

Health Facilities Management/ASHE/AHE 2017 Salary Survey: Main Report

N=1,047

Return Rate

	Members invited	E-mail Undeliverabl	Survey Returned	Return Rate
2017 Survey	10,135	867	1047	11.3%
2015 Survey	14,658	546	1,772	12.6%
2012 Survey	11,782	1,081	2,788	26.1%
2008 Survey	8,813	946	1,752	22.3%

(in 2012, 2 completed surveys were faxed in)

(in 2008, 9 completed surveys were faxed in)

Facilities' Profile

1. What type of organization/facility most accurately describe the setting where you are currently employed in a management capacity? (Check all that apply.)

	2017 Survey		2015 Survey		2012 Survey	
	N	%	N	%	N	%
Hospital-General/Acute	555	53.0%	1123	63.4%	1,747	98.6%
Hospital-Specialized (Children's, Heart, etc.)	109	10.4%	236	13.3%	312	17.6%
Academic Medical Center	83	7.9%	227	12.8%	287	16.2%
Critical access hospital	98	9.4%	203	11.5%	253	14.3%
Health Care/Hospital System (management responsibility is for multiple facilities, e.g., vice pres, regional manager or central office position)		35.6%	348	19.6%	492	27.8%
Military/Federal/VA Facility	44	4.2%	90	5.1%	117	6.6%
Psychology/Behavioral Healthcare Facility	99	9.5%	185	10.4%	187	10.6%
Rehabilitation Facility	82	7.8%	177	10.0%	176	9.9%
Long-Term Care Facility	92	8.8%	178	10.0%	232	13.1%
Assisted Living Facility	37	3.5%	62	3.5%	72	4.1%
Ambulatory Care Center/Surgicenter	124	11.8%	246	13.9%	240	13.5%
Medical Office Building	203	19.4%	325	18.3%	332	18.7%
Satellite	117	11.2%				
Other	22	2.1%	80	4.5%	127	7.2%
Total Participants	1047	---	1,772	---	2,788	---

2. Number of hospitals in the organization/facilities you manage:

0	52	5.0%	105	5.9%	75	2.9%
1	584	55.8%	996	56.2%	1,473	56.1%
2	127	12.1%	251	14.2%	355	13.5%
3-5	148	14.1%	225	12.7%	370	14.1%
6 or more	136	13.0%	195	11.0%	355	13.5%
Total	1047	100.0%	1,772	100.0%	2,628	100.0%
		Mean = 5.1				
		Min value = 0, Max value = 200				

3. Number of facilities (other than hospitals) in the organization/facilities you manage:

0	104	9.9%	9.9%
1	144	13.8%	13.8%
2	87	8.3%	8.3%
3-5	204	19.5%	19.5%
6 -9	129	12.3%	12.3%
10-24	178	17.0%	17.0%
25-49	94	9.0%	9.0%
50-99	60	5.7%	5.7%
100-499	38	3.6%	3.6%
500 or more	9	0.9%	0.9%
Total	1047	100.0%	
		Mean = 28.69	
		Min value = 0, Max value = 2218	

4. Number of beds in the organization/facilities you manage: (Check one.)

1-24	57	5.4%	70	4.0%	90	3.3%
25-49	81	7.7%	145	8.2%	179	6.7%
50-99	101	9.6%	169	9.5%	253	9.4%
100-199	206	19.7%	317	17.9%	474	17.6%
200-299	146	13.9%	241	13.6%	408	15.2%
300-399	104	9.9%	220	12.4%	267	9.9%
400-499	77	7.4%	137	7.7%	209	7.8%
500 or more	237	22.6%	401	22.6%	712	26.5%
Does not apply	38	3.6%	72	4.1%	95	3.5%
Total	1047	100.0%	1,772	100.0%	2,687	100.0%

