: 50M+ category.*

G. Salary and Benefits Breakdowns – Support Team

TABLE 44: 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
BILLING STAFF/PATIENT ACCOUNTS - ALL^	193	186.61	\$40,268	\$40,777	\$8,876	21.77%	6.4
Billing Staff/Patient Accounts - LT Five Years Employed	113	109.43	\$38,563	\$39,341	\$8,402	21.36%	2.0
Billing Staff/Patient Accounts - Five-Nine Years Employed	36	34.30	\$41,047	\$40,968	\$10,648	25.99%	6.8
Billing Staff/Patient Accounts - 10-19 Years Employed	29	28.08	\$43,472	\$44,134	\$9,327	21.13%	14.6
Billing Staff/Patient Accounts - 20+ Years Employed	13	12.80	\$43,451	\$44,878	\$6,901	15.38%	25.4
CALL CENTER REPRESENTATIVE - ALL	244	229.47	\$36,421	\$37,297	\$5,856	15.70%	2.4
Call Center Representative - LT Five Years Employed	212	199.67	\$36,421	\$36,587	\$5,530	15.11%	1.2
Call Center Representative - Five-Nine Years Employed	17	15.40	\$38,314	\$38,948	\$8,007	20.56%	7.2
Call Center Representative - 10-19 Years Employed	14	13.65	\$45,021	\$45,588	\$8,087	17.74%	14.0
Call Center Representative - 20+ Years Employed	1	0.75	*	*	*	*	*
CARE COORDINATOR/PATIENT NAVIGATOR - ALL	199	191.03	\$46,550	\$46,933	\$9,015	19.21%	6.1
Care Coordinator/Patient Navigator - LT Five Years Employed	102	100.75	\$43,461	\$45,130	\$7,996	17.72%	2.3
Care Coordinator/Patient Navigator - Five-Nine Years Employed	62	55.48	\$47,643	\$47,544	\$10,032	21.10%	7.0
Care Coordinator/Patient Navigator - 10-19 Years Employed	30	29.80	\$46,758	\$50,008	\$9,365	18.73%	14.3
Care Coordinator/Patient Navigator - 20+ Years Employed	5	5.00	\$58,614	\$57,712	\$14,484	25.10%	21.8
CODER - ALL^	69	65.83	\$46,613	\$45,979	\$9,479	20.62%	5.8
Coder - LT Five Years Employed	39	38.08	\$43,139	\$44,257	\$8,096	18.29%	2.3
Coder - Five-Nine Years Employed	18	16.20	\$50,773	\$49,411	\$10,795	21.85%	7.3
Coder - 10-19 Years Employed	8	7.55	\$47,726	\$46,265	\$9,585	20.72%	12.7
Coder - 20+ Years Employed	3	3.00	*	*	*	*	*
<i>Coder - 10+ Years Employed**</i>	<i>11</i>	<i>10.55</i>	<i>\$46,987</i>	<i>\$46,128</i>	<i>\$11,970</i>	<i>25.95%</i>	<i>15.9</i>
CODER - Additional Breakdown by Certification (if known)							
Coder - Certified (Various)	51	49.05	\$49,046	\$48,541	\$10,631	21.90%	5.9
Coder - Not Certified	14	13.50	\$37,763	\$38,575	\$5,068	13.14%	5.0
MEDICAL RECORDS CLERK - ALL	96	89.74	\$35,244	\$36,747	\$7,914	21.54%	5.3
Medical Records Clerk - LT Five Years Employed	63	59.14	\$34,507	\$36,106	\$6,949	19.25%	1.8
Medical Records Clerk - Five-Nine Years Employed	18	17.25	\$35,129	\$36,737	\$11,528	31.38%	7.4
Medical Records Clerk - 10-19 Years Employed	10	8.85	\$36,754	\$37,544	\$6,987	18.61%	14.5
Medical Records Clerk - 20+ Years Employed	5	4.50	\$41,892	\$43,268	\$7,175	16.58%	24.4
OUTREACH/ENROLLMENT STAFF - ALL	104	101.33	\$39,957	\$40,661	\$10,458	25.72%	5.7
Outreach/Enrollment Staff - LT Five Years Employed	58	57.33	\$37,232	\$38,716	\$9,034	23.33%	1.5
Outreach/Enrollment Staff - Five-Nine Years Employed	22	21.65	\$40,851	\$41,472	\$10,360	24.98%	7.2
Outreach/Enrollment Staff - 10-19 Years Employed	23	21.35	\$44,034	\$44,845	\$14,924	33.28%	14.2
Outreach/Enrollment Staff - 20+ Years Employed	1	1.00	*	*	*	*	*

*The count must be at least five in order to provide salary and benefits data. **Combination of data for 10-19 Years and 20+ Years.

^Average Years Employed breakdowns include only data reported with a date of hire.

TABLE 44: Administrative and Clinical Support Staff Salary and Benefits Breakdowns, continued

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	862	800.26	\$35,912	\$36,656	\$7,121	19.43%	3.1
Receptionist/Front Desk/Appt. Clerk - LT Five Years Employed	705	653.73	\$34,944	\$35,800	\$6,417	17.93%	1.2
Receptionist/Front Desk/Appt. Clerk - Five-Nine Years Employed	88	80.45	\$38,563	\$39,172	\$9,883	25.23%	6.8
Receptionist/Front Desk/Appt. Clerk - 10-19 Years Employed	50	48.05	\$42,351	\$41,777	\$9,690	23.20%	14.5
Receptionist/Front Desk/Appt. Clerk - 20+ Years Employed	19	18.03	\$44,366	\$43,282	\$11,004	25.42%	24.0
CLINICAL SUPPORT POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
CASE MANAGER - ALL	164	158.00	\$46,041	\$51,128	\$10,811	21.14%	6.6
Case Manager - LT Five Years Employed	94	88.80	\$43,618	\$48,371	\$10,223	21.13%	1.9
Case Manager - Five-Nine Years Employed	34	33.30	\$46,540	\$52,955	\$11,607	21.92%	7.4
Case Manager - 10-19 Years Employed	26	26.00	\$47,310	\$54,559	\$11,118	20.38%	15.4
Case Manager - 20+ Years Employed	10	9.90	\$52,374	\$61,912	\$11,942	19.29%	25.0
CASE MANAGER - Additional Breakdown by Credentials (if known)							
Case Manager - High School/None	23	22.60	\$41,600	\$43,563	\$10,715	24.60%	8.1
Case Manager - LPN/MA	18	17.80	\$46,572	\$46,104	\$8,511	18.46%	11.3
Case Manager - RN/BSW	38	33.75	\$75,631	\$72,685	\$13,827	19.02%	6.9
Case Manager - Other Bachelor's Degree (Various)	16	15.75	\$48,100	\$47,023	\$13,066	27.79%	2.7
Case Manager - Master's Degree (Various)	11	10.40	\$51,397	\$52,097	\$9,577	18.38%	6.2
DENTAL ASSISTANT - ALL	316	295.64	\$41,554	\$41,271	\$9,366	22.69%	3.6
Dental Assistant - LT Five Years Employed	244	226.92	\$39,499	\$40,151	\$7,910	19.70%	1.5
Dental Assistant - Five-Nine Years Employed	42	40.27	\$43,681	\$44,841	\$12,390	27.63%	6.8
Dental Assistant - 10-19 Years Employed	23	22.30	\$44,470	\$44,150	\$15,116	34.24%	12.6
Dental Assistant - 20+ Years Employed	7	6.15	\$50,440	\$49,409	\$18,277	36.99%	26.9
LICENSED PRACTICAL NURSE - ALL	115	102.64	\$48,588	\$48,098	\$10,766	22.38%	5.4
Licensed Practical Nurse - LT Five Years Employed	71	62.99	\$47,840	\$46,824	\$9,911	21.17%	2.1
Licensed Practical Nurse - Five-Nine Years Employed	28	24.96	\$50,799	\$50,283	\$13,597	27.04%	7.3
Licensed Practical Nurse - 10-19 Years Employed	13	11.89	\$50,877	\$50,081	\$10,075	20.12%	14.7
Licensed Practical Nurse - 20+ Years Employed	3	2.80	*	*	*	*	*
<i>Licensed Practical Nurse - 10+ Years Employed**</i>	16	14.69	\$50,211	\$49,925	\$9,262	18.55%	16.7
MEDICAL ASSISTANT, WITH CREDENTIALS - ALL	719	671.63	\$40,747	\$43,672	\$9,195	21.06%	4.7
Medical Assistant, with credentials - LT Five Years Employed	482	450.42	\$39,560	\$42,259	\$7,549	17.86%	1.9
Medical Assistant, with credentials - Five-Nine Years Employed	151	141.51	\$42,120	\$44,378	\$10,751	24.23%	7.1
Medical Assistant, with credentials - 10-19 Years Employed	72	66.95	\$50,876	\$50,017	\$15,406	30.80%	14.3
Medical Assistant, with credentials - 20+ Years Employed	14	12.75	\$51,002	\$52,099	\$16,001	30.71%	24.4

*The count must be at least five in order to provide salary and benefits data. **Combination of data for 10-19 Years and 20+ Years.

TABLE 44: Administrative and Clinical Support Staff Salary and Benefits Breakdowns, continued

CLINICAL SUPPORT POSITION	Count	Actual FTEs	50th PCTL Salary	Average Salary	Average Benefits	Benefits as % of Salary	Average Years Employed
MEDICAL ASSISTANT, WITHOUT CREDENTIALS - ALL	434	391.84	\$40,019	\$40,614	\$7,507	18.48%	3.1
Medical Assistant, without credentials - LT Five Years Employed	348	312.96	\$40,019	\$39,459	\$6,606	16.74%	1.4
Medical Assistant, without credentials - Five-Nine Yrs. Employed	57	51.33	\$44,033	\$43,698	\$10,669	24.41%	7.1
Medical Assistant, without credentials - 10-19 Years Employed	23	21.55	\$49,858	\$48,456	\$12,434	25.66%	14.1
Medical Assistant, without credentials - 20+ Years Employed	6	6.00	\$50,773	\$48,204	\$7,310	15.16%	22.5
PHARMACY TECHNICIAN - ALL	183	161.97	\$40,747	\$41,420	\$9,018	21.77%	4.7
Pharmacy Technician - LT Five Years Employed	120	106.21	\$39,374	\$39,773	\$7,789	19.58%	1.7
Pharmacy Technician - Five-Nine Years Employed	37	33.51	\$43,493	\$44,210	\$11,881	26.87%	7.0
Pharmacy Technician - 10-19 Years Employed	23	19.95	\$45,458	\$45,417	\$10,601	23.34%	14.0
Pharmacy Technician - 20+ Years Employed	3	2.30	*	*	*	*	*
<i>Pharmacy Technician - 10+ Years Employed**</i>	26	22.25	\$45,370	\$45,052	\$10,203	22.65%	15.3
REGISTERED NURSE - ALL	474	381.77	\$69,171	\$71,365	\$12,123	16.99%	4.7
Registered Nurse - LT Five Years Employed	324	256.68	\$67,350	\$68,995	\$11,388	16.50%	1.8
Registered Nurse - Five-Nine Years Employed	92	77.10	\$73,812	\$72,305	\$14,526	20.09%	7.0
Registered Nurse - 10-19 Years Employed	44	36.45	\$85,717	\$82,450	\$12,714	15.42%	14.6
Registered Nurse - 20+ Years Employed	14	11.55	\$93,392	\$85,219	\$9,639	11.31%	24.7

*The count must be at least five in order to provide salary and benefits data. **Combination of data for 10-19 Years and 20+ Years.

H. Salary Data Comparisons

TABLE 45: Comparison of 2018, 2020, and 2022 CHAMPS Health Center Salary Data – Region VIII and Small Budget Breakdown

Position Title	Region VIII					Small Budget Breakdown (2018: LT \$4M; 2020: LT \$7M; 2022: LT \$10M)				
	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22
Accountant	\$50,379	\$52,395	\$60,637	4.0%	15.7%	*	*	\$54,808	N/A	N/A
Accounting Clerk/Bookkeeper	\$37,357	\$39,561	\$45,536	5.9%	15.1%	\$32,352	*	\$42,744	N/A	N/A
Addiction Counselor	\$50,989	\$56,285	\$55,702	10.4%	-1.0%	*	*	*	N/A	N/A
Administrative Assistant	\$36,920	\$36,556	\$40,329	-1.0%	10.3%	*	*	\$41,707	N/A	N/A
Administrative Clinic Operations Manager	\$57,756	\$61,665	\$62,658	6.8%	1.6%	*	*	\$67,205	N/A	N/A
Behavioral Health Director/CBHO**	\$97,254	\$93,018	\$118,810	-4.4%	27.7%	*	*	\$119,850	N/A	N/A
Behavioral Health Director (Associate/Other)^	N/A	\$82,000	\$85,000	N/A	3.7%	N/A	*	*	N/A	N/A
Billing Staff/Patient Accounts	\$32,819	\$35,610	\$40,268	8.5%	13.1%	\$34,880	\$37,190	\$40,602	6.6%	9.2%
Billing Supervisor	\$48,630	\$50,045	\$52,265	2.9%	4.4%	*	\$48,568	\$48,110	N/A	-0.9%
Call Center Representative	\$29,713	\$32,240	\$36,421	8.5%	13.0%	*	*	*	N/A	N/A
Care Coordinator/Patient Navigator	\$36,920	\$39,853	\$46,550	7.9%	16.8%	*	\$34,320	\$40,560	N/A	18.2%
Case Manager	\$41,571	\$40,102	\$46,041	-3.5%	14.8%	*	\$41,600	\$44,123	N/A	6.1%
Certified Nurse Midwife	\$109,599	\$112,091	\$118,700	2.3%	5.9%	*	*	*	N/A	N/A
Coder	\$38,200	\$39,998	\$46,613	4.7%	16.5%	*	*	\$47,736	N/A	N/A
Community Health Worker	\$33,929	\$40,051	\$38,085	18.0%	-4.9%	\$28,795	*	\$44,232	N/A	N/A
Data Analyst	\$57,366	\$52,999	\$62,681	-7.6%	18.3%	*	*	\$70,897	N/A	N/A
Dental Assistant	\$32,240	\$35,453	\$41,554	10.0%	17.2%	\$29,640	\$30,680	\$35,360	3.5%	15.3%
Dental Assistant - Expanded Function	\$34,923	\$40,182	\$44,658	15.1%	11.1%	*	*	\$47,372	N/A	N/A
Dental Assistant Supervisor	\$43,826	\$46,628	\$53,405	6.4%	14.5%	*	*	*	N/A	N/A
Dental Director/CDO**	\$157,376	\$170,000	\$185,711	8.0%	9.2%	*	\$153,432	\$177,224	N/A	15.5%
Dental Director (Associate/Other)^	N/A	\$143,832	\$164,355	N/A	14.3%	N/A	*	*	N/A	N/A
Dental Hygienist	\$69,721	\$74,880	\$82,160	7.4%	9.7%	\$67,080	\$72,020	\$80,288	7.4%	11.5%
Dentist	\$136,208	\$151,900	\$160,000	11.5%	5.3%	\$153,063	\$155,250	\$160,000	1.4%	3.1%
Development/Grants Director	\$88,345	\$96,892	\$107,156	9.7%	10.6%	*	*	*	N/A	N/A
Eligibility Manager	\$54,000	\$50,482	\$55,138	-6.5%	9.2%	*	*	*	N/A	N/A
Executive Assistant	\$46,342	\$48,090	\$51,483	3.8%	7.1%	*	*	\$54,590	N/A	N/A
Executive Director/CEO	\$136,183	\$146,250	\$178,694	7.4%	22.2%	\$96,580	\$117,188	\$136,000	21.3%	16.1%
Fiscal Director/CFO**	\$90,578	\$106,995	\$125,236	18.1%	17.0%	\$73,500	\$80,000	\$100,000	8.8%	25.0%
Fiscal Director (Other)^	N/A	\$80,667	\$93,870	N/A	16.4%	N/A	*	*	N/A	N/A
Grant Writer	\$53,726	\$60,902	\$68,640	13.4%	12.7%	*	*	*	N/A	N/A
Health Educator (administrative duties only)	\$40,890	\$43,602	\$56,869	6.6%	30.4%	*	*	*	N/A	N/A
Health Educator (with clinical duties)	\$41,933	\$39,229	\$55,444	-6.4%	41.3%	*	*	*	N/A	N/A
Human Resources Assistant	\$37,086	\$37,772	\$42,245	1.8%	11.8%	*	*	*	N/A	N/A
Human Resources Coordinator/Specialist	\$47,748	\$47,206	\$51,371	-1.1%	8.8%	*	*	*	N/A	N/A

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 will limit comparability to prior years. ^New title in 2020; data not available for 2018.

TABLE 45: Comparison of 2018, 2020, and 2022 CHAMPS Health Center Salary Data – Region VIII and Small Budget Breakdown, continued

	Region VIII					Small Budget Breakdown (2018: LT \$4M; 2020: LT \$7M; 2022: LT \$10M)				
Position Title	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22
Human Resources Director/CWO**	\$86,382	\$93,329	\$101,775	8.0%	9.0%	*	*	*	N/A	N/A
Human Resources Manager/Generalist	\$52,002	\$62,275	\$63,432	19.8%	1.9%	*	*	*	N/A	N/A
Information Technology Administrator	\$65,998	\$77,449	\$78,102	17.4%	0.8%	*	*	*	N/A	N/A
Information Technology Director/CIO**	\$102,420	\$108,160	\$115,003	5.6%	6.3%	*	*	*	N/A	N/A
Information Technology Manager	\$64,041	\$70,000	\$75,599	9.3%	8.0%	*	*	*	N/A	N/A
Information Technology Support Staff	\$45,781	\$47,757	\$49,874	4.3%	4.4%	*	*	\$55,300	N/A	N/A
Interpreter	\$34,518	\$37,440	\$36,900	8.5%	-1.4%	*	\$37,440	\$38,180	N/A	2.0%
Janitor/Custodian/Housekeeping	\$25,605	\$29,120	\$33,108	13.7%	13.7%	\$24,960	\$31,200	\$35,090	25.0%	12.5%
Lab Technician	\$43,763	\$41,330	\$49,806	-5.6%	20.5%	*	*	*	N/A	N/A
Licensed Clinical Social Worker	\$61,526	\$64,541	\$74,350	4.9%	15.2%	\$59,162	\$63,594	\$68,643	7.5%	7.9%
Licensed Practical Nurse	\$41,834	\$45,043	\$48,588	7.7%	7.9%	\$46,800	\$45,760	\$47,840	-2.2%	4.5%
Licensed Professional Counselor (LPC/LCPC)	\$55,390	\$62,000	\$66,560	11.9%	7.4%	*	\$65,000	\$64,047	N/A	-1.5%
Maintenance/Facilities	\$36,626	\$40,269	\$44,554	9.9%	10.6%	*	\$43,680	\$50,804	N/A	16.3%
Maintenance/Facilities Manager	\$70,850	\$56,143	\$58,589	-20.8%	4.4%	*	*	*	N/A	N/A
Medical Assistant, with Credentials	\$34,278	\$36,005	\$40,747	5.0%	13.2%	\$32,240	\$34,299	\$37,440	6.4%	9.2%
Medical Assistant, without Credentials	\$30,160	\$36,400	\$40,019	20.7%	9.9%	\$32,760	\$35,547	\$37,188	8.5%	4.6%
Medical Assistant Supervisor	\$48,277	\$46,802	\$56,293	-3.1%	20.3%	*	*	*	N/A	N/A
Medical/Dental Clinic Manager	\$47,654	\$59,821	\$64,457	25.5%	7.8%	*	*	\$58,000	N/A	N/A
Medical Director/CMO	\$214,506	\$225,815	\$240,000	5.3%	6.3%	\$200,000	\$214,200	\$240,000	7.1%	12.0%
Medical Director (Associate/Other)	\$194,295	\$189,019	\$214,365	-2.7%	13.4%	*	*	*	N/A	N/A
Medical Records Clerk	\$28,433	\$34,320	\$35,244	20.7%	2.7%	*	\$34,070	\$34,747	N/A	2.0%
Medical Records Supervisor	\$55,080	\$47,317	\$48,942	-14.1%	3.4%	*	*	*	N/A	N/A
Nurse Practitioner	\$98,407	\$104,000	\$108,781	5.7%	4.6%	\$106,886	\$103,213	\$103,580	-3.4%	0.4%
Nursing Aide/CNA	\$30,160	\$31,100	\$31,990	3.1%	2.9%	*	*	*	N/A	N/A
Nursing Director	\$94,982	\$84,001	\$95,718	-11.6%	13.9%	*	*	*	N/A	N/A
Nursing Manager	\$71,696	\$83,158	\$82,383	16.0%	-0.9%	*	*	*	N/A	N/A
Nursing Supervisor	\$66,997	\$68,749	\$88,671	2.6%	29.0%	*	*	*	N/A	N/A
Nutritionist/Dietitian	\$54,167	\$55,342	\$58,630	2.2%	5.9%	*	*	*	N/A	N/A
Operations Director/COO***	\$86,700	\$110,302	\$134,448	27.2%	21.9%	*	\$90,127	\$94,624	N/A	5.0%
Operations Director (Other)^	N/A	\$85,698	\$92,595	N/A	8.0%	N/A	*	*	N/A	N/A
Outreach/Enrollment Staff	\$33,535	\$35,298	\$39,957	5.3%	13.2%	\$35,630	\$36,899	\$37,561	3.6%	1.8%
Patient Representative/Financial Counselor	\$34,497	\$34,570	\$38,709	0.2%	12.0%	*	*	*	N/A	N/A

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 2022 to include only the top leader for the discipline area, which will limit comparability to prior years. ***The Job Description Summary was updated in 2020 to include only the top leader for the discipline area, which will limit comparability to prior years. ^New title in 2020; data not available for 2018.

