

2020 LeadingAge Washington Wage Survey **Instructions & Position Descriptions**

INTRODUCTION

The 2020 LeadingAge Washington Wage Survey is being conducted in order to collect important data that will be used in two ways: 1) to offer participating communities' information about practices across the state that will inform decisions related to management and employment, and 2) in advocacy efforts and as a tool to educate policymakers. Participation in the survey is voluntary and responses will be kept confidential.

INSTRUCTIONS

The survey can be accessed on-line via a link provided in invitations distributed through several mediums. Additions and changes will be saved as you progress. You can use the "Back" button at the bottom of any page to go backwards in the survey and review answers previously entered.

Important Notes:

- 1) If you need to pause and step away during the completion of the survey, you can do so, and then click on the survey link again from the same computer to take you back to the last point of completion. **BUT** this return feature only works if cookies are turned on and not deleted on your computer in between sessions. We highly recommend that you complete the survey in one session, if possible, to avoid having to re-do any work should your partially completed survey not be accessible.
- 2) Your submission will only be marked as "complete" if you click the "Continue" button on the last page of data entry and see the "Thank You" page.
- 3) Each individual email address can only be used for one submission. If you need to have one person complete multiple surveys for multiple locations, please forward the email to the appropriate person.

The survey contains three main sections:

- 1) Information about your community
- 2) Information about FTEs and wages for each position in five groups
 - a. Facility Management & Administration
 - b. General Administration
 - c. Nursing/Health Services
 - d. Food Services
 - e. Housekeeping & Maintenance
- 3) Information about employment benefits

For consistency, we request that the survey is completed at the location or community level. If you have multiple locations, please complete one survey for each. If you have multiple services in one location, please complete one survey representative of all the services.

Most of the fields in the first section, collecting information about your community, are required. After that, most fields are **optional**. Please answer only items that apply to your organization.

You can find additional notes with field definitions and answers to commonly asked questions on the next page of this document. Screen shots of the data entry fields can be found on pages 4 through 8; **we recommend that you review these and collect the data ahead of starting the on-line survey process.** Finally, position descriptions can be found on pages 9 through 16, organized to parallel the survey.

If you have any questions or any feedback, please email tmcostello@nrchealth.com and include “WA Wage Survey” in the subject line to make sure that your question is appropriately triaged.

NOTES

FTEs – When FTEs are requested, please enter the number of “full-time (40 hours per week) equivalent” staff (for example, if two part-time employees work twenty hours per week each, they would count as one FTE).

Positions – The list of positions included in the survey may not exactly match the positions in your organization. Please use the “Positions Descriptions” section to best match your positions to those in the survey, and leave blank any positions in the survey that don’t match any of the positions at your community.

Annual Salary vs. Hourly Wage – Positions are categorized as salary or hourly. For salary positions, please provide the annual salary. For hourly positions, please provide the hourly pay rate. If a position is categorized differently on the survey than it is in your organization (for example, you pay your office manager an annual salary instead of an hourly wage, or your Marketing Representative an hourly wage instead of an annual salary), please use 2,080 hours to convert the annual salary to hourly wage or vice versa.

Minimum, Midpoint, and Maximum

Minimum – Enter the minimum amount being earned by an employee in this position today.

Midpoint – Enter the median salary you are currently paying for this position (not the average). If you have only one person in the position, enter this value.

Maximum – Enter the maximum amount being earned by an employee in this position today.

Position Descriptions

COMMUNITY MANAGEMENT & ADMINISTRATION

*The descriptions in this job family match positions whose incumbents are directly responsible for facility or community management and administration. See the **General Administration** job family for professional, administrative, secretarial, and clerical positions that may match either headquarters staff or facility staff.*

CHIEF EXECUTIVE OFFICER (CEO)

Highest ranking executive in the organization responsible making and implementing corporate decisions, managing overall operations and resources. Provides leadership in long-range high level strategic planning. Main point of communication between the board and corporate operations. Represents the organization in the community.

CHIEF OPERATIONS OFFICER (COO)

Senior executive in charge of all daily business operations and administration for an organization. Reports to the CEO on all matters. Works with other members of the executive leadership team to develop the company's vision, goals and growth strategies. Access company metrics and present relative data to other executives and board of directors.

CHIEF FINANCIAL OFFICER (CFO)

Senior executive responsible for managing the financial actions of an organization. Provides leadership direction and management of a finance and accounting team. Provides strategic recommendations to the executive team and manages processes for financial forecasting, budgets and oversees financial reporting.