5. What is the square footage of the organization/facilities you manage? (Check one.)

Less than 100,000 square feet	73	7.0%	117	6.6%	184	6.8%
100,001-500,000 square feet	283	27.0%	441	24.9%	721	26.8%
500,001-1,000,000 square feet	206	19.7%	364	20.5%	529	19.7%
1,000,001-3,000,000 square feet	264	25.2%	482	27.2%	695	25.9%
3,000,001-5,000,000 square feet	101	9.6%	160	9.0%	247	9.2%
5,000,001-10,000,000 square feet	55	5.3%	94	5.3%	210	7.8%
10,000,001-20,000,000 square feet	34	3.2%	49	2.8%		
More than 20,000,000 square feet	31	3.0%	65	3.7%		
Does not apply		0.0%			101	3.8%
Total	1047	100.0%	1,772	100.0%	2,687	100.0%

6. Which best describes the location of the organization/facilities where you work? (Check all that apply.)

Urban	480	39.2%	559	31.5%	1,200	44.7%
Suburban	402	32.8%	434	24.5%	823	30.6%
Rural	343	28.0%	439	24.8%	664	24.7%
All of the above			340	19.2%		
Total	1225	100.0%	1,772	100.0%	2,687	100.0%

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Participants' Profile	2017 Survey		2015 Survey		2012 Survey	
7. What state do you work in	N	%	N	%	N	%
More than one state	14	1.3%	17	1.0%		
Alabama	11	1.1%	31	1.7%	35	1.3%
Alaska	6	0.6%	11	0.6%	20	0.8%
Arizona	21	2.0%	28	1.6%	47	1.8%
Arkansas	14	1.3%	19	1.1%	35	1.3%
California	69	6.6%	108	6.1%	184	7.0%
Colorado	21	2.0%	47	2.7%	53	2.0%
Connecticut	9	0.9%	10	0.6%	30	1.1%
Delaware	1	0.1%	6	0.3%	12	0.5%
Florida	53	5.1%	79	4.5%	128	4.9%
Georgia	23	2.2%	44	2.5%	83	3.1%
Hawaii	6	0.6%	14	0.8%	10	0.4%
Idaho	12	1.1%	11	0.6%	11	0.4%
Illinois	46	4.4%	90	5.1%	126	4.8%
Indiana	23	2.2%	42	2.4%	63	2.4%
Iowa	19	1.8%	38	2.1%	43	1.6%
Kansas	18	1.7%	27	1.5%	47	1.8%
Kentucky	19	1.8%	27	1.5%	27	1.0%
Louisiana	19	1.8%	21	1.2%	34	1.3%
Maine	4	0.4%	14	0.8%	24	0.9%
Maryland	16	1.5%	27	1.5%	43	1.6%
Massachusetts	23	2.2%	40	2.3%	52	2.0%
Michigan	17	1.6%	50	2.8%	77	2.9%
Minnesota	30	2.9%	54	3.0%	60	2.3%
Mississippi	3	0.3%	13	0.7%	23	0.9%
Missouri	31	3.0%	48	2.7%	72	2.7%
Montana	2	0.2%	5	0.3%	10	0.4%
Nebraska	16	1.5%	25	1.4%	41	1.6%
Nevada	6	0.6%	5	0.3%	10	0.4%
New Hampshire	13	1.2%	14	0.8%	22	0.8%
New Jersey	17	1.6%	23	1.3%	52	2.0%
New Mexico	3	0.3%	7	0.4%	14	0.5%
New York	47	4.5%	86	4.9%	137	5.2%
North Carolina	31	3.0%	37	2.1%	80	3.0%
North Dakota	4	0.4%	10	0.6%	9	0.3%
Ohio	51	4.9%	73	4.1%	98	3.7%
Oklahoma	9	0.9%	17	1.0%	26	1.0%
Oregon	18	1.7%	29	1.6%	51	1.9%
Outside US		0.0%			11	0.4%
Pennsylvania	51	4.9%	100	5.6%	142	5.4%
Rhode Island	5	0.5%	7	0.4%	11	0.4%
South Carolina	14	1.3%	36	2.0%	61	2.3%
South Dakota	3	0.3%	7	0.4%	14	0.5%
Tennessee	18	1.7%	33	1.9%	46	1.7%
Texas	88	8.4%	129	7.3%	186	7.0%
Utah	11	1.1%	20	1.1%	19	0.7%
Vermont	5	0.5%	8	0.5%	10	0.4%
Virginia	22	2.1%	49	2.8%	62	2.3%
Washington	31	3.0%	40	2.3%	76	2.9%
Washington DC	2	0.2%	5	0.3%	7	0.3%
West Virginia	10	1.0%	17	1.0%	16	0.6%
Wisconsin	37	3.5%	66	3.7%	73	2.8%
Wyoming	5	0.5%	8	0.5%	16	0.6%
Total	1047	100.0%	1,755	99.0%	2,639	100.0%