TABLE 45: Comparison of 2018, 2020, and 2022 CHAMPS Health Center Salary Data – Region VIII and Small Budget Breakdown, continued

	Region VIII					Small Budget Breakdown (2018: LT \$4M; 2020: LT \$7M; 2022: LT \$10M)				
Position Title	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22
Pharmacist	\$126,880	\$134,160	\$134,657	5.7%	0.4%	*	\$120,650	\$124,800	N/A	3.4%
Pharmacist, Clinical	\$120,537	\$130,000	\$133,411	7.9%	2.6%	*	*	\$118,268	N/A	N/A
Pharmacy Assistant	\$31,367	\$38,365	\$36,421	22.3%	-5.1%	*	*	*	N/A	N/A
Pharmacy Director	\$142,844	\$145,558	\$152,984	1.9%	5.1%	*	\$128,128	*	N/A	N/A
Pharmacy Manager	\$132,080	\$154,606	\$137,509	17.1%	-11.1%	*	*	*	N/A	N/A
Pharmacy Technician	\$35,360	\$38,491	\$40,747	8.9%	5.9%	*	\$33,218	\$37,502	N/A	12.9%
Phlebotomist	\$28,080	\$30,680	\$36,400	9.3%	18.6%	*	*	*	N/A	N/A
Physician Assistant	\$98,819	\$107,120	\$113,201	8.4%	5.7%	\$103,125	\$105,866	\$110,000	2.7%	3.9%
Physician Family Practice, with OB	\$178,380	\$196,929	\$210,400	10.4%	6.8%	*	*	*	N/A	N/A
Physician Family Practice, without OB	\$185,651	\$200,000	\$210,700	7.7%	5.4%	*	*	\$207,960	N/A	N/A
Physician Internal Medicine	\$185,660	\$220,800	\$227,400	18.9%	3.0%	*	*	*	N/A	N/A
Physician OB/GYN	\$216,382	\$300,475	\$231,695	38.9%	-22.9%	*	*	*	N/A	N/A
Physician Pediatrics	\$170,842	\$197,800	\$199,200	15.8%	0.7%	*	*	*	N/A	N/A
Physician Resident	\$55,016	\$60,231	\$59,876	9.5%	-0.6%	*	*	*	N/A	N/A
Pre-Licensure Behavioral Health Provider	\$51,032	\$54,447	\$57,105	6.7%	4.9%	*	\$53,040	\$71,597	N/A	35.0%
Program Coordinator (Administrative)	\$46,940	\$39,396	\$48,277	-16.1%	22.5%	*	*	*	N/A	N/A
Program Coordinator (Clinical)	\$42,994	\$39,957	\$48,500	-7.1%	21.4%	*	*	*	N/A	N/A
Program Director (Administrative)	\$71,400	\$87,500	\$90,051	22.5%	2.9%	*	*	*	N/A	N/A
Program Manager (Administrative)	\$51,295	\$54,496	\$59,938	6.2%	10.0%	*	*	*	N/A	N/A
Psychiatric Nurse Practitioner	\$117,706	\$122,304	\$133,181	3.9%	8.9%	*	*	\$249,600	N/A	N/A
Psychiatrist	\$229,452	\$245,000	\$247,927	6.8%	1.2%	*	*	*	N/A	N/A
Psychologist, Clinical	\$80,018	\$102,000	\$102,800	27.5%	0.8%	*	*	*	N/A	N/A
Purchasing Clerk	\$36,327	\$38,532	\$40,071	6.1%	4.0%	*	*	*	N/A	N/A
Quality Improvement/Assurance Coordinator	\$53,553	\$45,760	\$53,186	-14.6%	16.2%	*	\$47,500	\$41,807	N/A	-12.0%
Quality Improvement/Assurance Director	\$82,018	\$82,044	\$97,587	0.0%	18.9%	*	*	*	N/A	N/A
Quality Improvement/Assurance Manager	\$64,900	\$65,299	\$70,664	0.6%	8.2%	*	*	*	N/A	N/A
Radiology/X-Ray Technician	\$47,687	\$55,745	\$54,448	16.9%	-2.3%	*	\$45,240	\$49,107	N/A	8.5%
Reception/Front Office Supervisor	\$49,624	\$42,529	\$51,438	-14.3%	20.9%	*	\$39,250	\$39,801	N/A	1.4%
Receptionist/Front Desk/Appointment Clerk	\$29,173	\$31,138	\$35,912	6.7%	15.3%	\$29,120	\$31,200	\$33,488	7.1%	7.3%
Referral Coordinator	\$30,056	\$34,362	\$38,657	14.3%	12.5%	*	*	*	N/A	N/A
Registered Nurse	\$59,468	\$65,000	\$69,171	9.3%	6.4%	\$54,642	\$58,767	\$59,592	7.5%	1.4%
Trainer	\$38,938	\$38,043	\$44,554	-2.3%	17.1%	*	*	*	N/A	N/A
Ultrasound Technician	\$84,673	\$74,278	\$90,833	-12.3%	22.3%	*	*	*	N/A	N/A
Women, Infants, and Children (WIC) Educator	\$33,551	\$37,127	\$42,016	10.7%	13.2%	*	*	*	N/A	N/A

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.

TABLE 46: Comparison of 2018, 2020, and 2022 CHAMPS Health Center Salary Data – Medium Budget Breakdown and Large Budget Breakdown

Position Title	Medium Budget Breakdown (2018: \$4M-\$10M; 2020: \$7M-\$15M; 2022: \$10M-\$22M)					Large Budget Breakdown (2018: MT \$10M; 2020: MT \$15M; 2022: MT \$22M)				
	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22
Accountant	\$45,000	\$51,131	\$58,240	13.6%	13.9%	\$52,500	\$54,018	\$64,410	2.9%	19.2%
Accounting Clerk/Bookkeeper	\$37,440	\$41,600	\$45,000	11.1%	8.2%	\$38,990	\$38,022	\$46,603	-2.5%	22.6%
Addiction Counselor	\$47,465	\$50,844	*	7.1%	N/A	\$53,456	\$65,000	\$56,281	21.6%	-13.4%
Administrative Assistant	\$33,306	\$34,126	\$39,167	2.5%	14.8%	\$37,294	\$36,691	\$39,728	-1.6%	8.3%
Administrative Clinic Operations Manager	\$58,781	\$60,000	\$63,308	2.1%	5.5%	\$58,411	\$61,200	\$61,277	4.8%	0.1%
Behavioral Health Director/CBHO**	\$85,748	\$95,275	\$114,490	11.1%	20.2%	\$100,048	\$102,201	\$118,810	2.2%	16.3%
Behavioral Health Director (Associate/Other)**	N/A	*	*	N/A	N/A	N/A	\$77,740	\$84,460	N/A	8.6%
Billing Staff/Patient Accounts	\$34,320	\$35,755	\$39,104	4.2%	9.4%	\$31,845	\$35,443	\$40,912	11.3%	15.4%
Billing Supervisor	\$54,286	\$58,011	\$58,053	6.9%	0.1%	\$48,630	\$47,500	\$51,875	-2.3%	9.2%
Call Center Representative	\$28,563	\$33,420	\$38,480	17.0%	15.1%	\$30,104	\$31,366	\$36,421	4.2%	16.1%
Care Coordinator/Patient Navigator	\$35,360	\$37,440	\$41,325	5.9%	10.4%	\$37,201	\$40,978	\$48,214	10.2%	17.7%
Case Manager	\$49,452	\$42,848	\$55,656	-13.4%	29.9%	\$40,112	\$39,843	\$45,584	-0.7%	14.4%
Certified Nurse Midwife	*	*	*	N/A	N/A	\$112,104	\$112,900	\$118,825	0.7%	5.2%
Coder	\$36,400	\$39,281	\$45,220	7.9%	15.1%	\$38,599	\$40,830	\$46,176	5.8%	13.1%
Community Health Worker	\$37,620	\$35,360	\$36,706	-6.0%	3.8%	*	\$40,581	\$38,084	N/A	-6.2%
Data Analyst	\$46,744	\$55,978	\$51,241	19.8%	-8.5%	\$62,005	\$53,613	\$66,981	-13.5%	24.9%
Dental Assistant	\$30,670	\$32,802	\$39,916	7.0%	21.7%	\$32,843	\$36,473	\$42,016	11.1%	15.2%
Dental Assistant - Expanded Function	\$33,720	\$37,835	\$43,503	12.2%	15.0%	\$35,215	\$39,992	\$44,356	13.6%	10.9%
Dental Assistant Supervisor	*	\$49,600	*	N/A	N/A	\$43,687	\$45,455	\$53,976	4.0%	18.7%
Dental Director/CDO**	\$152,495	\$170,925	\$200,000	12.1%	17.0%	\$160,462	\$170,435	\$189,015	6.2%	10.9%
Dental Director (Associate/Other)^	N/A	*	*	N/A	N/A	N/A	\$143,832	\$164,355	N/A	14.3%
Dental Hygienist	\$66,473	\$71,037	\$75,130	6.9%	5.8%	\$72,280	\$77,105	\$82,965	6.7%	7.6%
Dentist	\$141,400	\$150,945	\$155,000	6.8%	2.7%	\$130,062	\$151,900	\$163,842	16.8%	7.9%
Development/Grants Director	*	\$94,297	*	N/A	N/A	\$89,386	\$122,500	\$115,002	37.0%	-6.1%
Eligibility Manager	*	*	*	N/A	N/A	\$54,079	\$53,918	\$56,514	-0.3%	4.8%
Executive Assistant	\$44,222	\$42,952	\$50,190	-2.9%	16.9%	\$46,603	\$51,262	\$51,407	10.0%	0.3%
Executive Director/CEO	\$123,363	\$145,000	\$176,847	17.5%	22.0%	\$199,532	\$232,855	\$250,783	16.7%	7.7%
Fiscal Director/CFO**	\$80,243	\$101,186	\$114,390	26.1%	13.0%	\$119,182	\$141,001	\$149,645	18.3%	6.1%
Fiscal Director (Other)^	N/A	*	\$83,500	N/A	N/A	N/A	\$79,627	\$93,870	N/A	17.9%
Grant Writer	*	*	*	N/A	N/A	\$51,210	\$60,486	\$66,549	18.1%	10.0%
Health Educator (administrative duties only)	\$36,400	*	*	N/A	N/A	\$43,680	\$43,602	\$56,869	-0.2%	30.4%
Health Educator (with clinical duties)	\$36,418	*	\$42,620	N/A	N/A	\$47,247	\$51,407	\$60,920	8.8%	18.5%
Human Resources Assistant	*	\$37,440	\$43,680	N/A	16.7%	\$37,877	\$38,126	\$41,428	0.7%	8.7%
Human Resources Coordinator/Specialist	*	\$47,195	*	N/A	N/A	\$48,925	\$48,303	\$49,920	-1.3%	3.3%

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 will limit comparability to prior years. ^New title in 2020; data not available for 2018.

TABLE 46: Comparison of 2018, 2020, and 2022 CHAMPS Health Center Salary Data – Medium Budget Breakdown and Large Budget Breakdown, continued

Position Title	Medium Budget Breakdown (2018: \$4M-\$10M; 2020: \$7M-\$15M; 2022: \$10M-\$22M)					Large Budget Breakdown (2018: MT \$10M; 2020: MT \$15M; 2022: MT \$22M)				
	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22
Human Resources Director/CWO**	*	\$83,771	\$96,024	N/A	14.6%	\$91,655	\$105,141	\$111,000	14.7%	5.6%
Human Resources Manager/Generalist	\$51,499	\$57,750	\$61,771	12.1%	7.0%	\$51,492	\$63,031	\$64,258	22.4%	1.9%
Information Technology Administrator	*	*	*	N/A	N/A	\$72,238	\$79,635	\$82,181	10.2%	3.2%
Information Technology Director/CIO**	*	*	*	N/A	N/A	\$105,000	\$115,000	\$122,580	9.5%	6.6%
Information Technology Manager	\$53,192	*	*	N/A	N/A	\$65,176	\$69,372	\$73,414	6.4%	5.8%
Information Technology Support Staff	\$42,640	\$50,170	\$45,266	17.7%	-9.8%	\$46,401	\$46,770	\$49,874	0.8%	6.6%
Interpreter	\$31,202	\$34,717	\$37,658	11.3%	8.5%	\$37,440	\$37,439	\$32,240	0.0%	-13.9%
Janitor/Custodian/Housekeeping	\$24,960	\$24,960	\$29,120	0.0%	16.7%	\$26,520	\$29,120	\$34,815	9.8%	19.6%
Lab Technician	*	\$39,818	\$42,700	N/A	7.2%	\$44,200	\$42,640	\$52,770	-3.5%	23.8%
Licensed Clinical Social Worker	\$56,231	\$61,645	\$67,018	9.6%	8.7%	\$62,837	\$65,603	\$77,700	4.4%	18.4%
Licensed Practical Nurse	\$41,674	\$46,567	\$46,280	11.7%	-0.6%	\$41,602	\$44,117	\$49,920	6.0%	13.2%
Licensed Professional Counselor (LPC/LCPC)	\$56,000	\$59,407	\$68,197	6.1%	14.8%	\$55,195	\$63,192	\$66,389	14.5%	5.1%
Maintenance/Facilities	\$37,654	\$37,772	\$50,943	0.3%	34.9%	\$36,264	\$40,269	\$42,162	11.0%	4.7%
Maintenance/Facilities Manager	*	*	*	N/A	N/A	\$70,850	\$55,474	\$58,589	-21.7%	5.6%
Medical Assistant, with Credentials	\$30,675	\$34,029	\$36,421	10.9%	7.0%	\$34,549	\$36,400	\$41,600	5.4%	14.3%
Medical Assistant, without Credentials	\$31,054	\$31,720	\$36,234	2.1%	14.2%	\$29,806	\$37,502	\$41,600	25.8%	10.9%
Medical Assistant Supervisor	*	\$48,776	\$47,815	N/A	-2.0%	\$48,379	\$46,433	\$56,680	-4.0%	22.1%
Medical/Dental Clinic Manager	\$70,000	\$70,960	\$78,484	1.4%	10.6%	\$45,594	\$59,821	\$64,580	31.2%	8.0%
Medical Director/CMO	\$187,266	\$211,012	\$242,332	12.7%	14.8%	\$235,576	\$229,542	\$236,310	-2.6%	2.9%
Medical Director (Associate/Other)	*	*	\$180,959	N/A	N/A	\$192,035	\$190,400	\$214,573	-0.9%	12.7%
Medical Records Clerk	\$27,929	\$33,977	\$35,339	21.7%	4.0%	\$28,413	\$34,320	\$35,148	20.8%	2.4%
Medical Records Supervisor	*	*	*	N/A	N/A	\$55,080	\$48,813	\$49,052	-11.4%	0.5%
Nurse Practitioner	\$95,680	\$97,594	\$109,678	2.0%	12.4%	\$100,950	\$105,185	\$110,625	4.2%	5.2%
Nursing Aide/CNA	*	\$32,560	*	N/A	N/A	\$29,120	\$29,869	\$31,990	2.6%	7.1%
Nursing Director	*	*	\$95,718	N/A	N/A	\$89,039	\$83,637	\$99,430	-6.1%	18.9%
Nursing Manager	\$61,529	\$75,250	\$76,024	22.3%	1.0%	\$79,206	\$87,630	\$85,634	10.6%	-2.3%
Nursing Supervisor	*	*	*	N/A	N/A	\$66,498	\$68,749	\$93,756	3.4%	36.4%
Nutritionist/Dietitian	*	*	\$55,702	N/A	N/A	\$53,214	\$53,046	\$58,295	-0.3%	9.9%
Operations Director/COO***	\$81,786	\$95,903	\$131,948	17.3%	37.6%	\$90,650	\$140,850	\$148,222	55.4%	5.2%
Operations Director (Other)^	N/A	*	\$122,500	N/A	N/A	N/A	\$86,056	\$94,411	N/A	9.7%
Outreach/Enrollment Staff	\$34,310	\$38,210	\$40,060	11.4%	4.8%	\$33,162	\$33,384	\$40,862	0.7%	22.4%
Patient Representative/Financial Counselor	*	\$34,025	*	N/A	N/A	\$34,549	\$35,078	\$38,920	1.5%	11.0%

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TABLE 46: Comparison of 2018, 2020, and 2022 CHAMPS Health Center Salary Data – Medium Budget Breakdown and Large Budget Breakdown, continued