EXECUTIVE DIRECTOR/ADMINISTRATOR (CCRC OR MULTI-LEVEL)

Responsible for overall management of Continuing Care Retirement Community. Implements policies and procedures established by a governing body or entity, ensuring compliance with governmental regulations. Coordinates departmental functions and organizes facility programs within established budgets. Provides leadership in long-range strategic planning. Represents the organization in the community and ensures that socially responsible programs are implemented and viable.

ADMINISTRATOR (SKILLED NURSING FACILITY)

Responsible for overall management of skilled nursing facility. Enforces facility policies and ensures compliance with state licensing regulations including OBRA. Coordinates departmental functions and organizes facility programs within established budgets. Implements policies and procedures established by a governing body or entity.

ADMINISTRATOR (ASSISTED LIVING)

Responsible for overall management of residential care facility. Enforces organization policies and ensures compliance with governmental regulations. Coordinates departmental functions and organizes facility programs within established budgets. Implements policies and procedures established by a governing body or entity.

EXECUTIVE DIRECTOR/ADMINISTRATOR (HOUSING)

Responsible for overall management of housing community. Implements policies and procedures established by a governing body or entity, ensuring compliance with governmental regulations. Coordinates departmental functions and organizes facility programs within established budgets. Provides leadership in long-range strategic planning. Reports to board of directors.

ADMINISTRATOR/MANAGER (HOUSING)

Responsible for overall management of facility. Enforces organization policies, ensures compliance with regulatory agencies, and is responsible for fiscal control. Organizes facility programs to benefit residents and is responsible for volunteer activities. Reports to corporate staff.

ASSISTANT ADMINISTRATOR (SKILLED NURSING, ASSISTED LIVING OR CCRC)

Assists Facility Administrator in managing operations and maintaining positive staff relationships. In larger facilities, may have responsibilities over marketing or other ancillary departments. Participates with the Administrator in budget planning and expense control.

ASSISTANT ADMINISTRATOR (INDEPENDENT LIVING)

Assists Facility Administrator in managing operations. May be responsible for interviewing, certification, and recertification of residents. May also serve as Director of Resident Programs and Activities.

ASISTANT/NIGHT MANAGER (INDEPENDENT LIVING)

Responds to and handles emergencies at night and on weekends. Checks buildings for security on an established schedule during the night.

RESIDENT MANAGER (INDEPENDENT LIVING)

Lives on-site and is responsible for overall management operations. Responsible for handling emergencies on nights and weekends. Works under the direct supervision of the management agent.

DIRECTOR OF RESIDENTIAL SERVICES

Plans, organizes and directs social, educational, and recreational programs to meet resident needs, interests and abilities. Reports to Facility Administrator.

DIRECTOR OF NURSING (DON)

Plans, supervises and coordinates all resident care and healthcare nursing. Supervises nursing service personnel. Responsible to the Facility Administrator for ensuring compliance with applicable regulations.

DIRECTOR OF ACTIVITIES

Plans, organizes and directs social, educational, and recreational programs to meet resident needs, interests and abilities. Reports to Facility Administrator.

DIRECTOR OF VOLUNTEERS

Identify, develop and coordinate resident, staff and volunteer shared programs. Recruit and schedule volunteers. Provide community education regarding volunteer opportunities and the facility.

ACTIVITY DIRECTOR (SNF)

Responsible for the development and implementation of an activities program that meets the needs and interests of skilled nursing facility residents, in accordance with Title 22, for both ambulatory and nonambulatory residents. Maintains records of activities provided and resident participation. Participates in resident care planning meetings. Conducts in-service education programs for skilled nursing staff. Develops and maintain contact with community agencies and organizations.

ACTIVITY ASSISTANT

Assists Activity Director in developing and conducting organization and community activities for patients/residents. Coordinates, with organization staff, functions such as discussion groups, exercise groups, arts, crafts, movies and games.

DIRECTOR OF SOCIAL SERVICES

Refers and assists residents and families to secure community-based aid and services, such as transportation, not offered by the organization. May work with community programs to bring services on site.

SOCIAL SERVICES DESIGNEE

Counsels and aids individuals and families who require assistance. Interviews new residents to assess their psychosocial needs. Obtains information such as medical, psychological, and social factors contributing to the resident's situation, and evaluates resident's capacities. Counsels residents individually, or with family, regarding assessments plans. Aids residents to improve social functioning. May refer resident to community health resources and other organizations.

RESIDENT SERVICES COORDINATOR (HUD HOUSING AND LIHTC COMMUNITIES)

Identifies frail resident and assists in arranging for services by community agencies. Works with hospitals and home health agencies as well as social service workers from government service agencies. Provides information and referrals to residents about available social services and benefits. MSW is not required.