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





Participants' Profile

	2017 Survey		2015 Survey		2012 Survey	
	N	%	N	%		
8. How many years of industry experience do you have in any of the following fields: facility management; operations and maintenance; clinical engineering; safety and security; planning, design and construction; or environmental services management? (Check one.)						
0 - 2 years	30	2.9%	55	3.1%	79	3.0%
3 - 5 years	64	6.1%	106	6.0%	140	5.2%
6 - 10 years	124	11.8%	208	11.7%	239	9.0%
11 - 15 years	105	10.0%	195	11.0%	312	11.7%
16 - 20 years	159	15.2%	231	13.0%	406	15.2%
21 - 25 years	140	13.4%	269	15.2%	553	20.7%
More than 25 years	425	40.6%	708	40.0%	939	35.2%
<i>Total</i>	1047	100.0%	1,772	100.0%	2,668	100.0%
9. How many years of experience do you have in a health care setting? (Check one.)						
0 - 2 years	45	4.3%	53	3.0%	53	2.0%
3 - 5 years	82	7.8%	134	7.6%	224	8.4%
6 - 10 years	178	17.0%	267	15.1%	366	13.7%
11 - 15 years	151	14.4%	247	13.9%	375	14.1%
16 - 20 years	130	12.4%	223	12.6%	390	14.6%
21 - 25 years	141	13.5%	240	13.5%	490	18.4%
More than 25 years	320	30.6%	608	34.3%	770	28.9%
<i>Total</i>	1047	100.0%	1,772	100.0%	2,668	100.0%
10. How many years of experience do you have in management/ supervision/ administration? (Check one.)						
0 - 2 years	33	3.2%	54	3.0%	62	2.3%
3 - 5 years	79	7.5%	132	7.4%	193	7.2%
6 - 10 years	129	12.3%	222	12.5%	330	12.4%
11 - 15 years	174	16.6%	262	14.8%	403	15.1%
16 - 20 years	187	17.9%	289	16.3%	476	17.8%
21 - 25 years	145	13.8%	298	16.8%	511	19.2%
More than 25 years	300	28.7%	515	29.1%	693	26.0%
<i>Total Participants</i>	1047	100.0%	1,772	100.0%	2,668	100.0%
11. What is the highest level of education you have completed? (Check one.)						
High school diploma or equivalent	90	8.6%	150	8.5%	233	8.8%
Vocational or trade degree	70	6.7%				
Some college	195	18.6%	420	23.7%	624	23.5%
Associate degree	110	10.5%	243	13.7%	392	14.7%
Bachelors degree	345	33.0%	585	33.0%	853	32.1%
Masters degree/MBA	212	20.2%	324	18.3%	485	18.2%
Doctoral degree	7	0.7%	10	0.6%	18	0.7%
Other	18	1.7%	40	2.3%	54	2.0%
<i>Total</i>	1047	100.0%	1,772	100.0%	2,659	100.0%