Position Title	Medium Budget Breakdown (2018: \$4M-\$10M; 2020: \$7M-\$15M; 2022: \$10M-\$22M)					Large Budget Breakdown (2018: MT \$10M; 2020: MT \$15M; 2022: MT \$22M)				
	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22	2018 Median	2020 Median	2022 Median	Change '18-'20	Change '20-'22
Pharmacist	\$119,280	\$127,440	\$132,714	6.8%	4.1%	\$128,375	\$135,782	\$136,344	5.8%	0.4%
Pharmacist, Clinical	*	*	*	N/A	N/A	\$120,537	\$133,419	\$134,281	10.7%	0.6%
Pharmacy Assistant	\$28,080	*	*	N/A	N/A	\$32,261	\$39,291	\$36,931	21.8%	-6.0%
Pharmacy Director	\$130,708	*	\$161,913	N/A	N/A	\$143,728	\$152,988	\$152,984	6.4%	0.0%
Pharmacy Manager	*	*	*	N/A	N/A	\$132,080	\$158,303	\$141,027	19.9%	-10.9%
Pharmacy Technician	\$30,597	\$36,046	\$38,480	17.8%	6.8%	\$35,360	\$39,926	\$41,910	12.9%	5.0%
Phlebotomist	*	\$29,580	\$35,880	N/A	21.3%	\$27,969	\$32,636	\$38,012	16.7%	16.5%
Physician Assistant	\$96,467	\$99,196	\$107,732	2.8%	8.6%	\$99,564	\$109,111	\$114,900	9.6%	5.3%
Physician Family Practice, with OB	\$156,000	\$220,234	\$229,595	41.2%	4.3%	\$178,760	\$194,400	\$209,018	8.7%	7.5%
Physician Family Practice, without OB	\$182,229	\$198,889	\$214,989	9.1%	8.1%	\$188,400	\$200,665	\$211,000	6.5%	5.2%
Physician Internal Medicine	*	*	*	N/A	N/A	\$187,724	\$224,390	\$227,400	19.5%	1.3%
Physician OB/GYN	*	*	*	N/A	N/A	\$216,382	\$300,475	\$231,695	38.9%	-22.9%
Physician Pediatrics	*	*	\$226,307	N/A	N/A	\$170,842	\$197,800	\$199,200	15.8%	0.7%
Physician Resident	*	*	*	N/A	N/A	\$55,016	\$60,231	\$59,876	9.5%	-0.6%
Pre-Licensure Behavioral Health Provider	\$44,637	\$36,400	\$55,965	-18.5%	53.8%	\$55,550	\$56,383	\$53,290	1.5%	-5.5%
Program Coordinator (Administrative)	\$37,764	\$40,456	\$51,668	7.1%	27.7%	\$49,244	\$39,135	\$48,194	-20.5%	23.1%
Program Coordinator (Clinical)	\$43,680	*	\$43,999	N/A	N/A	\$42,432	\$39,666	\$56,680	-6.5%	42.9%
Program Director (Administrative)	*	*	\$72,420	N/A	N/A	\$71,400	\$90,542	\$90,715	26.8%	0.2%
Program Manager (Administrative)	\$54,082	\$60,008	\$57,878	11.0%	-3.5%	\$49,870	\$54,496	\$62,516	9.3%	14.7%
Psychiatric Nurse Practitioner	\$120,780	\$122,304	\$125,000	1.3%	2.2%	\$116,664	\$127,920	\$131,976	9.6%	3.2%
Psychiatrist	*	*	*	N/A	N/A	\$239,526	\$245,000	\$247,527	2.3%	1.0%
Psychologist, Clinical	\$80,018	*	*	N/A	N/A	\$82,217	\$102,000	\$102,800	24.1%	0.8%
Purchasing Clerk	*	*	*	N/A	N/A	\$34,902	\$39,250	\$39,270	12.5%	0.1%
Quality Improvement/Assurance Coordinator	*	\$47,321	\$59,753	N/A	26.3%	\$53,553	\$43,368	\$53,186	-19.0%	22.6%
Quality Improvement/Assurance Director	\$75,000	\$85,860	\$87,499	14.5%	1.9%	\$84,968	\$82,241	\$100,553	-3.2%	22.3%
Quality Improvement/Assurance Manager	*	*	*	N/A	N/A	\$64,958	\$72,487	\$70,664	11.6%	-2.5%
Radiology/X-Ray Technician	\$47,278	\$54,704	\$59,889	15.7%	9.5%	\$48,096	\$60,674	\$44,782	26.2%	-26.2%
Reception/Front Office Supervisor	\$42,349	\$42,515	\$46,324	0.4%	9.0%	\$52,525	\$42,710	\$54,569	-18.7%	27.8%
Receptionist/Front Desk/Appointment Clerk	\$29,640	\$31,201	\$33,203	5.3%	6.4%	\$29,120	\$30,795	\$37,752	5.8%	22.6%
Referral Coordinator	\$35,360	\$37,159	\$35,995	5.1%	-3.1%	\$30,015	\$33,322	\$39,489	11.0%	18.5%
Registered Nurse	\$55,660	\$60,135	\$64,282	8.0%	6.9%	\$61,360	\$67,341	\$73,757	9.7%	9.5%
Trainer	*	*	*	N/A	N/A	\$38,938	\$37,960	\$42,286	-2.5%	11.4%
Ultrasound Technician	*	*	*	N/A	N/A	\$84,673	\$74,278	\$90,833	-12.3%	22.3%
Women, Infants, and Children (WIC) Educator	\$31,668	\$33,696	*	6.4%	N/A	\$33,884	\$38,054	\$42,016	12.3%	10.4%

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.

TABLE 47: Comparison of Recently Published Salary Data – Base Pay (without Additional Pay)

	CHAMPS: 2022 Region VIII Report <i>Annual Base Pay+ Data from 50 Health Centers</i>				CCHN: 2022 Colorado Report <i>Annual Base Pay+ Data from 20 Health Centers</i>	NWRPCA: 2022 Region X Report <i>Annual Base Pay+ Data</i>			US Dept. of Labor, Bureau of Labor Statistics: May 2021 Ambulatory Health Care Services National Wage Estimates
Position Title	Region VIII Median	LT \$10M Median	\$10M-\$22M Median	MT \$22M Median	Colorado Median	Region X Median	Up to \$22M Median	MT \$22M Median	Annual National Median
Behavioral Health Director/CBHO	\$118,810	\$119,850	\$114,490	\$118,810	\$121,686	‡	‡	‡	N/A
Certified Nurse Midwife	\$118,700	*	*	\$118,825	\$120,263	‡	‡	‡	\$106,288
Dental Assistant	\$41,554	\$35,360	\$39,916	\$42,016	\$42,599	‡	‡	‡	\$38,459
Dental Director/CDO	\$185,711	\$177,224	\$200,000	\$189,015	\$195,750	‡	‡	‡	N/A
Dental Hygienist	\$82,160	\$80,288	\$75,130	\$82,965	\$84,323	‡	‡	‡	\$77,813
Dentist	\$160,000	\$160,000	\$155,000	\$163,842	\$163,073	‡	‡	‡	\$161,616
Executive Director/CEO	\$178,694	\$136,000	\$176,847	\$250,783	\$234,978	‡	‡	‡	\$178,318
Fiscal Director/CFO	\$125,236	\$100,000	\$114,390	\$149,645	\$139,525	‡	‡	‡	\$126,422
Human Resources Director/CWO	\$101,775	*	\$96,024	\$111,000	\$109,824	‡	‡	‡	\$99,986
Information Technology Director/CIO	\$115,003	*	*	\$122,580	\$120,000	‡	‡	‡	\$129,522
Licensed Clinical Social Worker	\$74,350	\$68,643	\$67,018	\$77,700	\$77,530	‡	‡	‡	\$58,698^
Licensed Practical Nurse	\$48,588	\$47,840	\$46,280	\$49,920	\$49,545	‡	‡	‡	\$47,674
Licensed Professional Counselor	\$66,560	\$64,047	\$68,197	\$66,389	\$67,193	‡	‡	‡	N/A
Medical Assistant with Credentials	\$40,747	\$37,440	\$36,421	\$41,600	\$41,787	‡	‡	‡	\$37,128^^
Medical Assistant without Credentials	\$40,019	\$37,188	\$36,234	\$41,600	\$42,000	‡	‡	‡	N/A
Medical Director/CMO	\$240,000	\$240,000	\$242,332	\$236,310	\$229,408	‡	‡	‡	N/A
Nurse Practitioner	\$108,781	\$103,580	\$109,678	\$110,625	\$111,592	‡	‡	‡	\$106,995
Nursing Director	\$95,718	*	\$95,718	\$99,430	\$103,517	‡	‡	‡	N/A
Operations Director/COO	\$134,448	\$94,624	\$131,948	\$148,222	\$163,714	‡	‡	‡	\$97,926
Pharmacist	\$134,657	\$124,800	\$132,714	\$136,344	\$137,821	‡	‡	‡	\$131,789
Pharmacy Director	\$124,800	*	\$161,913	\$152,984	\$150,000	‡	‡	‡	N/A
Physician Assistant	\$132,714	\$110,000	\$107,732	\$114,900	\$118,003	‡	‡	‡	\$121,222
Physician Family Practice, with OB	\$136,344	*	\$229,595	\$209,018	\$214,240	‡	‡	‡	\$243,630^^^
Physician Family Practice, without OB	\$210,700	\$207,960	\$214,989	\$211,000	\$214,195	‡	‡	‡	N/A
Physician Internal Medicine	\$227,400	*	*	\$227,400	\$227,400	‡	‡	‡	\$275,080**
Physician OB/GYN	\$231,695	*	*	\$231,695	\$291,586	‡	‡	‡	\$307,720**
Physician Pediatrics	\$199,200	*	\$226,307	\$199,200	\$199,200	‡	‡	‡	\$181,459
Psychiatrist	\$247,927	*	*	\$247,527	\$247,527	‡	‡	‡	\$279,870**
Psychologist, Clinical	\$102,800	*	*	\$102,800	\$102,800	‡	‡	‡	\$89,752
Registered Nurse	\$69,171	\$59,592	\$64,282	\$73,757	\$76,711	‡	‡	‡	\$76,710

+Base Pay: Not including bonuses, incentive payments, differentials, overtime, etc. *Count must be five+ to provide salary data. **Annual National Mean (median not available).

^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 48: Comparison of Recently Published Salary Data – Total Compensation (Base plus Additional Pay)

	CHAMPS: 2022 Region VIII Report <i>Annual Total Pay* Data from 50 Health Centers</i>				NWRPCA: 2022 Region X Report <i>Annual Total Pay* Data</i>			MGMA: 2022 DataDive Provider and Management/Staff Compensation Survey Reports <i>Annual Total Compensation** Based on 2021 Data</i>
Position Title	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
Behavioral Health Director/CBHO	\$119,909	*	\$120,455	\$119,909	†	†	†	N/A
Certified Nurse Midwife	\$116,825	*	*	\$117,025	†	†	†	N/A
Dental Director/CDO	\$189,629	\$177,224	\$190,942	\$195,889	†	†	†	N/A
Dental Hygienist	\$81,650	\$80,808	\$74,298	\$84,334	†	†	†	N/A
Dentist	\$154,350	\$154,510	\$155,000	\$152,188	†	†	†	\$172,225
Executive Director/CEO	\$176,847	\$149,957	\$175,000	\$256,534	†	†	†	\$214,783
Fiscal Director/CFO	\$128,107	\$101,813	\$116,264	\$150,000	†	†	†	\$219,577
Human Resources Director/CWO	\$101,775	*	\$96,774	\$111,000	†	†	†	N/A
Information Technology Director/CIO	\$117,625	*	*	\$123,780	†	†	†	N/A
Licensed Clinical Social Worker	\$73,923	\$68,958	\$67,025	\$78,150	†	†	†	N/A
Licensed Professional Counselor	\$66,477	\$64,047	\$67,193	\$66,519	†	†	†	N/A
Medical Director/CMO	\$241,000	\$219,151	\$245,954	\$257,698	†	†	†	\$290,398
Nurse Practitioner	\$108,011	\$103,950	\$106,586	\$111,000	†	†	†	\$115,319
Nursing Director	\$95,460	*	*	\$99,430	†	†	†	N/A
Operations Director/COO	\$131,948	\$97,128	\$120,825	\$148,222	†	†	†	\$212,365
Pharmacist	\$135,970	\$127,848	\$137,772	\$137,035	†	†	†	\$128,185
Pharmacy Director	\$153,584	*	\$163,056	\$153,584	†	†	†	N/A
Physician Assistant	\$111,311	\$111,180	\$105,050	\$112,000	†	†	†	\$118,074
Physician Family Practice, with OB	\$215,114	*	*	\$215,114	†	†	†	\$267,947
Physician Family Practice, without OB	\$208,023	\$205,920	\$215,385	\$205,137	†	†	†	\$268,919
Physician Internal Medicine	\$210,500	*	*	\$218,950	†	†	†	\$280,932
Physician OB/GYN	*	*	*	*	†	†	†	\$366,521
Physician Pediatrics	\$199,200	*	*	\$199,200	†	†	†	\$236,522
Psychologist, Clinical	\$100,800	*	*	\$101,800	†	†	†	N/A

*Total Pay: Base plus additional pay (bonuses, incentives, differentials, and/or overtime) for full-time employees only. See page 81 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.

I. 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.

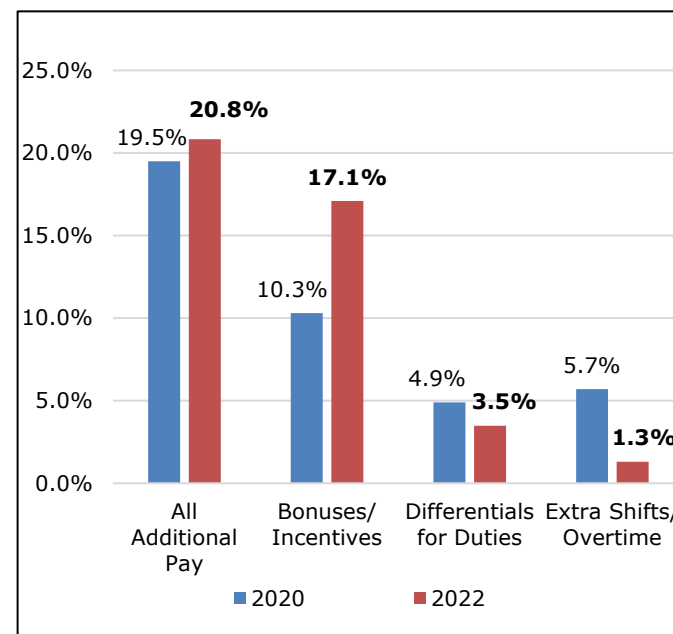
Data Highlights

Thirty-two (64.0%) of the 50 participating health centers reported one or more types of additional pay for one or more employee(s), up from the 61.7% participants reporting additional pay in 2020 and the 49.1% doing so in 2018. A total of 1,904 employees (1,752.15 FTE) earned some sort of additional pay, representing 20.8% of all reported employees across the region (9,141 at 8,296.43 FTE); this is a slight increase from the 19.5% of employees earning additional pay in 2020. These 2022 employees earned a total of \$5,705,021 in additional earnings, representing an average of 4.3% of the actual (un-equalized) base pay for the same employees.

This additional pay included:

- Over \$3,290,000 for 1,562 employees (45% administrative and 55% clinical) in 118 titles earning **bonuses/incentives**, representing approximately 58% of all additional pay*.
 - Bonuses/incentives were the most common type of additional pay, reported by 20 health centers (40% of all participating organizations, down from 49% reporting bonuses/incentives in 2020).
 - 17.1% of all reported Region VIII employees earned bonuses/incentives, up from 10.3% in 2020.
- Approximately \$1,700,000 for 318 employees (19% administrative and 81% clinical) in 66 titles earning **differentials based on duties**, representing approximately 30% of all additional pay*.
 - Pay for duty-based differentials were reported by 18 health centers (36% of all participating organizations, up from 28% in 2020).
 - 3.5% of all reported Region VIII employees earned duty-based differentials pay, down from 4.9% in 2020.
- Almost \$120,000 for 119 employees (63% administrative and 37% clinical) in 26 titles working **overtime/extra shifts**, representing approximately 2% of all additional pay*.
 - Overtime/extra shifts pay was reported by four health centers (8% of all participants, down from 17% in 2020).
 - 1.3% of all reported Region VIII employees were paid for overtime/extra shifts, down from 5.7% of all employees in 2020.

GRAPH 1: Percentage of All Reported Region VIII 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 82 for more details about each type of additional pay.*

I. Additional Pay, continued

Top five titles receiving additional pay, by count:

- Receptionist/Front Desk/Appointment Clerk (170)
- Medical Assistant, with Credentials (149)
- Nurse Practitioner (103)
- Registered Nurse (84)
- Physician Assistant (80)

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

- Physician - OB/GYN (8, \$25,726)
- Director, Dental/CDO (9, \$12,727)
- Director, Medical/CMO (20, \$10,737)
- Director, Dental (Associate/Other) (6, \$10,737)
- Physician - Family Practice, with OB (27, \$10,520)

Top five titles receiving additional pay, by percentage:

- Physician - OB/GYN (72.7% of these employees earned additional pay)
- Director, Medical (Associate/Other) (72.0%)
- Manager, Lab (62.5%)
- Assistant, Behavioral Health (54.5%)
- Behavioral Health, Other (53.8%)

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

- Director, Medical (Associate/Other) (4.65%)
- Maintenance/Facilities (2.60%)
- Nurse Practitioner (2.46%)
- Assistant, Behavioral Health (2.27%)
- Physician - Family Practice, with OB (2.19%)

TABLE 49: Additional Pay Details

TYPE OF ADDITIONAL PAY	# of Reporting HCs	# of Titles	# of Employees	Total Earned^	Average Earned Per Person^	Most Common Title Earning Type of Additional Pay
ALL ADDITIONAL PAY	32	123	1,904	\$5,669,266	\$2,978	Receptionist/Front Desk/Appt. Clerk (170)
Bonuses/Incentives						
All Bonuses/Incentives	20	118	1,562	\$3,290,900 (1,537)	\$2,141 (1,537)	Receptionist/Front Desk/Appt. Clerk (131)
Unspecified Bonus			589	\$1,067,464 (581)	\$1,837 (581)	Medical Assistant, with Credentials (82)
Unspecified Incentive			35	\$485,566 (35)	\$13,873 (35)	Nurse Practitioner (15)
Annual/Holiday			41	\$71,430 (41)	\$1,742 (41)	Receptionist/Front Desk/Appt. Clerk (5)
COVID-19/Hazardous Duty			398	\$483,023 (398)	\$1,375 (398)	Receptionist/Front Desk/Appt. Clerk (37)
Longevity/Retention			452	\$483,023 (438)	\$1,103 (438)	Medical Assistant, with Credentials (35)
Performance/Goals Met			223	\$219,355 (223)	\$983 (223)	Receptionist/Front Desk/Appt. Clerk (15)
Productivity			45	\$307,667 (44)	\$6,992 (44)	Physician Assistant (16)
Sign-On			18	\$30,670 (12)	\$2,556 (12)	Counselor, Licensed Professional (4)
Duty-Based Differentials						
All Duty-Based Differentials	18	66	318	\$1,690,426 (294)	\$5,750 (294)	Nurse Practitioner (39)
Call			31	\$101,039 (21)	\$4,811 (21)	Physician - Family Practice, with OB (7)
Certification			20	\$38,546 (20)	\$1,927 (20)	Manager, Other (Administrative) (3)
Leadership/Supervisory			37	\$371,350 (36)	\$10,315 (36)	Director, Medical (Associate/Other) (17)
OB Procedure (Delivery, C-Section)			6	* (2)	* (2)	Physician - Family Practice, with OB (4)
Rounding/Inpatient/Hospital			52	\$236,977 (42)	\$5,642 (42)	Physician - Family Practice, with OB (12)
Location			16	\$245,800 (16)	\$15,363 (16)	Dental Hygienist, Dir., Dental (Assoc./Other) (4)
Special Schedule			123	\$438,242 (115)	\$3,811 (115)	Medical Assistant, with Credentials (23)
Other Duty-Based Differentials**			43	\$48,632 (43)	\$1,131 (43)	Medical Assistant, with Credentials (10)
Extra Shifts/Overtime						
All Extra Shifts/Overtime	4	26	119	\$118,659 (119)	\$997 (119)	Receptionist/Front Desk/Appt. Clerk (35)

*The count must be at least five in order to provide salary data. **MA, Special Duties. ^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. Number of employees included in total/average earned indicated in parenthesis.

