

Creating a Diverse, Equitable, and Inclusive Workplace Culture:
**Snapshot of the Field of Long-Term
Services and Supports (LTSS)**



LTSS: A Rapidly Growing Field

The field of long-term services and supports (LTSS) is expanding rapidly in response to the growing number of older adults with chronic conditions or functional limitations who receive a broad range of services and supports—including personal care, health care, and social services—over a sustained period in a variety of settings. Consider these statistics:

- ➔ Between 2020 and 2060, the population of Americans aged 65 and older is projected to increase by 69%, from 56 million to 95 million. The number of people aged 85 and older is projected to nearly triple from seven million to 19 million.
- ➔ 70% of Americans who reach the age of 65 will need some form of LTSS and 41% will receive some paid care over their lifetime.

A Range of LTSS Options

Care recipients can choose from a range of LTSS options, depending on their needs and preferences, whether the care recipient has access to informal support from friends and family, and the source of funding for the desired services. LTSS options include:

- ➔ **Nursing Homes:** A public or private residential setting for individuals who need LTSS that require 24-hour care.
- ➔ **Home and Community-Based Services:** Recipients receive a range of paid and unpaid services, including home health care and personal care, in private homes/apartments or in a variety of residential care alternatives.
- ➔ **Adult Day Service Centers:** This community-based option provides a coordinated program of social services, and some health services, to adults who live in private homes/apartments and receive services in a group setting during the day.
- ➔ **Assisted Living:** This residential option serves individuals who typically need help with daily activities, and may utilize some health care services, but do not require 24-hour nursing home care for an extended period.
- ➔ **Affordable Housing:** Older adults with low incomes may live in publicly subsidized rental housing communities that provide supportive services to residents.



“70% of Americans who reach the age of 65 will need some form of LTSS...”

About LeadingAge

LeadingAge represents more than 5,000 nonprofit aging services providers and other mission-minded organizations that touch millions of lives every day. The LeadingAge membership, which now includes members of the Visiting Nurse Associations of America, encompasses the continuum of services for older adults and people with disabilities.

LeadingAge members include:

- ➔ **Multisite organizations (MSO)** that own or operate two or more senior living provider sites in more than one location.
- ➔ **Life plan communities** that offer a variety of living options in one location. Residents may live in independent living residences, assisted living communities, or nursing homes.
- ➔ **Stand-alone providers** that offer one service and are not part of a life plan community.



Sample Career Opportunities and Median Salaries in LTSS

	Corporate Positions at Multisite LTSS Organizations ¹	Leadership Positions at Life Plan Communities ^{2,3}	Leadership Positions at Affordable Housing Communities
Executive Leaders			
Chief Executive Officer/President	417,951		
Executive Director	Data not available		
Associate Executive Director	Data not available		
Chief Financial Officer	259,833		
Chief Operating Officer	292,485		
Chief Administrative/Operations Executive	189,962		
Chief Human Resources Executive	183,446		
Chief Information Systems Officer	175,519		
Chief Compliance Officer	160,019		
Chief Clinical Operations Executive	166,767		
Chief Sales and Marketing Officer	161,093		
General Counsel	276,565		
Chief Quality Assurance Executive	165,628		
Chief Public Relations Executive	151,543		
Chief Project/Business Development Executive	213,908		
Chief Facilities/Construction Executive	149,716		
Chief Pharmacy Executive	Data not available		
Chief Development Officer/Fundraising	Data not available		
Director of Fundraising/Development	Data not available		
Division Leadership			
Division Executive	198,309		
Division Financial Executive	Data not available		
Division Sales & Marketing Executive	139,004		
Division Human Resources Executive	Data not available		
Division Information Systems Executive	147,971		
Division Clinical Operations Executive	128,922		
Division Risk Management Executive	Data not available		
Division Administrative/Operations Executive	Data not available		
Division Development/Real Estate Executive	Data not available		