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Participants' Profile

	2017 Survey					
	N	%				
12. What health care professional certifications have you earned? (Check all that apply.)						
Certified Healthcare Environmental Services Professional (CHESP)	75	7.2%				
Master—Certified Healthcare Environmental Services Technician (M-CHET)	4	0.4%				
Trainer—Certified Healthcare Environmental Services Technician (T-CHET)	32	3.1%				
Certificate of Mastery in Infection Prevention (CMIP)	10	1.0%				
Certified Healthcare Constructor (CHC)	92	8.8%				
Certified Healthcare Facility Manager (CHFM)	359	34.3%				
Other	236	22.5%				
None	452	43.2%				
<i>Total Participants</i>	1047	---				
14. What is your level of responsibility?						
<i>In 2015, this question was worded: What is your title?</i> (Check one)						
	2017 Survey		2015 Survey		2012 Survey	
C-level executive	12	1.1%	—	—	—	—
Vice President	59	5.6%	62	3.5%	109	4.2%
Director	507	48.4%	785	44.3%	1271	49.0%
Manager	348	33.2%	538	30.4%	699	26.9%
Supervisor	74	7.1%	153	8.6%	215	8.3%
Coordinator	17	1.6%	57	3.2%	71	2.7%
Other	30	2.9%	177	10.0%	231	8.9%
<i>Total</i>	1047	100.0%	1,772	100.0%	2,596	100.0%
15. To whom do you report?						
	2017 Survey		2015 Survey		2012 Survey	
CEO/COO/CFO	366	35.0%	615	34.7%	910	36.1%
Regional office	29	2.8%	49	2.8%	59	2.3%
Vice president/director of nursing or CNO	13	1.2%	36	2.0%	45	1.8%
CIO	8	0.8%	8	0.5%	14	0.6%
Vice president/director of facilities (2012 VP facilities/support services)	276	26.4%	262	14.8%	772	30.7%
Vice president/director of support services	150	14.3%	219	12.4%		
Vice president/director of infection control or infection preventionist	2	0.2%	16	0.9%	19	0.8%
Vice president/director of environmental services	40	3.8%				
Other	163	15.6%	567	32.0%	699	27.8%
<i>Total</i>	1047	100.0%	1,772	100.0%	2,518	100.0%

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Participants' Profile

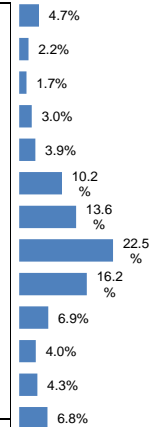
	2017 Survey		2015 Survey		2012 Survey	
	N	%	N	%	N	%
16. What is your primary area of responsibility? (Check one.)						
Facilities Management/Operations/Engineering	634	60.6%	876	49.5%	1,239	47.6%
Construction & Projects	80	7.6%	141	8.0%	281	10.8%
Environmental Services/Housekeeping	162	15.5%	352	19.9%	580	22.3%
Food service management	0	0.0%	12	0.7%	30	1.2%
Grounds maintenance	2	0.2%	1	0.1%		
Infection prevention		0.0%	32	1.8%		
Laundry	8	0.8%	13	0.7%	14	0.5%
Maintenance	26	2.5%	49	2.8%	71	2.7%
Materials management	1	0.1%	38	2.1%		
Parking/valet services	0	0.0%	0	0.0%	0	0.0%
Patient transport	1	0.1%	1	0.1%	2	0.1%
Real estate portfolio management	1	0.1%	3	0.2%		
Security	4	0.4%	10	0.6%	31	1.2%
Safety	44	4.2%	79	4.5%	142	5.5%
Biomedical/Clinical Engineering	12	1.1%	21	1.2%	66	2.5%
Support Services	23	2.2%	49	2.8%	69	2.7%
Hospitality	3	0.3%				
Other	46	4.4%	94	5.3%	77	3.0%
Total	1047	100.0%	1,771	100.00%	2,602	100.0%
17. What are your secondary areas of responsibility? (Check all that apply.)						
Facilities Management/Operations/Engineering	171	16.3%	282	16.0%	408	14.6%
Construction & Projects	531	50.7%	778	44.1%	961	34.5%
Environmental Services/Housekeeping	195	18.6%	364	20.6%	434	15.6%
Food service management	43	4.1%	83	4.7%	88	3.2%
Grounds maintenance	395	37.7%	573	32.4%		
Infection prevention		0.0%	162	9.2%		
Laundry	185	17.7%	363	20.6%	509	18.3%
Maintenance	474	45.3%	652	36.9%	795	28.5%
Materials management	35	3.3%	81	4.6%		
Parking/valet services	88	8.4%	173	9.8%	196	7.0%
Patient transport	36	3.4%	75	4.2%	104	3.7%
Real estate portfolio management	101	9.6%	144	8.2%		
Security	218	20.8%	370	21.0%	434	15.6%
Safety	322	30.8%	522	29.6%	651	23.4%
Biomedical/Clinical Engineering	186	17.8%	274	15.5%	362	13.0%
Support Services	135	12.9%	252	14.3%	292	10.5%
Hospitality	22	2.1%				
Other	100	9.6%	198	11.2%	260	9.3%
Total Participants	1047	---	1,766	---	2,788	---
18. What departments report to you? (Check all that apply.)						
Facilities Management/Operations/Engineering	616	58.8%	892	50.5%	1191	42.7%
Construction & Projects	411	39.3%	641	36.3%	934	33.5%
Environmental Services/Housekeeping	375	35.8%	686	38.9%	1,029	36.9%
Food service management	65	6.2%	113	6.4%	168	6.0%
Grounds maintenance	471	45.0%	692	39.2%		
Infection prevention			56	3.2%		
Laundry	215	20.5%	405	22.9%	600	21.5%
Maintenance	593	56.6%	845	47.9%	1,158	41.5%
Materials management	33	3.2%	103	5.8%		
Parking/valet services	109	10.4%	190	10.8%	273	9.8%
Patient transport	48	4.6%	91	5.2%	148	5.3%
Real estate portfolio management	89	8.5%	131	7.4%		
Security	253	24.2%	429	24.3%	623	22.3%
Safety	291	27.8%	462	26.2%	675	24.2%
Biomedical/Clinical Engineering	233	22.3%	362	20.5%	579	20.8%
Support Services	111	10.6%	176	10.0%	293	10.5%
Hospitality	21	2.0%				
Other	93	8.9%	208	11.8%	266	9.5%
Total Participants	1047	---	1,765	---	2,788	---
19. Has there been a change in the number of departments that report to you in the last three years? (Check one.)						