I. Additional Pay, continued

TABLE 50: Additional Pay by Administrative and Clinical Titles

Positions with Five or More Employees Earning Additional Pay	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
Administrative Titles								
Accountant	53	16	30.2%	\$1,304	47	\$61,175	\$61,581	0.66%
Accounting Clerk/Bookkeeper	46	10	21.7%	\$2,077	40	\$45,918	\$46,330	0.90%
Administrator, Information Technology	27	6	22.2%	\$1,765	26	\$79,646	\$80,053	0.51%
Assistant, Administrative	62	9	14.5%	\$983	50	\$41,955	\$42,125	0.41%
Assistant, Executive	42	10	23.8%	\$1,249	39	\$53,481	\$53,733	0.47%
Assistant, Other (Administrative)	38	5	13.2%	\$1,789	33	\$39,930	\$40,201	0.68%
Billing Staff/Patient Accounts	193	55	28.5%	\$1,422	175	\$40,581	\$40,991	1.01%
Call Center Representative	244	42	17.2%	\$876	201	\$37,149	\$37,242	0.25%
Care Coordinator/Patient Navigator	199	47	23.6%	\$953	180	\$47,172	\$47,392	0.47%
Clerk, Medical Records	96	22	22.9%	\$1,327	81	\$36,465	\$36,771	0.84%
Coder	69	21	30.4%	\$1,371	62	\$45,753	\$46,174	0.92%
Coordinator, Communications/Marketing	23	7	30.4%	\$715	16	\$47,876	\$48,015	0.29%
Coordinator, Human Resources/HR Specialist	40	10	25.0%	\$1,377	36	\$50,901	\$51,218	0.62%
Coordinator, Program	36	12	33.3%	\$1,599	32	\$48,862	\$49,378	1.06%
Coordinator, Quality Improvement/Assurance	36	10	27.8%	\$1,690	34	\$54,484	\$55,031	1.00%
Coordinator, Other (Administrative)	74	9	12.2%	\$976	64	\$49,729	\$49,804	0.15%
Data Analyst	40	12	30.0%	\$1,389	36	\$65,115	\$65,578	0.71%
Director, Executive/CEO	49	17	34.7%	\$9,976	46	\$199,614	\$203,301	1.85%
Director, Fiscal/CFO	40	10	25.0%	\$3,695	39	\$130,460	\$131,408	0.73%
Director, Fiscal (Other)	19	5	26.3%	\$1,761	19	\$95,893	\$96,357	0.48%
Director, Human Resources/CWO	20	6	30.0%	\$3,828	20	\$103,424	\$104,572	1.11%
Director, Information Technology/CIO	19	5	26.3%	\$6,801	19	\$115,925	\$117,715	1.54%
Director, Operations/COO	34	7	20.6%	\$1,968	32	\$137,038	\$137,469	0.31%
Director, Operations (Other)	64	7	10.9%	\$1,950	62	\$91,602	\$91,822	0.24%
Director, Quality Improvement/Assurance	28	7	25.0%	\$1,664	26	\$99,543	\$99,971	0.43%
Director, Other (Administrative)	54	16	29.6%	\$2,525	48	\$96,992	\$97,756	0.79%
Information Technology Support Staff (Other)	66	18	27.3%	\$1,222	64	\$52,473	\$52,816	0.65%
Interpreter	48	13	27.1%	\$665	26	\$36,116	\$36,334	0.60%
Janitor/Custodian/Housekeeping	75	15	20.0%	\$350	36	\$35,360	\$35,401	0.12%
Maintenance/Facilities	59	20	33.9%	\$3,299	52	\$47,278	\$48,506	2.60%
Manager, Clinic Operations (Administrative)	76	18	23.7%	\$1,487	66	\$63,719	\$64,124	0.64%
Manager, Finance (Other)	32	11	34.4%	\$1,644	31	\$65,843	\$66,385	0.82%
Manager, Human Resources/HR Generalist	32	8	25.0%	\$1,493	29	\$65,799	\$66,211	0.63%
Manager, Program	31	6	19.4%	\$964	30	\$63,308	\$63,500	0.30%
Manager, Quality Improvement/Assurance	20	5	25.0%	\$3,395	19	\$69,221	\$70,067	1.22%
Manager, Other (Administrative)	54	11	20.4%	\$1,438	48	\$62,504	\$62,716	0.34%
Outreach/Enrollment Staff	104	11	10.6%	\$930	96	\$40,378	\$40,470	0.23%
Patient Representative/Financial Counselor	62	15	24.2%	\$1,821	58	\$39,383	\$39,854	1.20%
Receptionist/Front Desk/Appointment Clerk	862	170	19.7%	\$1,362	735	\$36,885	\$37,137	0.68%
Supervisor, Billing	18	5	27.8%	\$2,426	17	\$52,865	\$53,578	1.35%

^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.

I. Additional Pay, Table 50: Additional Pay by Administrative and Clinical Titles, continued

Positions with Five or More Employees Earning Additional Pay	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
Supervisor, Medical Records	13	5	38.5%	\$1,485	11	\$49,096	\$49,771	1.37%
Supervisor, Reception/Front Office	69	23	33.3%	\$1,539	67	\$53,992	\$54,505	0.95%
Women, Infants, and Children (WIC) Educator	32	12	37.5%	\$1,813	22	\$43,139	\$43,633	1.14%
Clinical Titles								
Assistant, Behavioral Health	11	6	54.5%	\$1,534	10	\$38,403	\$39,273	2.27%
Assistant, Dental	316	47	14.9%	\$1,206	263	\$40,904	\$41,085	0.44%
Assistant, Dental - Expanded Function	66	17	25.8%	\$1,526	57	\$44,661	\$45,103	0.99%
Behavioral Health Provider, Other	22	6	27.3%	\$1,277	18	\$60,711	\$61,106	0.65%
Behavioral Health, Other	26	14	53.8%	\$1,329	18	\$42,662	\$43,564	2.12%
Case Manager	164	34	20.7%	\$1,801	150	\$50,070	\$50,456	0.77%
Certified Nurse Midwife	31	8	25.8%	\$5,307	21	\$117,233	\$119,159	1.64%
Counselor, Licensed Professional (LPC/LCPC)	104	27	26.0%	\$2,422	89	\$66,280	\$66,807	0.80%
Dental Hygienist	175	37	21.1%	\$3,169	122	\$81,412	\$82,170	0.93%
Dentist	161	32	19.9%	\$7,361	99	\$159,342	\$160,773	0.90%
Director, Behavioral Health/CBHO	29	6	20.7%	\$2,205	27	\$119,962	\$120,452	0.41%
Director, Dental/CDO	31	9	29.0%	\$12,727	26	\$185,564	\$189,508	2.13%
Director, Dental (Associate/Other)	23	6	26.1%	\$10,737	20	\$168,581	\$171,126	1.51%
Director, Medical/CMO	52	20	38.5%	\$10,737	38	\$230,672	\$235,041	1.89%
Director, Medical (Associate/Other)	50	36	72.0%	\$10,492	40	\$184,637	\$193,219	4.65%
Director, Nursing	23	6	26.1%	\$1,881	22	\$106,946	\$107,436	0.46%
Director, Pharmacy	28	6	21.4%	\$2,169	26	\$145,194	\$145,695	0.34%
Licensed Practical Nurse	115	33	28.7%	\$1,266	85	\$48,203	\$48,513	0.64%
Manager, Lab	8	5	62.5%	\$3,634	4	*	*	*
Manager, Other (Clinical)	23	12	52.2%	\$2,052	23	\$77,275	\$78,345	1.39%
Medical Assistant, with Credentials	719	149	20.7%	\$1,617	596	\$43,437	\$43,800	0.84%
Medical Assistant, without Credentials	434	50	11.5%	\$1,044	346	\$40,031	\$40,183	0.38%
Nurse Practitioner	278	103	37.1%	\$7,149	180	\$106,082	\$108,697	2.46%
Nutritionist/Dietitian	19	5	26.3%	\$1,489	7	\$56,056	\$56,589	0.95%
Pharmacist	94	19	20.2%	\$1,728	58	\$133,412	\$133,870	0.34%
Physician - Family Practice, with OB	75	27	36.0%	\$10,520	44	\$216,520	\$221,269	2.19%
Physician - Family Practice, without OB	198	41	20.7%	\$5,865	101	\$196,153	\$197,236	0.55%
Physician - OB/GYN	11	8	72.7%	\$25,726	4	*	*	*
Physician - Pediatrics	65	9	13.8%	\$1,440	25	\$199,075	\$199,211	0.07%
Physician Assistant	374	80	21.4%	\$5,900	226	\$108,967	\$110,519	1.42%
Pre-Licensure Behavioral Health Provider	32	10	31.3%	\$2,335	28	\$59,280	\$60,061	1.32%
Psychiatric Nurse Practitioner	30	7	23.3%	\$6,259	16	\$124,179	\$125,727	1.25%
Registered Nurse	474	84	17.7%	\$1,713	251	\$68,632	\$69,106	0.69%
Social Worker - Licensed Clinical (LCSW)	183	25	13.7%	\$1,884	129	\$72,624	\$72,938	0.43%
Technician, Lab	16	7	43.8%	\$1,544	11	\$53,784	\$54,579	1.48%
Technician, Pharmacy	183	43	23.5%	\$1,574	136	\$41,639	\$42,051	0.99%
Technician, Radiology/X-Ray	24	5	20.8%	\$2,091	16	\$54,840	\$55,487	1.18%

^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.

J. Benefits Packages

Introduction

In 2022, health centers participating in the salary survey reported over **\$93.4 million in annual employer contributions** toward health, dental, vision, life, and disability insurance and retirement/pension plans for 8,370 employees, representing **16.4%** of the reported annual base pay for the same employees. Participating organizations were also asked to provide additional details about their benefits packages relating to various insurance types, retirement/pension programs, leave time, and other incentives. Forty-nine of the 50 health centers participating in the salary portion of the survey also provided at least some information about their benefits packages.

Data Highlights: Insurance and Retirement/Pension Programs

All 49 participants offered at least two of six types of insurance plans to their employees: Employee Health, Employee Dental, Dependent Health, Dependent Dental, Employee Life, and Employee Disability. Participants were most likely to offer Employee Health Insurance and were most likely to cover the full cost of Employee Life Insurance. Participants were least likely to offer Employee Disability Insurance and were least likely to cover the full cost of Dependent Health Insurance.

Insurance Highlights – Percentage of respondents offering some employer contribution to the cost of the six types of insurance plans:

4.1% - contributions toward two types of insurance.

14.3% - contributions toward five types of insurance.

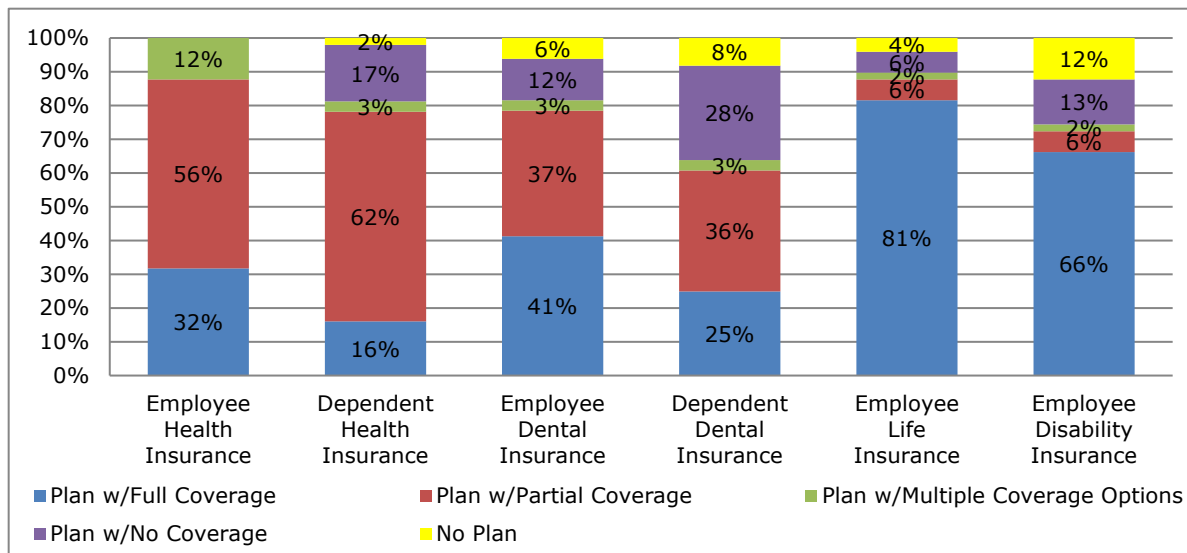
14.3% - contributions toward three types of insurance.

53.1% - contributions toward six types of insurance.

14.3% - contributions toward four types of insurance.

GRAPH 2: Percentage of Region VIII Health Centers Offering Insurance Benefits

- 100% offered some contribution to the cost of an **Employee Health Insurance** plan.
 - Health centers offering partial coverage for Employee Health Insurance covered **78%** of the employee premium, on average.
- 81% offered some contribution to the cost of a **Dependent Health Insurance** plan.
 - Health centers offering partial coverage for Dependent Health Insurance covered **65%** of the employee premium, on average.
- 81% offered some contribution to the cost of an **Employee Dental Insurance** plan.
- 64% offered some contribution to the cost of a **Dependent Dental Insurance** plan.
- 89% offered some contribution to the cost of an **Employee Life Insurance** plan.
- 74% offered some contribution to the cost of an **Employee Disability Insurance** plan.



Graph Definitions

Plan w/Full Coverage: Health center offers a plan and contributes the full cost of the benefit for the employee.

Plan w/Partial Coverage: Health center offers a plan and contributes some part of the cost of the benefit for the employee.

Plan w/Multiple Coverage Options: Health center offers a plan and covers some combination of cost of the benefit for the employee (full/partial, full/none, or partial/none).

Plan w/No Coverage: Health center offers a plan but does not provide any contributions to the cost of the benefit.

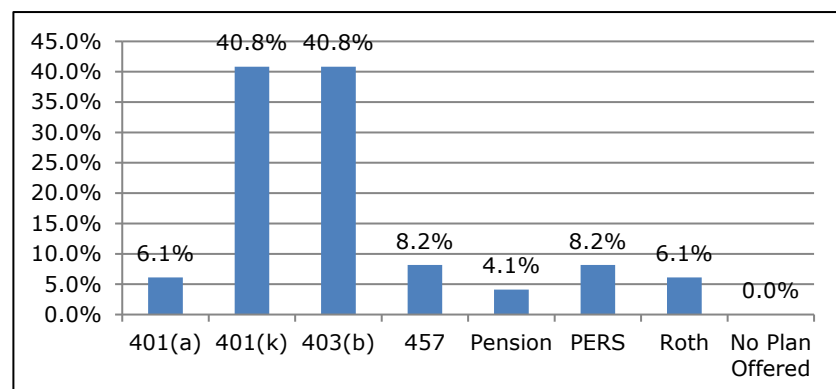
No Plan: Health center does not offer any related insurance plan.

J. Benefits Packages, Insurance and Retirement/Pension Programs, continued

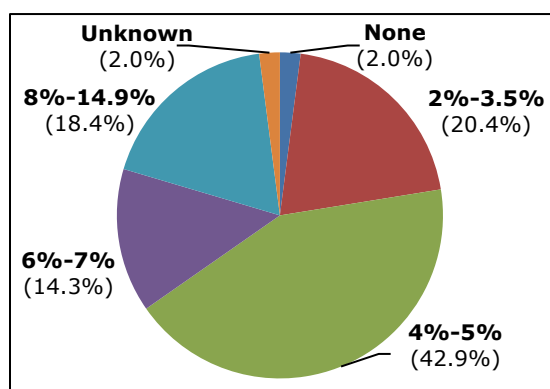
Retirement/Pension Program Highlights – All 49 participating health centers reported offering some type of retirement or pension plan for their employees.

- **Program Types:** The most commonly reported types of retirement/pension program were 401(k) and 403(b) plans, each used by 40.8% of the participants.
- **Percentage of Health Center Contributions:** The health centers' maximum contribution to employee retirement/pension accounts ranged from 0% to 14.9% of the employee's annual wage, with an average of 5.4%.
- **Type of Health Center Contributions:** Health centers were most likely to match employee contributions to retirement/pension accounts (46.9% of participants).
- **Vesting Schedules:** Forty-five percent of health centers reported immediate vesting of employer contributions to employee plans. When vesting schedules were in place, the average number of years until fully vested was 4.2.

GRAPH 3: Types of Retirement Plans Offered*



GRAPH 4: Maximum Employer Contributions



*Equals more than 100%; some employers offer more than one type of plan.

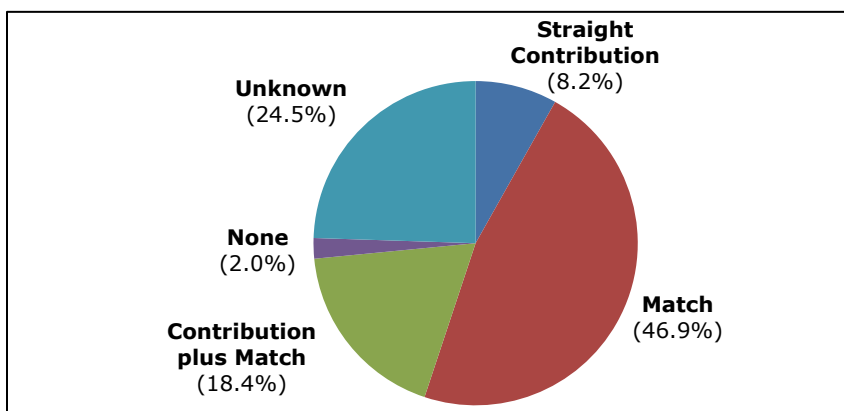
Graph Definitions

PERS: Public Employee Retirement System.

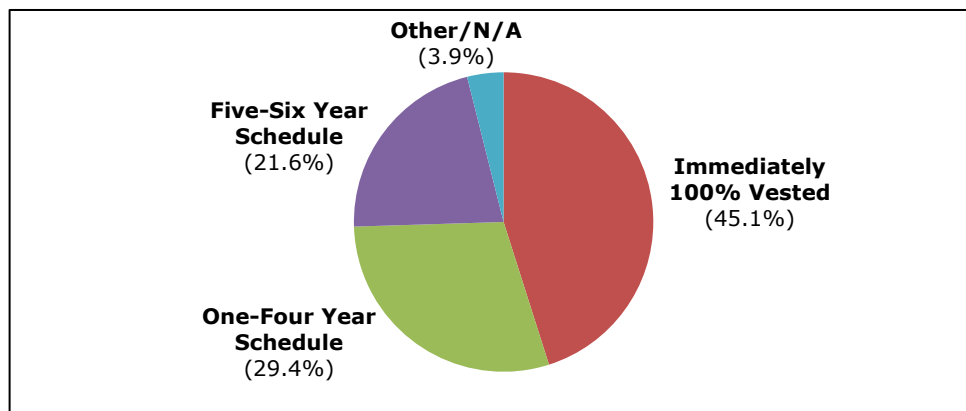
Straight Contribution: Employer contribution to employee retirement/pension account, regardless of employee contribution.

Match: Employer contribution to employee retirement/pension account, matching employee's own contribution.

GRAPH 5: Types of Employer Contributions



GRAPH 6: Vesting Schedules



J. Benefits Packages, continued

Data Highlights: Leave Time

In 2022, 49 health centers provided information about the number of hours per year allowed for Vacation Leave, Sick Leave, Personal Leave, and Paid Time Off (PTO) Bank, as well as the number of Paid Holidays and Paid Floating Holidays allowed per year, based on their policies for eligible staff members within six staff types for each type of benefit.

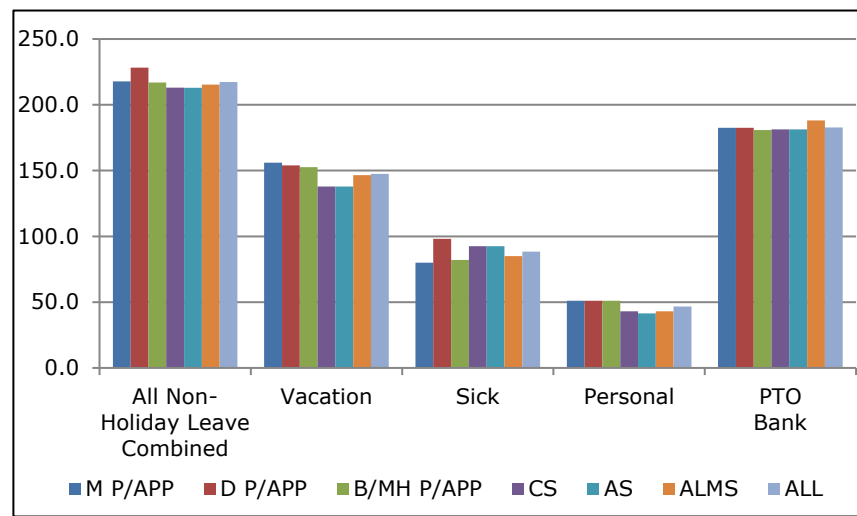
Participating health centers provided an average of 217.4 hours of non-holiday leave plus an average of 10.7 total holidays off annually, including:

4.1% offering one type of leave.	40.8% offering 147.5 average hours of Vacation Leave.
24.5% offering two types of leave.	65.3% offering 88.4 average hours of Sick Leave (up from 45.7% in 2020).
42.9% offering three types of leave.	10.2% offering 46.7 average hours of Personal Leave.
24.5% offering four types of leave.	63.3% offering 182.8 average hours of Paid Time Off (PTO) Bank Leave.
4.1% offering five types of leave.	87.8% offering 8.7 average Paid Holidays.
0.0% offering six types of leave.	32.7% offering 2.0 average Paid Floating Holidays.