ADMISSIONS COUNSELOR

Assists residents with orientation to organization operation and rules. Assists potential residents with applications and in accessing organization services.

COMPLIANCE SPECIALIST (HOUSING) Responsible for determining housing assistance eligibility, occupancy standards, income calculations and allowances. Responsible for applicant screening and selection, fair housing compliance, certification and re-certification of residents. Has a comprehensive understanding of project requirements and programs regulations for housing and rental assistance.

CHAPLAIN

Provides religious counseling and guidance to residents, family members and employees. Performs church rites, or arranges for appropriate religious leader to do so, as requested by patient, resident, or family. May act as liaison between organization staff, family and friends of residents during period of crisis.

GENERAL ADMINISTRATION

Descriptions in this job family are intended to match position on the staff of a multiple-facility headquarters or corporate management unit. Larger stand-alone facilities may also have these positions on staff.

CONTROLLER

Manages corporate or facility accounting activities. Oversees preparation of annual budgets, financial reports and tax returns. Assists department heads with systematic collection of data for financial reporting. Monitors expenses for compliance with budgetary goals. Recommends changes that enhance fiscal accountability. Supervises professional accounting staff.

SENIOR ACCOUNTANT

Performs general accounting activities, including the timely and accurate preparation of financial statements and reports. Facilitates the flow of information between headquarters and facility accounting staffs. Visits facilities to resolve accounting issues and determine compliance with accounting policies.

STAFF ACCOUNTANT

Prepares and enters standard and adjusting journal entries. Prepares monthly operating reports and allocations. May maintain fixed assets ledger and prepaid accounts. Distributes month-end reports. Maintains assigned balance sheet accounts.

DIRECTOR OF HUMAN RESOURCES

Provides leadership in all aspects of human resource development and management. Provides human resource consultation to managers and to facility administrators and executive directors. Reports to chief executive officer.

DIRECTOR OF SALES/MARKETING

Manages the marketing of services and all business development activities. Ensures that sales personnel have adequate guidance and support to assist them in converting prospects into residents. Develops collateral materials and advertising campaigns to promote the organization's facilities and services.

DIRECTOR OF PROPERTY MANAGEMENT

This position ensures that the operations of the properties in assigned area of oversight are in compliance with the standards and expectations of the organization. Responsible for monitoring and directing all management-related activities with site-level personnel and other related departments to ensure that the Essential Functions are met on a regular and consistent basis. Responsibilities may include daily operations of site staff; recruiting, hiring and development of staff; asset management; and regulatory relationship management.

DIRECTOR OF COMPLIANCE

An Affordable Housing Compliance Director is responsible for reporting and monitoring the compliance requirements for the community or communities. Works directly with the onsite staff to ensure the community meets their compliance requirements. This position works with the audit processes and systems to ensure on-going adherence and accountability to the Affordable Housing policies and procedures, including compliance with HUD regulations.

DIRECTOR OF PHILANTHROPY

This management position oversees all philanthropy staff. Works with senior team to develop and implement annual fundraising goals and initiatives. Develops and implements strategies to identify, cultivate, solicit, and provide stewardship for community residents, family members and friends, staff, community members, corporations and foundations. Oversees all aspects of collateral materials,

fundraising events, volunteer activities involving fundraising, planned giving, donor recognition, and all other related philanthropy functions.

MARKETING REPRESENTATIVE

Functions as an assistant to the Director of Marketing. Primary responsibilities are the development of qualified leads and the fulfillment of the organization marketing plan. Manages application and move-in documentation. May have alternative work-week to ensure weekend availability to walk-in prospects.

MANAGER, INFORMATION SYSTEMS

Manages the organization's information systems, including the development and implementation of new computer-based applications. Works with users of the organization's information systems to ensure maximum usefulness of information and procedures. Monitors vendors and outside contractors to ensure that performance satisfies contractual agreements.

ACCOUNTING CLERK/BOOKKEEPER

Maintains generals and subsidiary ledgers. Issues checks, processes payroll, makes bank deposits and prepares statements.

HUMAN RESOURCE GENERALIST

Responsible for human resource function in a single facility. Alternatively, may be responsible for two or more human resource generalist activities in a larger organizational unit. Responsibilities typically include recruiting, compensation, benefits, equal opportunity and affirmative action, labor relations training, and safety.

HUMAN RESOURCE ASSISTANT

Answers routine questions related to employee benefits and established personnel policies and practices. Performs one or more HR generalist activities such as performance appraisal administration, salary administration, pre-screening applicants for employments, and compiling statistics for statutory and internal reports. Performs clerical duties common to personnel administration.