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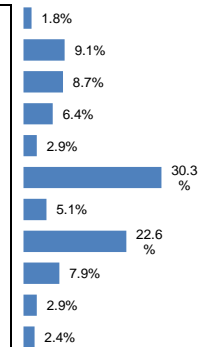
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Annual Operating Budget

	2017 Survey		2015 Survey		2012 Survey	
	N	%	N	%	N	%
20. What is the amount of the annual operating budget you are responsible for in 2017? (Check one.) (In 2015 this question was worded: What was the department(s) annual operating budget for 2014?)						
Less than \$100,000	49	4.7%	77	4.4%	93	6.1%
\$100,001 - \$150,000	23	2.2%	51	2.9%	59	3.9%
\$150,001 - \$200,000	18	1.7%	49	2.8%	46	3.0%
\$200,001 - \$300,000	31	3.0%	71	4.1%	87	5.7%
\$300,001 - \$500,000	40	3.9%	82	4.7%	166	10.9%
\$500,001 - \$1,000,000	106	10.2%	182	10.5%	292	19.2%
\$1,000,001 - \$2,000,000	141	13.6%	267	15.4%	382	25.1%
\$2,000,001 - \$5,000,000	233	22.5%	377	21.8%	573	37.7%
\$5,000,001 - \$10,000,000	168	16.2%	222	12.8%	374	24.6%
\$10,000,001 - \$15,000,000	72	6.9%	108	6.2%	140	9.2%
\$15,000,001 - \$20,000,000	41	4.0%	64	3.7%	118	7.8%
\$20,000,001 - \$30,000,000	45	4.3%				
More than \$30,000,000 (in 2015 more than 20 million)	70	6.8%	181	10.5%	215	14.1%
Total	1037	100.0%	1,731	100.0%	1,520	