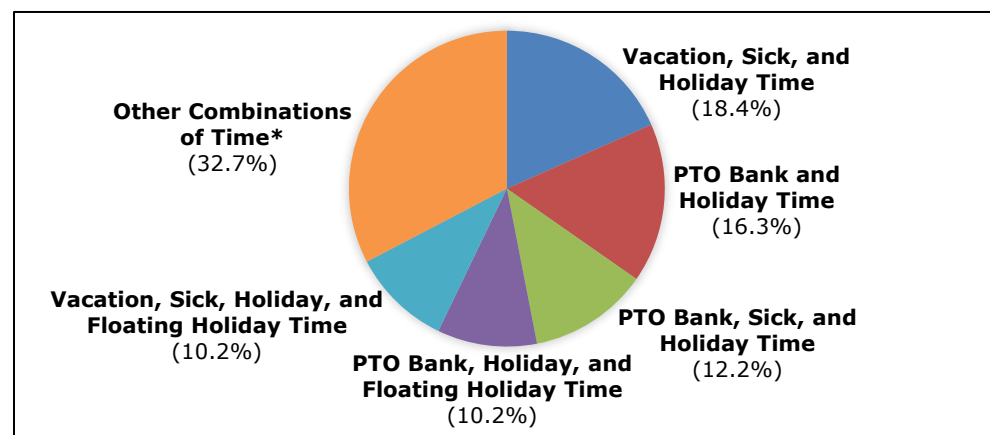
The most common leave packages were:

- **Vacation, Sick, and Holiday Time** (reported by 18.4% of participating health centers).
- **PTO Bank and Holiday Time** (16.3%).
- **PTO Bank, Sick, and Holiday Time** (12.2%).

GRAPH 8: Average Annual Hours of Non-Holiday Leave by Type of Leave and Staff Type**



GRAPH 7: Combinations of Leave Time



The average annual number of non-holiday leave hours offered for the individual staff types** was very similar:

- 221.0 for Provider/Advanced Practice Provider (P/APP) staff:
 - 228.2 for Dental (D P/APP).
 - 217.7 for Medical (M P/APP).
 - 216.9 for Behavioral/Mental Health (B/MH P/APP).
- 215.3 for Admin. Leadership/Management/Supervisory (ALMS) staff.
- 213.1 for Clinical Support (CS) staff.
- 212.9 for Administrative Support (AS) staff.

*Includes combinations reported by four or fewer health centers. **See page 89 for definitions of each staff type.

J. Benefits Packages, continued

Data Highlights: Additional Incentives

In 2022, 49 health centers provided information about payments to staff for eight types of additional incentives including payment of licensure fees, payment of professional association dues, payment for continuing professional education, payment of relocation expenses, payment of signing bonuses, compensation for bilingual staff, incentive-based compensation, and payment of retention bonuses. Each health center was asked to identify if they did or did not provide payment to employees within six staff types for each incentive, and if so, to provide the average dollar amount paid for that benefit to the staff group based on their organizational policies.

Ninety-eight percent of participating health centers provided at least one additional incentive to at least one staff type*

2.0% offered one incentive.	26.5% offered five incentives.
0.0% offered two incentives.	14.3% offered six incentives.
22.4% offered three incentives.	6.1% offered seven incentives.
26.5% offered four incentives.	0.0% offered eight incentives.

Payment of Licensure Fees

- 92% of health centers offered an average of \$548 annually to all staff; in 2020, 85% of participants reported offering payment of licensure fees.
- Medical, Dental, and Behavioral/Mental Health Provider/Advanced Practice Provider (P/APP) staff were most likely to be paid for licensure fees, and also eligible for the highest amounts at \$966, \$831, and \$707 on average annually.

Payment of Professional Association Dues

- 80% offered an average of \$525 annually to all staff.
- Medical, Dental, and Behavioral/Mental Health P/APP staff were most likely to be paid for professional association dues, and also eligible for the highest amounts at \$715, \$708, and \$686 on average annually.

Payment for Continuing Professional Education

- 94% offered an average of \$1,721 annually to all staff, most often to Medical, Behavioral/Mental Health, and Dental P/APP staff; Administrative Support staff were least likely to receive payment for continuing professional education.
- All individual staff groups were eligible for over \$1,000 on average annually for continuing professional education, ranging from \$1,050 for Administrative Support staff to \$2,293 for Dental P/APP staff.
- Over 77% of participants reported allowing between 31 and 42.5 hours per year, on average, for continuing professional education.

Payment of Relocation Expenses

- 59% offered an average of \$5,316 in relocation expenses, primarily to Medical, Dental, and Behavioral/Mental Health P/APP staff.

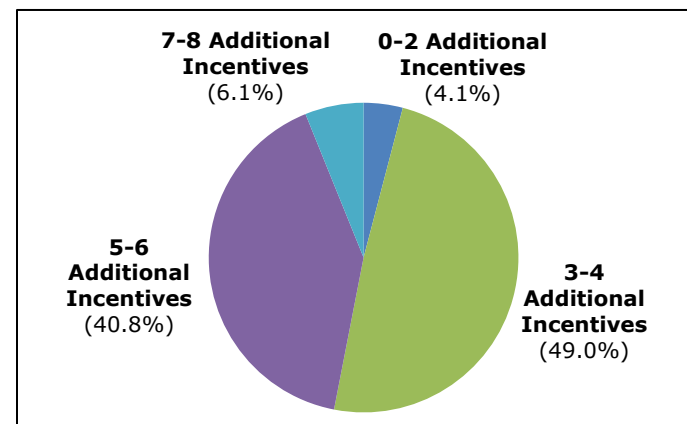
Payment of Signing Bonuses

- 57% offered an average of \$5,797 in signing bonuses; in 2020, 46% of participants reported offering signing bonuses.

Compensation for Bilingual Staff

- 22% offered additional compensation for bilingual ability, most often for Clinical and Administrative Support staff.

GRAPH 9: Number of Additional Incentives Offered



Incentive-Based Compensation

- 20% offered an average of \$3,125 in incentive-based compensation to all staff groups, with the Medical A/APP staff group earning over \$5,300 on average.

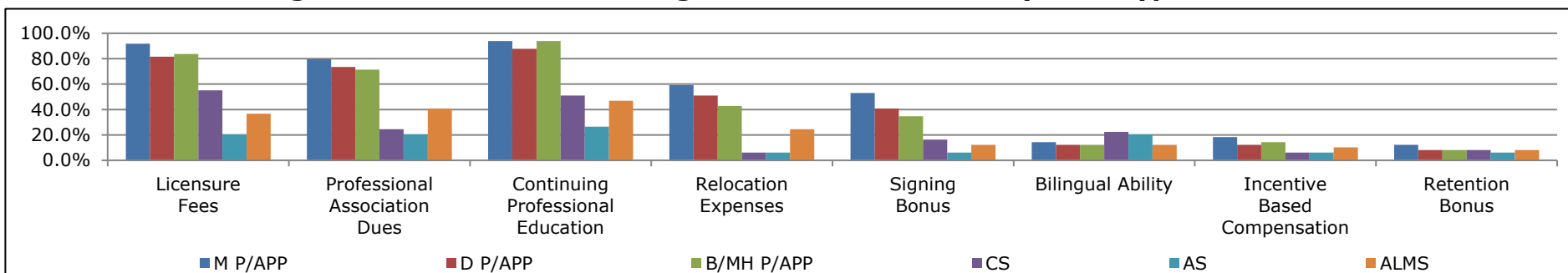
Payment of Retention Bonuses

- 12% offered an average of \$1,535 annually for retention bonuses for all staff groups.

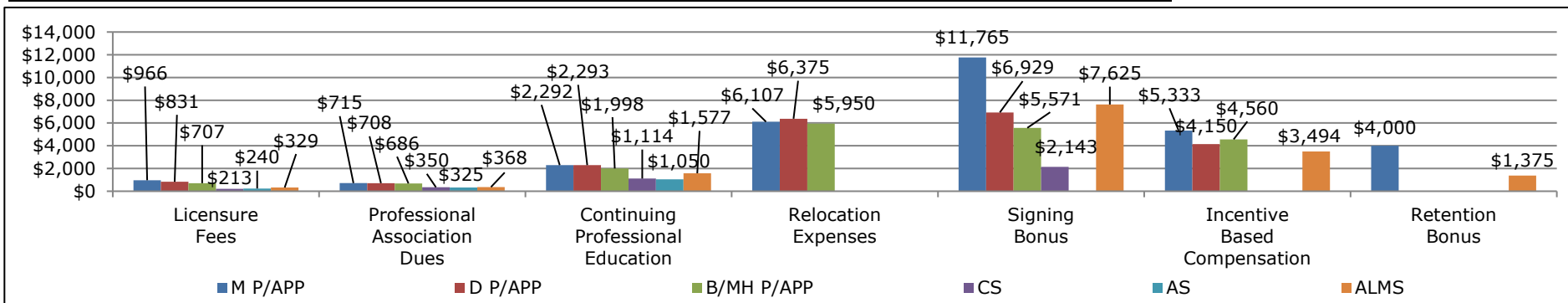
**See page 89 for definitions of each staff type and more details about incentives by staff type.*

J. Benefits Packages, Additional Incentives, continued

GRAPH 10: Percentage of Health Centers Offering Additional Incentives by Staff Type*



GRAPH 11: Average Annual Dollar Amount of Additional Incentives by Staff Type***



*Staff Type Definitions

Medical Provider/Advanced Practice Provider (M P/APP) staff: Typically Doctorate- and Master's-prepared medical providers; Family Practitioners, General Practitioners, Internists, OB/GYNs, Pediatricians, Pharmacists, Other Specialists, Certified Nurse Midwives, Nurse Practitioners, Physician Assistants, Other Medical Providers/Advanced Practice Providers; typically Exempt.

Dental Provider/Advanced Practice Provider (D P/APP) staff: Typically Doctorate- and Master's-prepared dental providers; Dentists, Dental Therapists; also includes Dental Hygienists; typically Exempt.

Behavioral/Mental Health Provider/Advanced Practice Provider (B/MH P/APP) staff: Typically Doctorate- and Master's-prepared behavioral and mental health providers; Psychiatrists, Psychologists (PhD, PsyD, EdD), Licensed Clinical Social Workers, Licensed Professional Counselors (includes Clinical), Master's in Social Work, Marriage and Family Therapists, Master's-Level Addiction Counselors, Other Behavioral/Mental Health Providers/Advanced Practice Providers; typically Exempt.

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

Clinical Support (CS) staff: Typically staff with a level of educational attainment at the Bachelor's-level or lower; Addiction Counselors, Case Managers, Dental Assistants, Dental Technicians, Education Specialists, Laboratory Personnel, Registered Nurses, Nurse Assistants, Nutritionists/Dietitians, Outreach Workers, Pharmacy Technicians, X-Ray Personnel, Ultrasound Technicians, Other Enabling Services Personnel, Other Medical/Dental/Behavioral/Mental Health Support Personnel, etc.; typically Non-Exempt.

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

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.

Non-Exempt Staff: Employees eligible for overtime payments for time worked in excess of 40 hours in a workweek.

Exempt Staff: Employees exempt from overtime requirements.

K. Additional Salary and Benefits Information

1. Possible Salary Increases

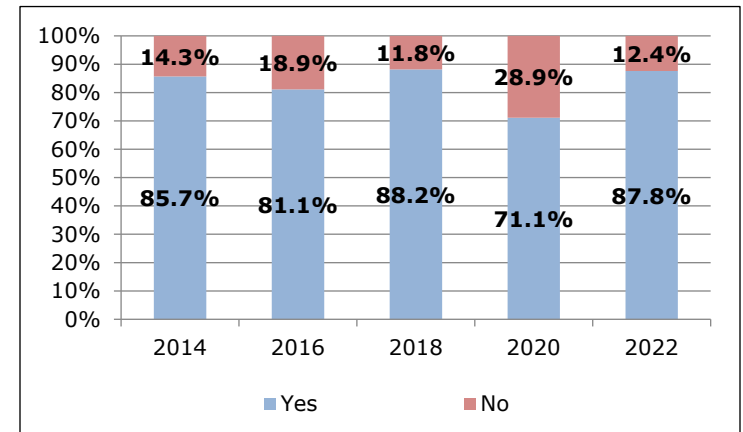
Introduction

Participating health centers were asked if their organization was planning for a salary increase between 5/1/22 and 4/31/23. If responding yes, participants were then asked to provide the anticipated percentage.

Data Highlights

- Forty-nine organizations responded, with six (12.4%) indicating no, they were not planning for a salary increase in the specified timeframe, and 43 (87.8%) indicating yes; in 2020, just over 71% of participating organizations were planning for a salary increase.
- Planned salary increases ranged from a minimum of 0.5% to a maximum of 24% (which was inclusive of both cost of living and market increases), with an overall average of 3.2% to 4.5%. Responses included:
 - 2% (8.8% of respondents that were able to identify a percentage)
 - 3% (26.5%)
 - 4% (8.8%)
 - 5% (8.8%)
 - A range topping out at 3% (11.8%)
 - A range topping out at 4% or 5% (26.5%)
 - Ranges topping out at amounts over 5% (8.8%)

GRAPH 12: Percentage of Organizations Planning for Salary Increases



2. Other Provided Benefits

Introduction

Participating health centers were invited to describe any additional benefits offered to their employees (beyond the details provided in other salary and benefits sections of this report).

Data Highlights

- Sixteen health centers (32%) detailed additional benefits; responses included:
 - Childcare scholarships
 - Discounts on athletic season tickets, recreation facility membership, credit union membership
 - Employee Assistance Program (EAP)
 - Health Savings Account (HSA) employer contributions/match of employee contributions
 - Mental health days off
 - Practice enhancement loans
 - Short-term disability insurance
 - Tuition reimbursement/waiver
 - Vision insurance
 - Wellness Program/incentives/stipend
 - Wireless/cell carrier discount/monthly reimbursement

VI. APPENDICES

Appendix A. Job Description Summaries and Index of Titles

Introduction

The following summary job descriptions, reviewed and updated by the 2022 Salary Survey Advisory Committee (see page 8), are provided to ensure health centers A) reported employee data under the most appropriate titles and B) are referring to the most appropriate titles when utilizing final salary and benefits data to design compensation structures.

- 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).
- As titles can vary widely from health center to health center, please review the parameters for the following position levels, utilized throughout the survey and resulting report:
 - **Assistant:** "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.
 - **Coordinator:** "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.
 - **Supervisor:** "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team. "Supervisor" positions are typically exempt and typically have supervisory responsibilities.
 - **Manager:** "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.
 - **Director:** "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

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

Accountant: Pages 15, 73, 76, 83

Typical Core Duties: Prepares accounting documentation and entries. Maintains internal control reviews over selected financial activities including accounts payable, purchasing, payroll, property management, general ledger, and bank transactions. Assists with budget preparation and monitoring, account analyses, internal, and external reports. Assists with the audit and preparation of state and federal financial filings.

Supervisory Responsibility: Maybe

Budget Responsibility: Limited

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

Associate's degree required, Bachelor's degree preferred; 3-5 years of experience in accounting; no licenses/certifications required, CPA or CPA eligible preferred

Accounting Clerk/Bookkeeper: Pages 15, 73, 76, 83

Typical Core Duties: Maintains records of financial transactions. Reconciles and balances accounts. Performs various other support duties pertaining to payroll, accounts payable, accounts receivable, etc.

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, Administrative Titles, continued

Administrator, Information Technology: Pages 15, 74, 77, 83

Typical Core Duties: Responsible for designing, planning, developing, installing, configuring, maintaining, and supporting network software, hardware, infrastructure, and communication functions. Addresses security issues, including HIPAA security. Assists with the development and implementation of IT-related disaster recovery procedures. May have overlap with "Manager, Information Technology."

Supervisory Responsibility: Maybe

Budget Responsibility: No

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

Associate's degree required, Bachelor's degree preferred; 3-5+ years of experience; valid state's driver's license; may require platform-specific certification, computer repair certification, etc.

Assistant, Administrative: Pages 15, 73, 76, 83

Typical Core Duties: Provides administrative support for the organization or department, which may include filing and record keeping, preparing materials for staff meetings, handling routine correspondence, ordering supplies, coordinating maintenance of administrative equipment, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 1-2 years of experience; no licenses/certifications

Assistant, Executive: Pages 15, 73, 76, 83

Typical Core Duties: Provides administrative support to the Chief Executive Officer/Executive Director (CEO/ED) and other administrative and/or clinical executive staff, which may include facilitating scheduling and travel, maintaining calendars, preparation of materials and other planning for health center board meetings/retreats/etc., producing reports, memos, and other senior level correspondence, maintaining filing systems, taking meeting minutes, etc. May have additional duties (e.g., publication design, website content update, etc.).

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's degree; 2+ years of experience with executive support; no licenses/certifications

Assistant, Human Resources: Pages 15, 73, 76

Typical Core Duties: Responsible for supporting the Human Resources Department, which may include day-to-day clerical support, data entry, assistance with administration of benefits programs and/or payroll system, assisting with provider credentialing/privileging, attendance monitoring, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 0-1 years of experience; no licenses/certifications

Assistant, Other (Administrative): Pages 15, 83

Use this title for any other administrative assistant titles.

Reported Positions Include: Accounting Tech, Behavioral Health Support, Clerical Specialist, Financial Assistant, Insurance Verification Assistant, Medical Operations Assistant, Office Assistant, Office Associate, Program Assistant, Quality Assistant, Quality Improvement Coordinator Assistant, Senior Administrative Assistant, Senior Executive Assistant, Special Clerical Support

Billing Staff/Patient Accounts: Pages 15, 70, 73, 76, 83

Typical Core Duties: Initiates billing to maximize reimbursement from Private Insurance, Medicaid, Medicare, etc. Follows-up on claims including processing cross-over claims as needed. Prepares electronic billing of all claims and reviews to ensure accuracy, including working errors and denials. Enters adjustments if appropriate and generates refund requests. Consistently follows-up and re-bills claims as needed so revenue loss is minimal. Generates related reports. May act as a liaison between health center and outside billing contractor. May have coding responsibilities but is not a Certified Professional Coder (CPC). May have responsibilities for credentialing providers with insurance companies.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 1-3 years of experience; no licenses/certifications

Call Center Representative: Pages 16, 70, 73, 76, 83

Typical Core Duties: Responsible for answering incoming calls, updating patient information, scheduling appointments, and responding to caller requests for additional information for multiple service sites. May have additional limited responsibilities relating to referrals, patient satisfaction surveys, etc. The call center is typically removed from the front desk/reception area, so staff typically do not have face-to-face contact with patients.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 1+ years of experience; no licenses/certifications

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Care Coordinator/Patient Navigator: Pages 16, 70, 73, 76, 83

Do not use this title for Clinical "Case Manager" employees (listed separately within the Clinical Titles section).

Typical Core Duties: Provides day-to-day patient care coordination activities which may include pre-visit planning, tracking of required patient paperwork, case management, assisting patients with enrollment in public benefits, conducting/processing referral/lab/radiology follow-ups, referencing patient-centered/self-managed care plans, implementing quality improvement and evaluation activities, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED required, Associate's degree preferred; 2-3 years of experience; licenses/certifications typically not required; employee may be required to be bilingual

Clerk, Medical Records: Pages 16, 70, 74, 77, 83

Typical Core Duties: Responsible for maintaining the medical records of the clinic and responding to requests for records from internal and external sources. May be responsible for reviewing records for completeness, accuracy, and compliance with regulations. May have cross-over duties with Information Technology Support Staff.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED or Associate's degree required, Bachelor's degree preferred; 2-3 years of experience; no licenses/certifications

Clerk, Purchasing: Pages 16, 75, 78

Typical Core Duties: Assists with purchase order requisitioning, receiving, and delivery of goods and services.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 1+ years of experience; no licenses/certifications

Coder: Pages 16, 70, 73, 76, 83

Typical Core Duties: Inputs, edits, and posts patient visit information into computerized database. Reviews and inputs encounters with appropriate CPT and ICD-9/10 codes. Reviews and balances the edit report. Posts encounters to patient accounts. Files all postings by month.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 1-2 years of experience; Certified Professional Coder (CPC)

Community Health Worker: Pages 16, 73, 76

Do not use this title for related coordinators or managers (listed separately). Also review the job description summary for the administrative "Outreach Staff, Homeless/Migrant/Etc." to determine the most appropriate title.