OFFICE MANAGER

Completes administrative assignments for facility/organization management. Develops and implements procedures. Supervises and trains office clerical employees. Typically reports to a facility administrator.

EXECUTIVE/ADMINISTRATIVE SECRETARY

Provides secretarial and administrative support to facility administrator, management staff, corporate office directors, or executive staff. May facilitate inter-organization communication at corporate level. Acts with varying degrees of independence and judgment. Coordinates meetings involving administrative staff and executives. This is the highest level non-exempt secretarial position in the organization.

ADMINISTRATIVE ASSISTANT/SUPPORT

Provides a variety of administrative support including word processing, spreadsheets, presentation graphics; operates office equipment; maintains files and records; orders office supplies; maintains schedules and calendars. This is an intermediate level position, generally requiring at least one year of qualifying experience.

RECEPTIONIST/CLERK TYPIST

Operates telephone system. Receives visitors, type's letters and correspondence.

OFFICE CLERK

Performs various routine clerical duties. Prepares records and reports and may do light bookkeeping. Responds to correspondence.

MEDICAL RECORDS CLERK

Assembles patient medical records and reviews for completeness. May compile data from medical records for statistical reports. Reviews records for required reports and documents.

CENTRAL SUPPLY CLERK

Maintains inventory of supplies and materials. May distribute nursing and medical supplies and materials to departments and staff. Orders supplies and equipment. May sterilize instruments and disinfect equipment.

RENTAL/RECERTIFICATION CLERK

Processes income received, including rents. Prepares bank deposits, balance due letters and EOM accounting reports. Certifies/re-certifies tenants for HUD rental assistance programs. Prepares Section 8 vouchers. May participate in tenant selection process.

VAN DRIVER

Operates organization van, bus or other vehicle. Transports residents and staff.

SECURITY PERSON

Patrols facility or other organization premises. Responds to requests for assistance. May check in guests. May be armed.

NURSING/HEALTH SERVICES

The descriptions in this job family match positions associated with resident care.

ASSISTANT DIRECTOR OF NURSING

Assists the Director of Nursing in the organization and management of resident services. In larger facilities, may assume responsibility for designated nursing units and staff. Maintains nursing procedures and techniques. Oversees maintenance of medical records for nursing facility residents.

SUPERVISOR OF ASSISTED LIVING

Plans and supervises all resident nursing care within a RCFE and/or assisted living facility. Coordinates all facets of health care. Supervises nursing service personnel. Responsible to facility administrator, if a SNF is associated with the organization may report to the Director of Nursing (DON).

DIRECTOR OF STAFF DEVELOPMENT

Plans and conducts employee orientations and in-service training. Ensures appropriate records are maintained. May be responsible for Nurse Assistant Certification Program.

R.N.-CHARGE NURSE

In addition to RN duties, schedules and directs assignments. Makes rounds to monitor delivery of patient care. Generally, reports to Director of Nursing (DON).

R.N.

Gives direct care and dispenses medication to residents. Assists doctors, gives emergency first aid and supervises other personnel as assigned. May report to Director of Nursing.

L.V.N.-CHARGE NURSE

In addition to LVN duties, schedules and directs assignments of subordinate LVN's. Makes rounds to monitor delivery of resident care. May supervise other nursing service personnel.

L.V.N.

Gives direct care, dispenses medication to residents, assists doctors, gives emergency first aid.

CERTIFIED NURSE ASSISTANT

Gives personal care and attention to residents under RN or LVN supervision. Carries out fundamental nursing procedures. Maintains current Washington certification required for SNF or ICF employment.

NURSE ASSISTANT

Gives personal care and attention to residents under RN or LVN supervision. A non-certified position.

MDS COORDINATOR

Responsibilities include overseeing the generation of a Minimum Data Set (MDS) for each Medicare patient and electronic transmission of required data by timeframe mandated by the state.

RESTORATIVE AID

Provides simple technical restorative and rehabilitative nursing care. Charts required information and signs entries daily. Documents resident health records as required.

PERSONAL CARE AIDE

Provides personal care services to resident, including daily independent living needs such as dressing and personal grooming.

SOCIAL WORKER-MSW/LCSW

As an MSW, provides a variety of social services to patients and families, including helping patients or caregivers identify and acquire appropriate social services and specialized equipment. As an LCSW, develops, implements, coordinates and evaluates psychiatric social work services, including maintaining liaison with therapists and case managers. Requires a master's degree in social work and state license.