21. What is the percentage increase/decrease of the annual operating budget for which you are responsible for 2017 compared with last year's? (Check one.)						
Decrease by less than 1%	18	1.8%	48	2.8%	84	3.3%
Decrease 1% - 3%	93	9.1%	98	5.8%	385	15.1%
Decrease 3.1% - 5%	89	8.7%	118	6.9%	201	7.9%
Decrease 5.1% - 10%	66	6.4%	234	13.7%	150	5.9%
Decrease by more than 10%	30	2.9%	43	2.5%	56	2.2%
No Change	311	30.3%	461	27.1%	637	25.0%
Increase by less than 1%	52	5.1%	127	7.5%	135	5.3%
Increase 1% - 3%	232	22.6%	364	21.4%	586	23.0%
Increase 3.1% - 5%	81	7.9%	132	7.7%	204	8.0%
Increase 5.1% - 10%	30	2.9%	42	2.5%	65	2.6%
Increase by more than 10%	25	2.4%	37	2.2%	41	1.6%
Total	1027	100.0%	1,704	100.0%	2,544	100.0%



22. Has your organization been involved in mergers and consolidations in the last year? (In 2015 this question was worded: Has your organization been involved in mergers and consolidations in the last three years?) (Check one.)						
No	841	82.2%	1078	63.6%		82.2%
Yes	182	17.8%	617	36.4%		17.8%
Total	1023	100.0%	1,695	100.0%		

If yes, has your role or duties changed as a result of your organization's involvement in a merger or acquisition? (Check all that apply.)						
Creating new structure, strategies and leadership	73	40.1%	221	36.1%		40.1%
Designing and implementing new teams	52	28.6%	176	28.8%		28.6%
Employee retention or termination	28	15.4%	94	15.4%		15.4%
Retaining key employees	29	15.9%	137	22.4%		15.9%
Motivating employees	45	24.7%	209	34.2%		24.7%
Focus on cultural integration of the new entities to facilitate a smooth transition	44	24.2%	161	26.3%		24.2%
Managing the change process	60	33.0%	232	37.9%		33.0%
Change in reporting relationship	42	23.1%	173	28.3%		23.1%
Title change	30	16.5%	99	16.2%		16.5%
Additional responsibilities	79	43.4%	286	46.7%		43.4%
Reduced responsibilities	3	1.6%	14	2.3%		1.6%
Less decision-making authority and more decisions coming from corporate	17	9.3%	60	9.8%		9.3%
Salary increase	16	8.8%	75	12.3%		8.8%
Salary decrease	6	3.3%	11	1.8%		3.3%
No change	66	36.3%	223	36.4%		36.3%
Other (specify):	3	1.6%	36	5.9%		1.6%
Total	182	100.0%	612			

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Outsourcing

	2017 Survey		2015 Survey		2012 Survey	
	N	%	N	%	N	%
23. Are you currently outsourcing positions in <u>plant operations</u>?						
Yes	171	16.7%	299	17.9%	416	16.6%
No	852	83.3%	1374	82.1%	2,084	83.4%
<i>Total Participants</i>	1023	100.0%	1,673	100.0%	2,500	100.0%
If Yes, what percentage of staff in the department is outsourced? 2017 Average%: 27.8% 2015 Average%: 29.2% 2012 Average						
23a. Do you expect the number of contracted staff in the plant operations department to: In 2017 and 2015, this question was only asked of respondents that are already outsourcing.						
Increase	38	22.8%	78	26.8%	227	9.1%
Decrease	15	9.0%	35	12.0%	2,088	83.3%
Stay the same	114	68.3%	178	61.2%	191	7.6%
<i>Total Participants</i>	167	100.0%	291	100.0%	2,506	100.0%
24. Are you currently outsourcing positions in <u>environmental services</u>?						
Yes	340	33.8%	648	38.97%	773	30.9%
No	665	66.2%	1015	61.03%	1,727	69.1%
<i>Total Participants</i>	1005	100.0%	1663	100.00%	2,500	100.0%
If Yes, what percentage of staff in the department is outsourced? 2017 Average%: 48.7% 2015 Average%: 38.5% 2012 Average						
24a. Do you expect the number of contracted staff in the environmental services department to: In 2017 and 2015, this question was only asked of respondents that are already outsourcing.						
Increase	37	11.2%	131	20.9%	232	9.3%
Decrease	33	10.0%	45	7.2%	2,086	83.2%
Stay the same	261	78.9%	452	72.0%	188	7.5%
<i>Total Participants</i>	331	100.0%	628	100.0%	2,506	100.0%