Typical Core Duties: Serves as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality/cultural competency of service delivery. Builds individual and community capacity through activities including outreach, community education, informal counseling, social support, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 2 years of experience; may require state certification; fluency in a second language generally preferred; valid state's driver's license; Basic Life Support (BLS) certification may be preferred

Controller: Page 16

Do not use this title for Director-level employees ("Director, Fiscal/CFO" and Director, Fiscal (Other)" listed separately).

Typical Core Duties: Maximizes return and limits risk on financial assets by establishing financial policies, procedures, controls, and reporting systems. Guides financial decisions, protects assets, monitors financial condition, and provides information to external auditors. Prepares budgets, collects/analyzes financial data, and recommends plans.

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

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Coordinator, Communications/Marketing: Pages 16, 83

Typical Core Duties: Responsible for initiating, developing, and implementing day-to-day and long-term communications and/or marketing strategies, which may include community and patient outreach, event planning and marketing, website development and maintenance, social media coordination, public relations outreach to local media, production of collateral and promotional materials, development of newsletters, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's degree required, Bachelor's degree preferred; 2+ years of experience

Coordinator, Human Resources/HR Specialist: Pages 17, 73, 76, 83

Typical Core Duties: Often works in one specialized area of HR, e.g., recruitment, compensation and benefits, HRIS, employee relations, training and development, payroll, etc., but may also (or instead) perform a variety of general HR duties, e.g., administration of and employee assistance with benefit programs, hiring/onboarding activities, maintaining required documents, assisting with staff training, assisting with documenting and tracking various HR functions, etc. May have overlap with the "Assistant, Human Resources" position.

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's degree required, Bachelor's degree preferred; 2+ years of experience; PHR preferred

Coordinator, Program: Pages 17, 75, 78, 83

Do not use this title for related community-based workers or managers (listed separately).

Typical Core Duties: Coordinates one administrative program for the health center (e.g., Homeless, Migrant, Volunteer, etc.). Works to meet program objectives. May track program expenses in accordance with the program budget. Evaluates program results and prepares reports for program management.

Supervisory Responsibility: No

Budget Responsibility: Maybe

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

Associate's degree required, Bachelor's degree preferred; 1-5 years of experience; no licenses/certifications

Coordinator, Quality Improvement/Assurance: Pages 17, 75, 78, 83

Typical Core Duties: Coordinates daily activities relating to one or more of the organization's quality programs, which may include efforts relating to quality assurance/improvement, risk management, corporate compliance, HIPAA privacy, accreditation, clinical measures, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's degree required, Bachelor's degree preferred; 2+ years of experience; no licenses/certifications

Coordinator, Referral: Pages 17, 75, 78

Typical Core Duties: Responsible for receiving, processing, scheduling and following up on all medical referral requests from assigned care team clinicians, including in-house and outside referrals for diagnostic testing, medical specialists, or other providers.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED required, Associate's degree preferred; 1+ years of experience in the medical field preferred; Medical Assistant (MA) graduation/certification preferred

Coordinator, Other (Administrative): Pages 17, 83

Use this title for any other administrative coordinator titles.

Reported Positions Include: Administrative Project Coordinator, Adult Education Coordinator/Teacher, Behavioral Health Coordinator, Business Intelligence Coordinator, Clinic Coordinator, Clinic Operations Coordinator, Clinical Education Coordinator, Clinical Operations Coordinator, Clinical Operations Program Coordinator, Clinical Trainer, Coding Coordinator, Contract Specialist, Credentialing Coordinator, Data Coordinator, Dental Clinic Coordinator, Dental Department Purchasing Coordinator, Dental Offsite Coordinator, Dental Schedule and Referral Coordinator, Development Coordinator, Electronic Media/Foundation Specialist, Finance Coordinator, Foundation Database and Development Coordinator, Foundation Development Officer, Front Office Coordinator, Grant Coordinator, Health Connections Coordinator, Health Equity Specialist, Healthcare Project Coordinator, MAP Coordinator, Mental Health Coordinator, Mobile Clinic Coordinator, Operations Coordinator, Outreach and Enrollment Coordinator, Patient Electronic Communication Specialist, Payor Credentialing and Contract Specialist, Payroll Coordinator, Practice Administrator, Prenatal Care Coordinator, Prenatal/Pharmacy Care Coordinator, Primary Care Coordinator, Residency Coordinator, Scheduling Coordinator, Technology Coordinator

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Data Analyst: Pages 17, 73, 76, 83

Typical Core Duties: Works with users throughout the organization in coordinating the collection, analysis, integration, and exchange of data. Creates reports and helps bridge the gap between users requesting reports and the technical resources needed to create the reports.

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's degree or equivalent experience required, Bachelor's degree preferred; 3+ years of experience; no licenses/certifications

Director, Development/Grants: Pages 17, 33, 73, 76

Typical Core Duties: Oversees all aspects of the annual planning cycle including assessment of unmet needs and opportunities, developing and maintaining community relationships, grant writing and management for all federal, non-federal, foundation, and other sources, including ensuring compliance with funding sources, and solicitation of charitable contributions. Develops and implements annual development plan, including marketing, public relations, and fund-raising activities. Typically has additional marketing and public relations duties. 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 degree required, Master's degree preferred; 3-5 years of experience; no licenses/certifications

Director, Executive/CEO: Pages 17, 34, 73, 76, 79, 80, 83

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, Facilities: Pages 18, 43

This title represents a combination of data originally reported under "Director, Operations (Other)" and "Director, Other (Administrative)."

Director, Fiscal/CFO: Pages 18, 35, 73, 76, 79, 80, 83

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

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

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

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

Director, Fiscal (Other): Pages 18, 36, 73, 76, 83

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

Typical Core Duties: Second tier of financial leadership, under the direction of the senior Director, Fiscal/CFO. Responsible for one or more financial programs within a larger system.

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

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Director, Human Resources/CWO: Pages 18, 37, 74, 77, 79, 80, 83

Typical Core Duties: The organization's top human resources/workforce leader, responsible for providing leadership, oversight, evaluation, and direction for the general administrative and human resources services and programs of the organization through planning, organizing, and directing the various HR functions, which may include oversight of policies and procedures, employment, compensation, benefits, employee health and safety programs, employee education and training opportunities, ensuring compliance with state, federal, and municipal statutes and regulations, and supervision/oversight of the Human Resources department. 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 degree required, Master's degree preferred; 5+ years of experience; Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR); Certified Compensation Professional (CCP), Certified Benefits Professional (CBP), Compensation Management Specialist (CMS) preferred

Director, Human Resources (Other): Pages 18, 43

Typical Core Duties: Second tier of human resources/workforce leadership, under the direction of the senior Director, Human Resources/CWO. Responsible for one or more human resources/workforce programs within a larger system.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Bachelor's degree required, Master's degree preferred; 3-5 years of experience; Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR); Certified Compensation Professional (CCP), Certified Benefits Professional (CBP), Compensation Management Specialist (CMS) preferred

Director, Information Technology/CIO: Pages 18, 38, 74, 77, 79, 80, 83

Typical Core Duties: The organization's top Information Technology (IT) leader, overseeing all IT department activities including installation and maintenance of networks, hardware, software, telecommunications systems, and office equipment. Updates IT infrastructure. Oversees system security and user training activities. Directs related projects and planning, supervises department staff, develops and manages departmental budget, and implements and oversees new applications (e.g., EMR). 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 degree required, Master's degree preferred; 3-5 years of experience; valid state's driver's license; may require platform-specific certification

Director, Information Technology (Other): Pages 18, 43

Typical Core Duties: Second tier of Information Technology (IT) leadership, under the direction of the senior Director, Information Technology/CIO. Responsible for one or more IT areas within a larger system.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Bachelor's degree required, Master's degree preferred; 3-5 years of experience; valid state's driver's license; may require platform-specific certification

Director, Operations/COO: Pages 18, 39, 74, 77, 79, 80, 83

Typical Core Duties: The organization's top Operations leader. Responsible for directing the operation of health care services and programs to meet productivity, customer service, and quality standards. Supervises department and clinic managers and oversees the development of high quality, cost effective, and integrated clinical services and the systems to support this care. Responsible for direct oversight of the effective operation of quality assessment and improvement programs, emergency preparedness program, and for operational policy and procedure development and implementation. May be responsible for additional functions (e.g., Finance, Human Resources, etc.). 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 degree required, Master's degree preferred; 3-5+ years of experience; no licenses/certifications

Director, Operations (Other): Pages 19, 40, 74, 77, 83

Typical Core Duties: Second tier of Operations leadership, under the direction of the senior Director, Operations/COO. Responsible for one or more operations programs and/or sites within a larger system.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Bachelor's degree required, Master's degree preferred; 3-5+ years of experience; no licenses/certifications

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Director, Program (Administrative): Pages 19, 41, 75, 78

Typical Core Duties: Responsible for the overall design and direction of one of the health center's administrative programs and related staff (e.g., Homeless, Migrant, Volunteer, etc.). Oversees planning, implementation, budgeting, evaluation, and supervision of all program components and staff.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Bachelor's degree required, Master's degree preferred; 3-5+ years of experience; no licenses/certifications

Director, Quality Improvement/Assurance: Pages 19, 42, 75, 78, 83

Typical Core Duties: Creates overall strategy and sets health center programming for quality and compliance programs, including efforts relating to quality assurance, risk management, corporate compliance, HIPAA privacy, accreditation (via The Joint Commission, National Committee for Quality Assurance [NCQA], etc.), any state-required quality improvement programs, monitoring performance on and reporting of clinical measures, etc. 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 degree required, Master's degree preferred; 3+ years of experience; no licenses/certifications

Director, Other (Administrative): Pages 19, 43, 83

Use this title for any other administrative director titles.

Reported Positions Include: Assistant Director of Public Health/Operations, Associate Director of Development, Business Analysis and Project Management Director, Business Optimization Director, Chief Administrative Officer, Chief Communications and Marketing Officer, Chief Integrated Services Officer, Chief Integration Officer, Chief Legal Officer, Chief Strategy Officer, Clinic Director, Clinical Director, Communications and Marketing Director, Director of Business Intelligence, Director of Care Team Access and Communication Center, Director of Client Services, Director of Clinical Informatics, Director of Clinical Support Services, Director of Clinical Systems, Director of Communications, Director of Communications and Foundation, Director of Community Development, Director of Community Health Center, Director of Contracts, Director of Enrollment and Eligibility, Director of Environmental Services, Director of Executive Support, Director of Health Equality, Director of Innovations, Director of Learning Partners, Director of Materials Management, Director of Medical Administrative Services, Director of Patient Services, Director of Public Relations and Development, Director of Women, Infants, and Children (WIC), Employee Wellness Director, Enhanced Care Services Director, Executive Director of Foundation, Foundation Director, Informaticist Director, Marketing Development Officer, Patient Support Services Director, Public Health Finance/Information Officer, Senior Community Health and Grants Director, Senior Director of Marketing and Developing, Senior Vice President of Health Informatics, Support Services Director, Vice President of Business Informatics, Vice President of Community Health Services

Driver: Page 19

Typical Core Duties: Safely operates a vehicle for tasks required by the organization, which may include safe transportation of patients to and from various healthcare related destinations, transfer of prescription medication between sites, etc. May assist with maintaining vehicles.

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; valid state's driver's license, meeting license class requirements based on the vehicle(s) being driven

Grant Writer: Pages 19, 73, 76

Typical Core Duties: Researches, writes, and submit grants to private and corporate foundations. Typically works with a larger health center team to establish development plan and on submission requirements for Bureau of Primary Health Care (BPHC) and other governmental grants. May have crossover marketing duties, including building community relationships, community education activities, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

Bachelor's degree preferred; 2-5 years of experience; no licenses/certifications

Health Educator (administrative duties only): Pages 19, 73, 76

Do not use this title for health educators with clinical duties (listed separately).

Typical Core Duties: Administrative position (without clinical duties). Coordinates patient and/or community education activities about behaviors that promote wellness. Develops and implements strategies to improve health. Develops education programs and/or events.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED required, Bachelor's degree preferred; 1+ years of experience preferred; health education certification requirement may apply

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Informaticist: Page 19

Typical Core Duties: Gathers and analyzes healthcare data to optimize delivery of services in collaboration with medical, dental, behavioral health, and other healthcare providers. Develops effective procedures, and workflows to ensure data accuracy and quality improvement while supporting organizational/provider objectives. Provides related technical support and database maintenance; involved in tasks related to network security and compliance. Utilizes data to forecast needs and evaluate strategic opportunities. Provides reports for funding, Uniform Data System (UDS) performance measures, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

Bachelor's degree typically required, Master's degree preferred; 3+ years of experience; substantial experience may be exchanged for formal education

Information Technology Support Staff (Other): Pages 20, 74, 77, 83

Do not use this title for "Specialist, Electronic Health Records" (listed separately).

Typical Core Duties: Responsible for one or more components of staff training, software troubleshooting, and installation, repair, configuration, and modification of, and technical assistance with, computer hardware, software, and network systems, including Electronic Medical Records systems and related reporting. May also provide basic programming and support for telephone, voicemail, and other communications needs.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED or Associate's degree required, Bachelor's degree preferred; 1-3 years of experience; valid state's driver's license; may require platform-specific certification, computer repair certification, etc.

Information Technology, Other: Page 20

Use this for any other Information Technology-related staff not otherwise listed. Do not use this title for "Administrator, Information Technology," "Data Analyst," "Data Entry," "Director, Information Technology/CIO," "Informaticist," "Information Technology Support Staff," "Manager, Information Technology," or "Specialist, Electronic Health Records" (listed separately).

Reported Positions Include: Application Analyst, Clinical Information Systems Project Manager, Database Technician, Information Technology Support Supervisor, Network Engineer II, Senior IT Technician

Interpreter: Pages 20, 74, 77, 83

Typical Core Duties: Facilitates communication between patients with limited English proficiency (LEP) and health center staff. Responsible for providing face-to-face interpreting between patients and providers, and may also work with other individuals, such as family members or a patient representative. May provide cultural information to facilitate support for a treatment plan. May produce written and/or audio statements in languages other than English for unique listening and/or reading audiences. May perform Reception/Front Desk/Appointment Clerk duties for LEP patients.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 2+ years of experience preferred; Test of English as a Foreign Language (TOEFL) score may apply; Certified Interpreter classification may apply

Janitor/Custodian/Housekeeping: Pages 20, 74, 77, 83

Typical Core Duties: Performs general cleaning including sweeping/vacuuming floors, removing wastepaper and other refuse, dusting furniture/fixtures, etc.

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

Maintenance/Facilities: Pages 20, 74, 77, 83

Typical Core Duties: Provides hands on maintenance and preventive repair services for all clinic facilities, including compliant functionality of facility equipment. Maintains building and entry/exit appearance, services and maintains equipment records, and fulfills facility work orders. May include responsibilities relating to moving/maintaining furniture/equipment, HVAC work, locksmith, ice melt, snow removal, etc.

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; valid state's driver's license

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Manager, Clinic Operations (Administrative): Pages 20, 73, 76, 83

Typical Core Duties: Responsible for the effective, efficient operation of the clinic that results in excellence in customer service and clinical care and provides a medical home to its patients; supervises, hires, trains, and evaluates administrative (typically front office) staff, typically for one site (or closely located sites) and not for the entire organization. Establishes administrative procedures. May maintain supplies and equipment. May maintain vendor records.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Associate's degree or Bachelor's degree required; 1-2+ years of experience; no licenses/certifications

Manager, Eligibility: Pages 20, 73, 76

Typical Core Duties: Oversees activities relating to health insurance outreach and enrollment, including supervision of Outreach/Enrollment Staff. Works with all health center staff to ensure processes are developed, implemented, and effective at identifying uninsured patients and enrolling them in insurance for which they qualify. Acts as internal expert for enrollment practices and insurance marketplace systems including knowledge of required laws and regulations. Responsible for data collection, tracking, and reporting as needed for enrollment efforts. May also oversee enabling activities.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Associate's degree required, Bachelor's degree preferred; 3-5 years of experience preferred; valid state's driver's license

Manager, Finance (Other): Pages 20, 83

Use this title for any other finance-related manager. Do not use this title for "Controller" employees (listed separately).

Reported Positions Include: 340B Program Manager, Accounting Manager, Accounts Payable and Payroll Manager, Billing Manager, Business Manager, Finance Manager, Finance/Accounting Assistant Director, Grants Manager, Patient Accounts Manager, Payer Contracts Manager, Payroll Administrator, Purchasing Manager, Revenue Cycle Administrator, Revenue Cycle Manager, Revenue Cycle Operations Manager, Revenue Cycle System Support and Credentialing, Revenue/Decision Support Manager

Manager, Human Resources/HR Generalist: Pages 21, 74, 77, 83

Typical Core Duties: Responsible for implementing the day to day operations of the HR Department, which may include acting as an HR resource for leadership and staff, administering benefits and/or credentialing programs, developing and maintaining recruitment activities, developing and administering orientation, onboarding, and retention activities, managing FMLA, Worker's Compensation and unemployment programs, assisting with HR-related reporting, managing attendance programs, etc. May provide input regarding strategic planning for HR programs to the HR Director.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Bachelor's degree preferred; 3-5 years of experience; Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR) preferred

Manager, Information Technology: Pages 21, 74, 77

Typical Core Duties: Responsible for managing the organization's network and communication infrastructure, computer hardware, operating system, and software applications. Supervises Information Technology support staff and/or contractors. May have overlap with "Administrator, Information Technology."

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Bachelor's degree preferred; 3-5 years of experience; valid state's driver's license; may require platform-specific certification, computer repair certification, etc.

Manager, Maintenance/Facilities: Pages 21, 74, 77

Typical Core Duties: Oversees the maintenance, restoration, renovation, and upkeep of the organization's buildings, mechanical systems, and grounds for all sites, including supervision of maintenance/facilities and janitorial/housekeeping staff, facility compliance audits, management of relationships with external contractors/subcontractors for additional maintenance work, processing of internal and external facility work orders, ordering/maintenance of cleaning/maintenance supplies, etc.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Associate's degree or Bachelor's degree; 2+ years of experience; valid state's driver's license

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Manager, Program: Pages 21, 75, 78, 83

Typical Core Duties: Manages ones of the health center's administrative programs and related staff (e.g., Homeless, Migrant, Volunteer, etc.). Ensures the program meets objectives. Evaluates program performance and reports program activities. Controls program expenditures in accordance with program budget.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Bachelor's degree required, Master's degree preferred; 3-5 years of experience; Licensed Clinical Social Worker (LCSW) or Licensed Professional Counselor (LPC) may be required

Manager, Quality Improvement/Assurance: Pages 21, 75, 78, 83

Typical Core Duties: Manages activities relating to the organization's quality and/or compliance programs, which may include efforts relating to quality assurance/improvement, risk management, corporate compliance, HIPAA privacy, accreditation, clinical measures, etc. Includes the development and implementation of related programs and oversight of related data collection, tracking, and reporting. Provides input regarding strategic planning for QI/Quality programs to the QI/Quality Director.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Associate's degree or Bachelor's degree required, Master's degree may be preferred; 3+ years of experience; no licenses/certifications

Manager, Other (Administrative): Pages 21, 82, 83

Use this title for any other administrative manager titles.

Reported Positions Include: Administrative Coordinator/Medical Front Desk Manager, Administrative Project Manager, Behavioral Health Program Manager, Business Systems Manager, Call Center Manager, Care Coordination Manager, Clinical Initiatives Manager, Communications/Development Manager, Contact Center Manager, Credentialing and Privileging Manager, Dental Front Desk Manager, Dental Manager, Dental Services Manager, Development and Communications Manager, Executive Office Manager, Grants Manager, Health Information Management Director, Language Services Manager, Manager of Advocacy and Public Relations, Manager of Construction Projects, Manager of Patient Access, Manager of Safety/Security/Emergency Management, Marketing Manager, Medical Records Manager, Medical Training Manager, Office Manager, Operations Manager, Patient Services Manager, Procurement Manager, Program Development Manager, Program Enrollment Manager, Project Manager, Public Relations and Community Engagement Manager, Purchasing Manager, Referral Coordinator Manager, Referral Specialist Coordinator, School Based Clinic Manager, School Based Wellness Centers Manager

Outreach Staff, Homeless/Migrant/Etc.: Page 21

Do not use this title for related coordinators or managers (listed separately) or for staff primarily engaged in health insurance outreach and enrollment (listed separately under "Outreach/Enrollment Staff"). Review the job description summary for the administrative "Community Health Worker" to determine the most appropriate title.