Sample Career Opportunities and Median Salaries in LTSS

	Corporate Positions at Multisite LTSS Organizations ¹	Leadership Positions at Life Plan Communities ^{2,3}	Leadership Positions at Affordable Housing Communities
Regional Leadership			
Regional Executive	Data not available		
Regional Financial Executive	152,640		
Regional Sales & Marketing Executive	106,449		
Regional Human Resources Executive	115,893		
Regional Clinical Operations Executive	116,178		
Regional Risk Management Executive	Data not available		
Regional Administrative/Operations Executive	161,187		
Regional Information Systems Executive	Data not available		
Regional Development/Real Estate Executive	Data not available		
Clinical Leaders			
Nursing Home Administrator (Health Services)		118,500	
Nursing Home Assistant Administrator (Health Services)		82,008	
Director of Assisted Living/Personal Care		76,090	
Director of Nursing		100,000	
Assistant Director of Nursing		78,962	
Nursing Supervisor (RN)		72,800	
Director of Health & Wellness		71,617	
Social Services Director		57,959	
Director of Medical Records		47,736	
Director of Activities		54,101	
Dining Room Supervisor		Data not available	
Executive Chef		Data not available	
Licensed Dietitian		Data not available	

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	Corporate Positions at Multisite LTSS Organizations ¹	Leadership Positions at Life Plan Communities ^{2,3}	Leadership Positions at Affordable Housing Communities
Operational Leaders			
Director Positions			
Residential Administrator (Independent Living)		79,230	
Director of Home & Community-Based Services		82,328	
Director of Admissions		Data not available	
Director of Finance		Data not available	
Director of Marketing		80,960	
Director of Information Technology		92,651	
Director of Human Resources		83,200	
Director of Clinical Services		Data not available	
Director of Environmental/Facilities Services		Data not available	
Director of Transportation		Data not available	
Director of Security		Data not available	
Director of Pastoral Services/Spiritual Director		60,125	
Director of Dining/Food Services		77,000	
Director of Communications (emerging)		Data not available	
Director of Capital Projects (emerging)		Data not available	
Director of Volunteer Services & Community Engagement		Data not available	
Director of Resident & Facility Services/Move-In Coordinator		64,930	
Director of Staff Development		76,800	
Director of Environmental Services		77,426	
Director of Resident Services		Data not available	
Non-Director Positions			
Controller		97,479	
MDS Coordinator		74,105	
Maintenance Supervisor		59,926	
Marketing Representative		53,531	
Dementia Manager		65,000	
Admissions Coordinator		53,065	
Business Office Manager (Accountants)		Data not available	

Sample Career Opportunities and Median Salaries in LTSS

	Corporate Positions at Multisite LTSS Organizations ¹	Leadership Positions at Life Plan Communities ^{2,3}	Leadership Positions at Affordable Housing Communities
Operational Leaders			
Non-Director Positions (continued)			
Accounts Receivable Manager (Healthcare billing)		Data not available	
Accounts Payable		Data not available	
Human Resource Generalist		Data not available	
Human Resource Coordinator		Data not available	
Fitness and Wellness Manager		Data not available	
Dining Services Manager/Chef Manager		Data not available	
Life Enrichment Manager/Coordinator		Data not available	
Housekeeping Manager		Data not available	
Grounds/Maintenance Manager		Data not available	
Volunteer Manager/Coordinator		Data not available	
Independent Living Clinic Manager		Data not available	
Affordable Housing			
Property Manager			Data not available
Service Coordinator			Data not available
Maintenance/Grounds Manager			Data not available

¹ Multi-Facility Corporate Compensation Report 2020-2021

- Multi-facility LTSS organization refers to the corporate structure over providers that own/operate multiple nursing homes, life plan communities, independent living, and assisted living/personal care communities.
- The effective date of all salary data is October 1, 2020. All salary data represents base salary only, and does not include compensation from benefits, bonuses, or perquisites.
- Data is based on 49 corporate LTSS providers; 47% of the providers have an annual revenue of \$100 million or more (23 providers).

² Nursing Home Salary & Benefits Report 2020-2021, Nursing Home & CCRC Salary Comparison

- The effective date of all salary data is March 1, 2020.
- All salary data represent base salary only, and do not include benefits and bonuses.
- Questionnaires to collect the salary data were sent to approximately 1,800 life plan communities across the United States. There were 565 responses to the survey, resulting in a response rate of 31.8%.

³ This column only includes salaries for leadership positions at life plan communities.

The positions listed here are also available at stand-alone nursing homes, assisted living communities, and/or home and community-based organizations. However, please note that the table does not list salaries for leadership positions in these other settings.



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