PT/OT or SPEECH THERAPIST for ADULT DAY

Responsible for evaluation and treatment of persons who have been referred by a physician for Occupational Therapy. May advocate for a physician's referral for Occupational Therapy based upon communication, observed need, or an informal screening. Prepare and conduct in-service education for staff, develop OT plan of care, including frequency and duration of treatment.

ASSISTED LIVING MANAGER/CARE COORDINATOR

Responsible for overall management of facility. Enforces organization policies, ensures compliance with regulatory agencies, and is responsible for fiscal control. Organizes facility programs to benefit residents and is responsible for volunteer activities. Reports to corporate staff.

FOOD SERVICES

The descriptions in this job family match positions associated with food services.

DIRECTOR OF FOOD SERVICES

Supervises food service personnel. Plans menus and special functions. Purchases food supplies and requisitions equipment. Instructs personnel in food type and quantity, proper equipment use and care. Prepares work schedules. Reports to Facility Administrator

CHEF

Responsible for providing leadership and supervision to all kitchen personnel. Oversees all food production. Accountable for menu planning, food purchasing and forecasting. Maintains high quality food production, storage, sanitation and safety standards. Teaches culinary skills to food production staff. Develops and standardizes recipes. Monitors and complies with food and labor budget.

DIET TECHNICIAN

Takes accurate and informative dietary histories and/or makes assessments of skilled nursing patients. Interprets physician's routine dietary orders and modifies diet according to dietary patterns. Verifies accuracy of diets as received by patients. Observes patient's acceptance of diet and makes notations in patient's records. Consults routinely with registered dietitian on the care of the patients.

COOK I-ENTRY-LEVEL

Assists in food preparation and service, usually with specific responsibility for certain foods. Entry level position normally supervised by Cook II.

COOK II

Responsible for food preparation and cooking. Directs and supervises kitchen employees engaged in food preparation. Requisitions daily supplies, takes food inventory and evaluates kitchen staff work performance.

BAKER

Kitchen employees engaged in preparation of baked foods.

HOST/HOSTESS

Assists residents and guests to their proper seating assignments in the dining room. Reports absent residents. Inspects table settings and ensures they are complete and clean. Inspects salad bar to ensure cleanliness and that it is well stocked. Ensures that wait staff are meeting residents' needs.

DINING ROOM SUPERVISOR

Supervises and trains dining room personnel. Keeps accurate records. Evaluates dining room services and employee performance.

FOOD SERVICE WORKER

This position may include some combination of the following: Takes orders and serves meals. May assist in cleanup of service area and equipment. Prepares meal trays in kitchen. Includes cleaning and dishwashing, tray set-up and delivery. Clears tables after meals. Washes and cleans kitchen equipment.

HOUSEKEEPING AND MAINTENANCE

The descriptions in this job family match positions associated with housekeeping and maintenance.

HOUSEKEEPING SUPERVISOR/MANAGER

Supervises housekeeping and laundry personnel and processes. Inspects equipment and requisitions supplies.

HOUSEKEEPER/LAUNDRY/JANITORIAL

This position may include some combination of the following: Performs daily cleaning tasks in both the residential and common areas, including removal of trash. Moves furniture, equipment and supplies. May train and orient new employees. Receives, counts and sorts clothes. Operates washer and dryer. Checks operation and condition of washers and dryers. May perform mending as needed. Cleans, strips, waxes and buffs floor surfaces. Uses cleaning equipment and other supplies to maintain clean areas. May dispose of trash, move furniture and perform related tasks.

DIRECTOR OF ENVIRONMENTAL SERVICES

Under the general direction of the administrator, oversees all operations in connection with environmental services of the organization, including maintenance, housekeeping and laundry.

MAINTENANCE SUPERVISOR

Supervises maintenance personnel, trains employees and directs work schedules. May supervise and maintain building security. May perform skilled maintenance tasks.

MAINTENANCE TECHNICIAN I-ENTRY-LEVEL

Performs various assigned unskilled maintenance and repairs under supervision. This is an entry-level position. Instructions are generally detailed.

MAINTENANCE TECHNICIAN II

Performs maintenance tasks not requiring stationary engineer or craft license and makes repairs following general instructions. May assign work or direct work of subordinate maintenance technicians.

GROUNDSKEEPER SUPERVISOR

Maintains lawns and landscaping areas and supervises a team tasked with the same. Operates and repairs grounds maintenance equipment. Performs other related duties as assigned.

GROUNDSKEEPER BASIC

Maintains lawns and landscaping areas under direct supervision. Operates and repairs grounds maintenance equipment. Performs other related duties as assigned.

PAINTER

Prepares surfaces, mixes paint and paints assigned areas.