Typical Core Duties: Provides outreach services including health education, support, etc. to persons in the community (typically offsite). Activities may include case management, crisis intervention, provision of basic needs, facilitation of access to shelter, transportation, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's degree required, Bachelor's degree preferred; 2 years of experience; valid state's driver's license; may require state Healthcare Assistant license; Basic Life Support (BLS) certification may be preferred

Outreach/Enrollment Staff: Pages 21, 70, 74, 77, 83

Typical Core Duties: Conducts activities to identify, contact, and enroll uninsured patients and community members into health insurance coverage. Assists new and existing patients and community members in the correct completion of health insurance applications, which may include Medicaid, CHIP, Health Insurance Marketplaces, etc. Educates patients and community members about the Affordable Care Act (ACA) and enrollment processes. Builds/strengthens enrollment collaborations with local partner organizations. Assists all health center staff with processes that identify uninsured patients and enrolls them in insurance for which they qualify. Tracks/reports on related activities. Maintains expertise in current eligibility and enrollment program requirements and regulations.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED required, Associate's or Bachelor's degree preferred; 1-3 years of experience preferred; valid state's driver's license

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Patient Representative/Financial Counselor: Pages 22, 74, 77, 83

Typical Core Duties: Conducts financial screening and gathers patient documentation to determine qualification for payment programs. Registers patients into billing systems, including status change updates. Performs eligibility screenings including paperwork and follow-up. May have partial responsibility for Medicaid program enrollment and insurance verification.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 1+ years of experience; no licenses/certifications

Receptionist/Front Desk/Appointment Clerk: Pages 22, 71, 75, 78, 82, 83

Do not use this title for "Call Center Representative" (listed separately).

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

Security: Page 22

Typical Core Duties: Guards organization's property, including making periodic rounds to inspect protection devices, fire control equipment, and check for any irregularities. May enforce regulations relating to personnel, visitors, and premises. May maintain various records, prepare reports, and perform miscellaneous clerical, simple maintenance, and comparable tasks. Unarmed; does not include off-duty Police Officers.

Supervisory Responsibility: No

Budget Responsibility: No

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

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

Specialist, Electronic Health Records: Page 22

Typical Core Duties: Responsible for application support, training, and improvements to the Electronic Health Records (EHR) system and workflows; creates related documentation and instructions, trains new system users, provides ongoing continuing education to staff, makes updates to the EHR and workflows, collaborates with all staff members and departments to ensure accurate documentation, learns and implements new features of the EHR, troubleshoots software problems, etc. May assist the IT department with maintenance and implementation of systems and technologies that support staff and partner organizations. May have overlap with "Information Technology Support Staff (Other)."

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED required, Associate's degree or technical certification in computer-related field preferred; 2+ years of experience

Supervisor, Billing: Pages 22, 73, 76, 83

Typical Core Duties: Responsible for revenue maximization for all assigned receivables; develops and maintains reports regarding accounts receivables. Establishes and maintains reporting and departmental policies and procedures to ensure quality and effectiveness of work completed. Supervises billing and coding personnel. May have responsibilities for credentialing providers with insurance companies. Assists in the establishment and implementation of annual operating, capital budget, and departmental goals.

Supervisory Responsibility: Yes

Budget Responsibility: No

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

Associate's degree; 3-5 years of experience; Certified Professional Coder (CPC) preferred

Supervisor, Finance (Other): Page 22

Use this title for any other finance-related supervisor. Do not use this title for "Supervisor, Billing" (listed separately).

Reported Positions Include: Accounting Supervisor, Accounts Receivable Systems Supervisor, Enrollment Services and Accounts Receivable Systems Supervisor, Finance Supervisor, Revenue Cycle Supervisor

Appendix A. Job Description Summaries and Titles Index, Administrative Titles, continued

Supervisor, Medical Records: Pages 22, 74, 77, 84

Typical Core Duties: Responsible for ensuring the privacy, safety, and security of medical records. Establishes and maintains departmental policies and procedures to ensure quality and effectiveness of work completed. Supervises Medical Records personnel and provides backup on duties as needed. May spearhead projects dealing with the implementation/enhancement of electronic medical records. Identifies, compiles, and abstracts information as requested from electronic system for reporting purposes. Processes and prepares related business and/or governmental forms.

Supervisory Responsibility: Yes

Budget Responsibility: No

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

Associate's degree required, Bachelor's degree preferred; 3-5 years of experience; no licenses/certifications

Supervisor, Reception/Front Office: Pages 22, 75, 78, 84

Typical Core Duties: Oversees the day-to-day activities of reception/front desk, work production and flow of patient registration, patient check-out, insurance and discount eligibility, and onsite fee payment. Supervises reception/front office staff, including interviewing, orientation, training, and evaluation. Hires staff with leadership approval. Undertakes staff quality control audits. Backs up staff as needed.

Supervisory Responsibility: Yes

Budget Responsibility: No

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

Associate's degree required, Bachelor's degree preferred; 2+ years of experience preferred; no licenses/certifications

Supervisor, Other (Administrative): Page 23

Use this title for any other administrative supervisor titles.

Reported Positions Include: Call Center and Operations Support Supervisor, Call Center Supervisor, Care Coordinator Manager, Care Coordinators Supervisor, Case Manager Supervisor, Customer Service Center Supervisor, Dental Manager, Facilities Supervisor, Medical Coding Supervisor, Outreach and Enrollment Supervisor, Patient Intake Supervisor, Supervisor of Women, Infants, and Children (WIC) Clinics, Transportation Coordinator

Trainer: Pages 23, 75, 78

Typical Core Duties: Responsible for the effective development, coordination, presentation, and evaluation of employee training and development programs. Responsible for analyzing corporate training needs and arranging suitable training solutions. Coordinates training design and delivery including curriculum development, educational materials, facilities scheduling and setup, selecting subject matter experts when appropriate, evaluating training resources, and scheduling employees.

Supervisory Responsibility: No

Budget Responsibility: Maybe

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

Bachelor's degree preferred; 2+ years of experience; certification in training system utilized by health center preferred; Certified Professional of Learning and Performance (CPLP) preferred

Women, Infants, and Children (WIC) Educator: Pages 23, 75, 78, 84

Typical Core Duties: Plans, implements, and evaluates the Supplemental Nutrition Assistance Program for the WIC Program. Delivers non-clinical nutrition education to WIC participants. Distributes vouchers to WIC participants. Schedules WIC participants for clinical appointments. Serves as a team member in the health center's broader nutrition and health program area.

Supervisory Responsibility: No

Budget Responsibility: No

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

Bachelor's degree preferred; Registered Dietician preferred; 1+ years of related experience; no licenses/certifications

Other Administrative: Page 23

Includes all other administrative titles that do not fit into the other titles previously provided.

Reported Positions Include: Accreditation and Regulatory Specialist, Cashier, Data Entry, Development Intern, Development Specialist, Education Lab Administrator, General Counsel, Grant Finance Specialist, Health Screener, Infection Control Nurse/Safety Officer, Insurance Billing Administrator, Information Technology Intern, Medical Scribe, Patient Policy Officer, Pharmacy Cashier, Sanitarian, Senior Cashier, Well Child Attendant

Appendix A. Job Description Summaries and Titles Index, continued

Clinical Titles

Assistant, Behavioral Health: Pages 24, 84

This title represents a combination of data originally reported under "Assistant, Other (Clinical)" and "Behavioral Health, Other."

Reported Positions Include: Behavioral Health Administrative Specialist, Behavioral Health Assistant, Behavioral Health Technician, Integrated Behavioral Health Support, Psychiatric Assistant, Psychiatric Clinic Assistant

Assistant, Dental: Pages 24, 71, 73, 76, 79, 84

Do not use this title for "Assistant, Dental - Expanded Function" (listed separately).

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

Assistant, Dental – Expanded Function: Pages 24, 73, 76, 84

Do not use this title for "Assistant, Dental" (non-EFDA, listed separately).

Typical Core Duties: Responsible for the sterilization of dental instruments, dental equipment maintenance, patient preparation, chair side support to dental providers and dental hygienist, and clinic flow.

Supervisory Responsibility: No

Budget Responsibility: No

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

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

Assistant, Pharmacy: Pages 24, 75, 78

Do not use this title for assistants working for a non-pharmacy dispensary.

Typical Core Duties: Performs non-clinical pharmacy duties, which may include a variety of customer service and clerical tasks.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 1-3 years of experience; state Pharmacy Assistant certification/licensure

Assistant, Other (Clinical): Page 24

Use this title for any other clinical assistant titles.

Reported Positions Include: Administrative Wellness Assistant, Assistant Case Coordinator, Assistant Rehabilitation Tech, Certified Nursing Assistant Clerk, COVID-19 Specialist, COVID-19 Testing Assistant, COVID-19 Flu Tester, Critical Documents Associate, Family Advocate, Medical Clerk, Lab Assistant, Physical Therapy Assistant, Refill Specialist, Resource Specialist

Behavioral Health Provider, Other: Pages 24, 84

This title represents a combination of data originally reported under "Behavioral Health, Other," "Other Allied Health Professional," and "Other Clinical."

Reported Positions Include: Behavioral Health Provider and Substance Abuse Specialty, Behavioral Health Consultant, Clinical Social Worker, Master's in Social Work Behavioral Health Provider, Licensed Marriage and Family Therapist, Mental Health Counselor, Mobile Crisis Response, Tenancy Support Social Worker, Therapist

Behavioral Health, Other: Pages 24, 84

Use this title for any other behavioral/mental health titles. Do not use this title for "Assistant, Behavioral Health," "Behavioral Health Provider, Other," "Case Manager," "Counselor, Addiction," "Counselor, Licensed Professional," "Director, Behavioral Health," "Pre-Licensure Behavioral Health Provider," "Psychiatric Nurse Practitioner," "Psychiatrist," "Psychologist, Clinical," "Social Worker – Licensed Clinical," or "Therapist, Marriage and Family" (listed separately).

Reported Positions Include: Behavioral Health Advocate, Behavioral Health Care Manager, Behavioral Health Integration Specialist, Behavioral Health Intern, Co-Responder Therapist, Psych Extern, Therapist-Unlicensed

Appendix A. Job Description Summaries and Titles Index, Clinical Titles, continued

Case Manager: Pages 24, 71, 73, 76, 84

Typical Core Duties: Provides case management services to patients, which may include brief psychosocial assessments, referral to community resources, case coordination among providers/agencies, health education, etc.; may work with one or more groups of patients or organizational programs (e.g., women's health, drug and alcohol, mental health, prescription assistance, etc.).

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's or Bachelor's degree required, Master's degree preferred; 2+ years of experience; related state licensure may be required (social work, registered nurse, counseling, etc.); Basic Life Support (BLS) certification may be required

Certified Nurse Midwife: Pages 25, 53, 73, 76, 79, 80, 84

Typical Core Duties: Provides primary care medical services, including prenatal and post-partum care, women's health care and family planning, and care of infants. Functions as an educational resource to patients, the health center, students, and the community.

Supervisory Responsibility: No

Budget Responsibility: No

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

Graduate of an accredited nurse midwifery program; experience preferred; national nurse-midwife certification, state Nurse Midwife license or Nursing license with Certified Nurse Midwife authority; current DEA (prescriptive authority) required; may require a state controlled substance clearance; valid state's driver's license; Basic Life Support (BLS) certification required

Coordinator, Program (Clinical): Pages 25, 75, 78

Typical Core Duties: Coordinates one clinical program for the health center (e.g., audiology, Ryan White, etc.). Works to meet program objectives. May track program expenses in accordance with the program budget. Evaluates program results and prepares reports for program management.

Supervisory Responsibility: No

Budget Responsibility: Maybe

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

Associate's degree required, Bachelor's degree preferred; 1-5 years of experience; clinical licensure may be preferred

Coordinator, Other (Clinical): Page 25

Use this title for any other clinical coordinator titles.

Reported Positions Include: Clinic Admin. Coordinator, Clinic Administrative Floater, Clinic Coordinator, Site Coordinator

Counselor, Addiction: Pages 25, 73, 76

Do not use this title for Master's-level Addiction Counselors; instead, use the "Counselor, Licensed Professional," "Social Worker – Licensed Clinical," "Therapist, Marriage and Family," or "Behavioral Health, Other" titles as appropriate (listed separately).

Typical Core Duties: Works as part of the behavioral health team to undertake assessments, complete/maintain histories, prepare treatment plans, provide addiction counseling according to the treatment plan, meet with patients to follow-up on progress toward goals, provide care coordination, lead educational and support groups, prepare reports, etc.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED or Associate's degree typically required, Bachelor's degree may be preferred; 1-3 years of experience; state Addiction Counselor certification or licensing

Counselor, Licensed Professional (LPC/LCPC): Pages 25, 57, 74, 77, 79, 80, 82, 84

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.

Appendix A. Job Description Summaries and Titles Index, Clinical Titles, continued

Dental Hygienist: Pages 25, 54, 73, 76, 79, 80, 82, 84

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 25, 55, 73, 76, 79, 80, 84

Typical Core Duties: Provides 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

Dentist Resident: Page 25

Typical Core Duties: Responsible for assisting experienced dental providers with delivering oral health care to patients.

Supervisory Responsibility: No

Budget Responsibility: No

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

Graduate of an accredited dental school with a degree of Doctor of Dental Surgery (DDS) or Doctor of Dental Medicine (DMD); participation in a related residency program; Basic Life Support (BLS) certification required

Director, Behavioral Health/CBHO: Pages 26, 44, 73, 76, 79, 80, 84

Typical Core Duties: The organization's top behavioral health leader, responsible for oversight, evaluation, and delivery of the organization's behavioral/mental health programs. Works collaboratively to provide integrated and comprehensive mental health treatment. May provide psychiatric care to patients. Provides mental health consultation internally, recruits/hires/assures training for related staff, supervises related staff/students/interns, maintains related community relationships, etc. Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Typically requires Master's or Doctorate degree in behavioral/mental health with related licenses/certifications; 5+ years of experience

Director, Behavioral Health (Associate/Other): Pages 26, 45, 73, 76

Typical Core Duties: Second tier of behavioral health leadership, under the direction of the senior Behavioral Health Director/CBHO. Responsible for one or more behavioral health programs and/or sites within a larger system. Typically has administrative and clinical responsibilities.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Typically requires Master's or Doctorate degree in behavioral/mental health with related licenses/certifications; 5+ years of experience

Director, Dental/CDO: Pages 26, 46, 73, 76, 79, 80, 84

Typical Core Duties: The organization's top dental leader, responsible for all dental services, including authority to oversee all aspects of dental care delivery at all dental clinic sites including planning, budgeting/resource allocation, growth and development, regulatory compliance, quality, efficiency and the supervision of dental supervisors, dentists, and dental hygienist staff. Facilitates communication with local oral health community. Position includes clinical and administrative responsibilities. 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 accredited dental school with a Doctor of Dental Surgery (DDS) or Doctor of Dental Medicine (DMD) degree; 3-5 years of experience; state dental 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, Clinical Titles, continued

Director, Dental (Associate/Other): Pages 26, 47, 73, 76, 82, 84

Typical Core Duties: Second tier of dental leadership, under the direction of the senior Dental Director/CDO.

Responsible for one or more dental programs and/or sites within a larger system. Typically has administrative and clinical responsibilities.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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; 2-3 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 26, 48, 74, 77, 79, 80, 84

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

Director, Medical (Associate/Other): Pages 26, 49, 74, 77, 82, 84

Typical Core Duties: Second tier of medical leadership, under the direction of the senior Medical Director/CMO.

Responsible for one or more medical programs and/or sites within a larger system. Typically has administrative and clinical responsibilities.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Graduate of an accredited medical or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); may include accredited Nurse Practitioner (NP) or Physician Assistant (PA) programs; 3-5 years of experience; appropriate board eligibility/certification, state Physician license, current DEA (prescriptive authority) required; may require a state controlled substance clearance; Basic Life Support (BLS) certification required

Director, Nursing: Pages 26, 50, 74, 77, 79, 80, 84

Typical Core Duties: Responsible for all nursing services, including authority to oversee development, implementation, and evaluation of related policies and procedures, hiring of related staff, etc. Participates in organization's clinical quality improvement programs. May have clinical responsibilities. 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 degree in Nursing required, Master's degree preferred; 5+ years of experience; state Registered Nurse license; Basic Life Support (BLS) certification required

Director, Pharmacy: Pages 26, 51, 75, 78, 79, 80, 84

Typical Core Duties: Responsible for the oversight, evaluation, and delivery of the pharmacy program including clinical operation of the pharmacy program, directing pharmacist providers, development of related protocols, providing drug counseling and advice to patients and internal contacts, etc. 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, Master's, or Doctorate degree in Pharmacy from an accredited School of Pharmacy; 3-5+ years of experience; state Pharmacist license

Director, Other (Clinical): Pages 27, 52

Use this title for any other clinical director titles.

Reported Positions Include: Associate Director of Emergency Medicine, Clinic Director, Clinical Director, Director of Academic Affairs, Director of Clinical Operations, Director of Perinatal Services, Director of Recuperative Care, Health Education Director, Interim Associate Residency Program Director, Interim Director of APRN Fellowship, Interim Residency Program Director, Public Health Director, Residency Director, Senior Director of Integrated Care

Appendix A. Job Description Summaries and Titles Index, Clinical Titles, continued

Health Educator (with clinical duties): Pages 27, 73, 76

Do not use this title for health educators without clinical duties (listed separately).

Typical Core Duties: Position with clinical duties. Coordinates patient and/or community education activities about behaviors that promote wellness. Develops and implements strategies to improve health. Develops education programs and/or events. May act as a Certifier for the Women, Infants, and Children (WIC) Program.

Supervisory Responsibility: No

Budget Responsibility: No

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

Certified Medical Assistant (MA) or Registered Nurse (RN); 1+ years of experience preferred; health education certification requirement may apply; related MA/RN licenses/certifications may be required

Licensed Practical Nurse: Pages 27, 71, 74, 77, 79, 84

Typical Core Duties: Provides basic nursing care under the supervision of, and clinical support to, health center nurses, providers, etc. May have additional cross-over clerical 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 Licensed Practical Nursing program; 1-2 years of experience; state Licensed Practical Nurse license; Basic Life Support (BLS) certification required

Manager, Lab: Pages 27, 84

Typical Core Duties: Provides lab services at all sites, including coordination and management of all lab staff and operations.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

May require Lab Technician with related education/licenses/certifications; 3-5 years of experience; appropriate state certification/licensure

Manager, Medical/Dental Clinic: Pages 27, 74, 77

Typical Core Duties: Supervises, hires, trains, and evaluates clinical support (typically back office) staff, typically for one site, not for the entire organization. Establishes procedures relating to clinical support staff.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Associate's degree or Bachelor's degree required; 1-2+ years of experience; Certified Medical Assistant (CMA), Certified Dental Assistant, Licensed Practical Nurse (LPN) or Registered Nurse (RN) preferred

Manager, Nursing: Pages 27, 74, 77

Typical Core Duties: Responsible for implementing the day-to-day operations of nursing services, including coordination and management of all nursing staff and operations (e.g., may include responsibilities for coordination between front office, medical records, clinical support, and providers). Oversees scheduling to ensure adequate staffing. May provide nursing services as needed.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

Bachelor's degree in nursing; 3-5 years of experience; state Registered Nurse license; Basic Life Support (BLS) certification required

Manager, Pharmacy: Pages 27, 75, 78

Typical Core Duties: Provides pharmacy services at sites, including coordination and management of all pharmacy staff and operations.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

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

May require a Pharmacy Technician or a Pharmacist, with related education/licenses/certifications; 3-5 years of experience; appropriate state certification/licensure

Manager, Other (Clinical): Pages 27, 84

Use this title for any other clinical manager titles.

Reported Positions Include: Addiction Recovery Services Manager, Ambulatory Care and Special Operations Manager, Behavioral Health Clinical Supervisor, Behavioral Health Manager, Behavioral Health Service Manager, Care Management Operations Manager, Clinic Manager, Clinical Coordinator, Clinical Manager, Dental Care Manager, Engagement Services Manager, Eye Clinic Manager, Manager of School Based Oral Health Programs, Multidisciplinary Operations Manager – Orthopedics, Satellite Manager, School Based Health Center Manager, School Based Health Practice Manager, Training Manager

Appendix A. Job Description Summaries and Titles Index, Clinical Titles, continued

Medical Assistant, with Credentials: Pages 28, 71, 74, 77, 79, 82, 84

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 28, 72, 74, 77, 79, 84

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 28, 58, 74, 77, 79, 80, 82, 84

Do not use this title for "Psychiatric Nurse Practitioner" or "Nurse Practitioner Resident" employees (listed separately).

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

Nursing Aide/CNA: Pages 28, 74, 77

Typical Core Duties: Provides assistance to patients in nursing areas of the health center. Assists medical, nursing, and other staff involved in patient care. May have additional cross-over clerical 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 Nursing Assistant program; 0-2 years of experience; state health care assistant certification may be required; Basic Life Support (BLS) certification preferred

Nutritionist/Dietitian: Pages 28, 74, 77, 84

Typical Core Duties: Provides nutrition services for patients, including client screening, assessment, surveillance, health education, and care management. May be responsible for creating high risk care plans. May act as a Certifier for the Women, Infants, and Children (WIC) Program.

Supervisory Responsibility: No

Budget Responsibility: No

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

Bachelor's degree or higher with Registered Dietitian credential; 1+ years of experience; state Dietitian certification, Basic Life Support (BLS) certification may be required

Pharmacist: Pages 29, 59, 75, 78, 79, 80, 84

Typical Core Duties: Compounds and dispenses drugs according to prescriptions issued by medical and dental providers. Directs pharmacy employees engaged in mixing/packaging/labeling pharmaceuticals. Provides drug counseling to patients and practitioners. Maintains related files.

Supervisory Responsibility: Yes

Budget Responsibility: Maybe

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

Bachelor's or Doctorate degree in Pharmacy; experience preferred, but will hire new graduates; state Pharmacist license

Appendix A. Job Description Summaries and Titles Index, Clinical Titles, continued

Pharmacist, Clinical: Pages 28, 60, 75, 78

Typical Core Duties: In collaboration with other health center providers, performs comprehensive medication therapy management during pharmacist-patient appointments, including therapeutic assessment, selected disease management, patient education, monitoring patient data on drug therapy outcomes, reactions, and errors, etc. Provides medical-related information and education for providers and other health center staff. May also undertake Pharmacist responsibilities.

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

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

Doctorate degree in Pharmacy preferred; Bachelor's degree may be accepted; board eligible/certified in Pharmacy Specialties, state Pharmacist license; accredited clinical pharmacy residency training or equivalent post-licensure experience required; 1-3 years of experience preferred

Phlebotomist: Pages 28, 75, 78

Typical Core Duties: Collects blood from patients for testing, primarily via venipunctures or fingersticks. Provides additional support to providers as required. May have cross-over Laboratory Assistant 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; state Phlebotomist or Phlebotomy Technician certificate may be required; Basic Life Support (BLS) certification may be required

Physician – Family Practice, with OB: Pages 29, 61, 75, 78, 79, 80, 82, 84

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 29, 62, 75, 78, 79, 80, 84

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

Physician – Internal Medicine: Pages 29, 63, 75, 78, 79, 80

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care.

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 Internal Medicine, state Physician license, current DEA (prescriptive authority) required; may require a state controlled substance clearance; Basic Life Support (BLS) certification required

Physician – OB/GYN: Pages 29, 64, 75, 78, 79, 80, 84

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care, with a focus on tasks relating to pregnancy and the female reproductive systems, including prenatal care, deliveries, OB-related surgery, and post-partum care.

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 OB/GYN, 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

Appendix A. Job Description Summaries and Titles Index, Clinical Titles, continued

Physician – Pediatrics: Pages 29, 65, 75, 78, 79, 80, 84

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care, with a focus on services for infants, children, and adolescents.

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 General Pediatrics, state Physician license, current DEA (prescriptive authority) required; may require a state controlled substance clearance; Basic Life Support (BLS) certification required

Physician – Other: Page 29

Use this title for any other types of physicians.

Reported Positions Include: Clinical Assistant Professor, Clinical Associate Professor, Geriatrician, Ophthalmologist, Optometrist, Podiatrist, Urgent Adult Care Physician

Physician Assistant: Pages 29, 66, 75, 78, 79, 80, 82, 84

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

Physician Resident: Pages 29, 75, 78

Typical Core Duties: Responsible for assisting experienced physicians with examining, treating, and educating patients. May also help develop and implement training programs for other residents and medical students.

Supervisory Responsibility: No

Budget Responsibility: No

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); participation in a related residency program; Basic Life Support (BLS) certification required

Pre-Licensure Behavioral Health Provider: Pages 30, 75, 78, 84

Do not use this title for unlicensed behavioral health staff who are not currently working toward licensure.

Use this title for employees with Master's and Doctorate level degrees in behavioral health (e.g., counseling, therapy, social work, psychiatry, etc.) who are currently gaining the experience necessary to obtain state licensure.

Supervisory Responsibility: No

Budget Responsibility: No

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

Master's or Doctorate degree required; must be in the process of obtaining appropriate state licensure.

Psychiatric Nurse Practitioner: Pages 30, 67, 75, 78, 84

Typical Core Duties: Diagnoses, triages, provides medications, and monitors medications for patients with medical and behavioral health problems. Provides intervention strategies and develops treatment plans. Collaborates and consults with primary care providers, mental health staff, and other partners.

Supervisory Responsibility: Maybe

Budget Responsibility: No

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

Master's degree in nursing focusing on Psychiatry; 3+ years of experience; state Psychiatric Nurse Practitioner license; current DEA (prescriptive authority) required; may require a state controlled substance clearance; Basic Life Support (BLS) certification required

Psychiatrist: Pages 30, 68, 75, 78, 79

Typical Core Duties: Provides psychiatric and medical assessment and treatment, clinical consultation, education, and training of team members.

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

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

Graduate of an accredited medical or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO), completion of an accredited residency program in psychiatry; experience preferred, but will hire new graduates; board eligible/certified in Psychiatry, 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, Clinical Titles, continued

Psychologist, Clinical: Pages 30, 69, 75, 78, 79, 80

Typical Core Duties: Identifies, triages, evaluates, and co-manages patients with medical and behavioral health problems. Provides related patient education. Develops treatment plans.

Supervisory Responsibility: Maybe

Budget Responsibility: No

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

Doctorate degree in clinical psychology (PsyD); experience preferred; state Psychologist license

Registered Nurse: Pages 30, 72, 75, 78, 79, 84

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 30, 56, 74, 77, 79, 80, 84

Do not use this title for un-licensed social workers; instead, use the "Behavioral Health Provider, Other," "Case Manager," or "Pre-Licensure Behavioral Health Provider" titles (listed separately).

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

Supervisor, Dental Assistant: Pages 30, 73, 76

Typical Core Duties: Supervises the Dental Assistants and ensures that dental operations meet all internal and external requirements. Manages day-to-day operations of the dental clinic, including implementation of practice objectives, policies, and procedures, participating in interview and hiring of dental assistants, orienting and training personnel, maintaining office inventory, etc. May provide dental assistant services as needed.

Supervisory Responsibility: Yes

Budget Responsibility: Maybe

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

Associate's degree required, Bachelor's degree preferred; 3-5 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

Supervisor, Medical Assistant: Pages 30, 74, 77

Typical Core Duties: Supervises the Medical Assistants and ensures that medical support operations meet all internal and external requirements. Assists clinical Managers/Directors with managing day-to-day operations including workflow, staffing, training, and patient care issues. Implements related policies and procedures, participates in interviewing and hiring Medical Assistant staff, orients and trains related personnel, etc. May provide Medical Assistant duties as needed.

Supervisory Responsibility: Yes

Budget Responsibility: Maybe

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

Bachelor's degree preferred, graduate of an accredited Medical Assistant program (other clinical programs may apply, e.g., Registered Nurse); 2-3 years of experience; appropriate state licensure/certification (e.g., Medical Assistant, Registered Nurse, etc.); Basic Life Support (BLS) certification typically required

Supervisor, Nursing: Pages 31, 74, 77

Typical Core Duties: Supervises the nursing staff and ensures that nursing operations meet all internal and external requirements. Assists Nursing Manager/Director with managing day-to-day operations including workflow, staffing, training, and patient care issues. Implements related policies and procedures, participates in interviewing and hiring nursing staff, orients and trains related personnel, etc. May provide nursing services as needed.

Supervisory Responsibility: Yes

Budget Responsibility: Maybe

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; 2-3 years of experience; state Registered Nurse or Licensed Practical Nurse licensure; Basic Life Support (BLS) certification required; additional certifications may be preferred/required (e.g., radiology, phlebotomy)

Appendix A. Job Description Summaries and Titles Index, Clinical Titles, continued

Supervisor, Other (Clinical): Page 31

Use this title for any other clinical supervisor.

Reported Positions Include: Care Team Manager, Clinical Social Worker Supervisor, Dental Operations Supervisor, Medical Technician, Pharmacy Technician Supervisor, Phlebotomist Supervisor, Residency Program Supervisor, SafeCare Supervisor, Site Supervisor, Social Work Supervisor, Women, Infants, and Children (WIC) Program Supervisor

Technician, Lab: Pages 31, 74, 77, 84

Typical Core Duties: Performs clinical laboratory duties (e.g., phlebotomy, processing and sending lab specimens, record keeping, quality controls, performance of in-house lab tests, oversight of lab safety regulations, etc.). May provide cross-over Lab Assistant 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 clinical laboratory sciences/laboratory technician program preferred; 1-3 years of experience; state Laboratory Technician certification preferred; may require Medical Assistant credentials

Technician, Pharmacy: Pages 31, 72, 75, 78, 84

Do not use this title for technicians working for a non-pharmacy dispensary.

Typical Core Duties: Performs pharmacy duties (e.g., compounding and dispensing medical prescriptions) under the direct supervision of a Pharmacist. Does not include duties involving drug counseling/education for patients. May provide cross-over Pharmacy Assistant duties.

Supervisory Responsibility: No

Budget Responsibility: No

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

High school diploma/GED; 1-3 years of experience; state Pharmacy Technician certification/licensure

Technician, Radiology/X-Ray: Pages 31, 75, 78, 84

Do not use this title for employees primarily performing ultrasounds; instead, use the "Technician, Ultrasound" title (listed separately).

Typical Core Duties: Produces x-ray images for physicians. Prepares patients for x-ray procedures. Maintains x-ray equipment. Responsible for adhering to related safety regulations.

Supervisory Responsibility: No

Budget Responsibility: No

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

Associate's degree required, graduate of an accredited Radiology/X-Ray Technician program; 1-3 years of experience; state Radiographic Technician license

Technician, Sterilization: Page 31

Typical Core Duties: Responsible for the sterilization, preparation, and inventory control of dental instruments and supplies. May be responsible for room turn-over and/or for assisting dental providers in the direct provision of primary care dental services to patients. May provide cross-over Dental Assistant 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 dental assisting program preferred; 1-3 years of experience; Basic Life Support (BLS) certification preferred

Technician, Ultrasound: Pages 31, 75, 78

Typical Core Duties: Administers ultrasounds to patients for diagnostic purposes.

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 Ultrasound Technician program preferred; 1-3 years of experience; certification in Ultrasonography preferred

Technologist: Page 31

Typical Core Duties: Technologists are typically responsible for the day-to-day "Technician" duties within their field and are additionally tasked with being experts for their particular field of study.

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

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

Typically requires a related Bachelor's degree or higher; typically requires some experience in the field; typically requires state licensing/registration

Appendix A. Job Description Summaries and Titles Index, Clinical Titles, continued

Other Allied Health Professionals: Page 32

Use this title for other allied health professional employees not listed elsewhere in the survey tool, including Acupuncturist, Occupational Therapist, Physical Therapist, Speech Language Pathologist, Speech Therapist, etc.

Reported Positions Include: Occupational Therapist, Physical Therapist, Speech Pathologist, Speech Therapist

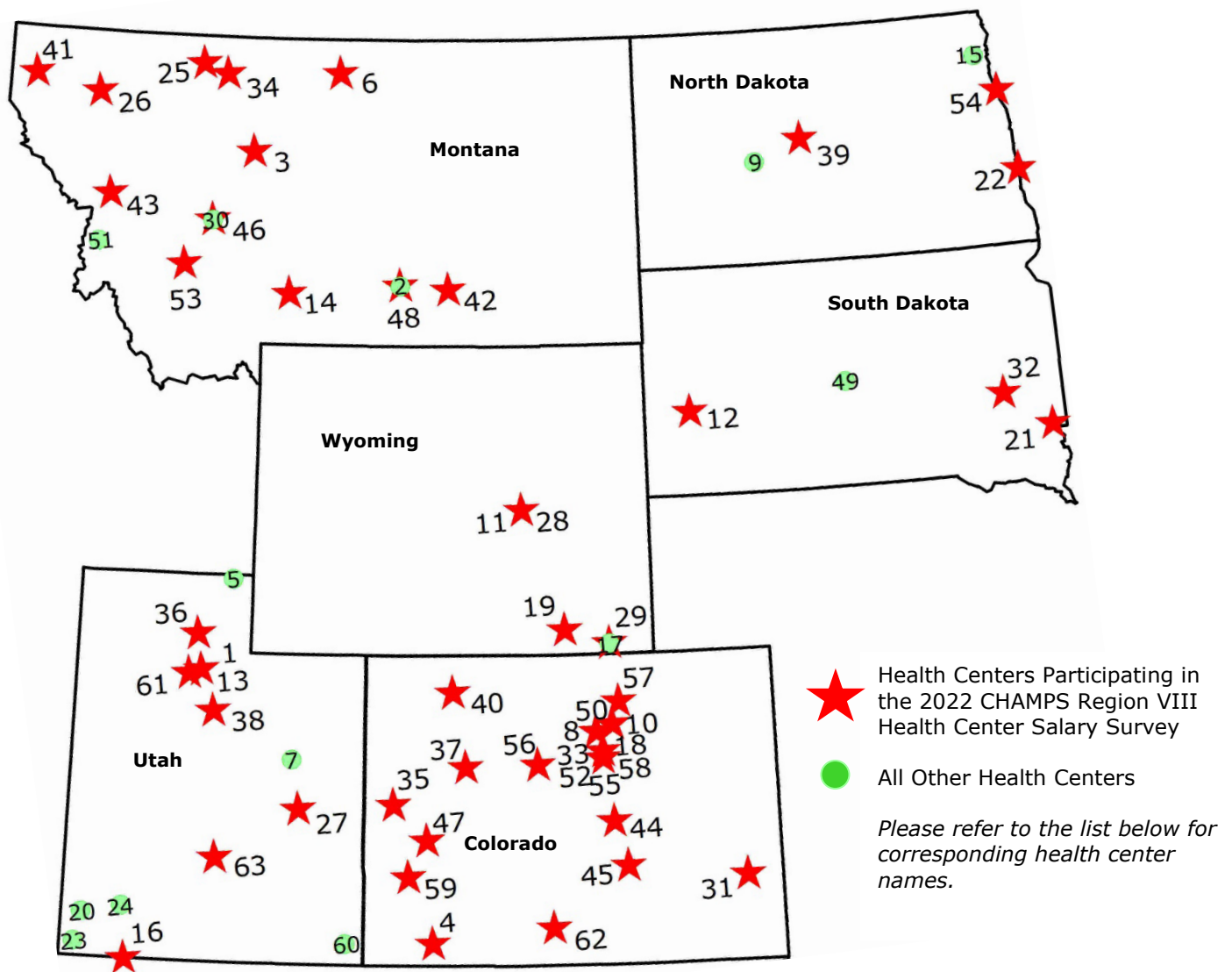
Other Clinical: Page 32

Includes all other clinical titles that do not fit into the other titles previously provided.

Reported Positions Include: Clinical Lab Scientist, Genetics Counselor, Lifestyle Medicine Intern, Optician, Optometry Technician, Pharmacist Resident, Physical Therapy Tech

Appendix B. Map of Region VIII Health Centers

As of 10/1/22



Most health centers operate multiple service sites.
Only the main administrative site for each organization is shown above.

Symbol	Name of Health Center	City	ST
1	4th Street Clinic - Wasatch Homeless Health Care, Inc.	Salt Lake City	UT
2	Ag Worker Health and Services	Billings	MT
3	Alluvion Health	Great Falls	MT
4	Axis Health System	Durango	CO
5	Bear Lake Community Health Centers	Garden City	UT
6	Bullhook Community Health Center	Havre	MT
7	Carbon Medical Services Association, Inc.	East Carbon	UT
8	Clinica Family Health	Lafayette	CO
9	Coal Country Community Health Center	Beulah	ND
10	Colorado Coalition for the Homeless	Denver	CO
11	Community Health Center of the Black Hills, Inc.	Rapid City	SD
12	Community Health Centers of Central Wyoming	Casper	WY
13	Community Health Centers, Inc.	Salt Lake City	UT

Appendix B. Map of Region VIII Health Centers, continued

Symbol	Name of Health Center	City	ST
14	Community Health Partners	Livingston	MT
15	Community Health Service Inc.	Grafton	ND
16	Creek Valley Health Clinic	Colorado City	AZ
17	Crossroads Healthcare Clinic	Cheyenne	WY
18	Denver Health Community Health Services	Denver	CO
19	Educational Health Center of Wyoming	Laramie	WY
20	Enterprise Valley Medical Clinic	Enterprise	UT
21	Falls Community Health	Sioux Falls	SD
22	Family HealthCare	Fargo	ND
23	Family Healthcare	Saint George	UT
24	FourPoints Health	Cedar City	UT
25	Glacier Community Health Center	Cut Bank	MT
26	Greater Valley Health Center	Kalispell	MT
27	Green River Medical Center	Green River	UT
28	Health Care for the Homeless Clinic	Casper	WY
29	HealthWorks	Cheyenne	WY
30	Helena Indian Alliance	Helena	MT
31	High Plains Community Health Center	Lamar	CO
32	Horizon Health Care, Inc.	Howard	SD
33	Inner City Health Center	Denver	CO
34	Marias Healthcare Services, Inc.	Shelby	MT
35	MarillacHealth	Grand Junction	CO
36	Midtown Community Health Center	Ogden	UT
37	Mountain Family Health Center	Glenwood Springs	CO
38	Mountainlands Community Health Center	Provo	UT
39	Northland Health Centers	Turtle Lake	ND
40	Northwest Colorado Health	Craig	CO
41	Northwest Community Health Center	Libby	MT
42	One Health	Hardin	MT
43	Partnership Health Center	Missoula	MT
44	Peak Vista Community Health Centers	Colorado Springs	CO
45	Pueblo Community Health Center, Inc.	Pueblo	CO
46	PureView Health Center	Helena	MT
47	River Valley Family Health Centers	Olathe	CO
48	RiverStone Health	Billings	MT
49	Rural Health Care, Inc.	Fort Pierre	SD
50	Salud Family Health Centers	Fort Lupton	CO
51	Sapphire Community Health, Inc.	Hamilton	MT
52	Sheridan Health Services	Denver	CO
53	Southwest Montana Community Health Center	Butte	MT
54	Spectra Health	Grand Forks	ND
55	STRIDE Community Health Center	Englewood	CO
56	Summit Community Care Clinic	Frisco	CO
57	Sunrise Community Health, Inc.	Evans	CO
58	Tepeyac Community Health Center	Denver	CO
59	Uncompahgre Medical Center	Norwood	CO
60	Utah Navajo Health System, Inc.	Montezuma Creek	UT
61	Utah Partners for Health	Magna	UT
62	Valley-Wide Health Systems, Inc.	Alamosa	CO
63	Wayne Community Health Center	Bicknell	UT

Appendix C. Bibliography

2022 MGMA DataDive Management and Staff Compensation. Used with permission from MGMA. Copyright 2022. 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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