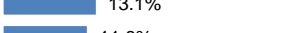
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Employees/ Employment Status	2017 Survey		2015 Survey		2012 Survey	
	N	%	N	%	N	%
25. For how many employees are you responsible for? (In 2015, this question was worded: How many employees report to you?) (Check one.)						
'0	34	3.3%	83	5.02%	153	6.1%
'1 - 5	100	9.8%	198	11.97%	272	10.9%
'6 - 10	115	11.3%	207	12.52%	267	10.7%
'11 - 15	93	9.2%	170	10.28%	232	9.3%
16 - 20	111	10.9%	131	7.92%	237	9.5%
21- 30	151	14.9%	198	11.97%	262	10.5%
31 - 50	135	13.3%	222	13.42%	369	14.7%
51 - 100	119	11.7%	215	13.00%	362	14.4%
101 - 200	89	8.8%	137	8.28%	206	8.2%
201 - 300	38	3.7%	49	2.96%	75	3.0%
More than 300	31	3.1%	44	2.66%	71	2.8%
<i>Total</i>	<i>1016</i>	<i>100.0%</i>	<i>1654</i>	<i>100.00%</i>	<i>2,506</i>	<i>100.0%</i>
26. Within the next year, my staff will: (Check one.)						
Increase	330	32.5%	478	28.9%	565	22.5%
Decrease	83	8.2%	123	7.4%	1,684	67.2%
Stay the same	601	59.3%	1053	63.7%	257	10.3%
<i>Total</i>	<i>1014</i>	<i>100.0%</i>	<i>1654</i>	<i>100.0%</i>	<i>2,506</i>	<i>100.0%</i>

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	2017 Survey		2015 Survey		2012 Survey	
	N	%	N	%	N	%
Salary & Bonus						
31. What is your annual salary, not including bonuses? (please provide your annual salary based on 2,080 hours per year as a full-time employee. If you are a part-time employee, please make sure to annualize your salary based on 2,080 hours per year).						
Less than \$40,000	10	1.0%	76	3.2%	71	4.5%
\$40,001 - \$50,000	37	3.5%	166	7.1%	105	6.7%
\$50,001 - \$60,000	88	8.4%	197	8.4%	152	9.7%
\$60,001 - \$70,000	103	9.8%	286	12.2%	223	14.2%
\$70,001 - \$80,000	137	13.1%	341	14.6%	242	15.4%
\$80,001 - \$90,000	112	10.7%	281	12.0%	197	12.5%
\$90,001 - \$100,000	129	12.3%	267	11.4%	192	12.2%
\$100,001 - \$110,000	107	10.2%	214	9.1%	132	8.4%
\$110,001 - \$120,000	67	6.4%	152	6.5%	74	4.7%
More than \$120,000	257	24.5%	359	15.3%	184	11.7%
<i>Total</i>	1047	100.0%	2,339	100.0%	1,572	
<i>Annual salary</i>	Mean = \$101,979		Mean = \$90,659		Mean = \$85,864	
<i>Annual salary</i>	Median = \$95,000		Median = \$85,000		Median = \$80,000	
32. In addition to base salary, do you regularly receive any cash bonuses? (Check one.)						
Yes	459	43.8%	577	35.0%	945	38.4%
No	534	51.0%	982	60.0%	1,399	56.9%
Not eligible	54	5.2%	85	5.0%	114	4.6%
<i>Total</i>	1047	100.0%	1,644	100%	2,458	100.0%
33. If you received a cash bonus in 2011, what was the total amount you received for the year?						
Less than \$1,000	47	10.2%	106	11.4%	77	12.2%
\$1,000 - \$2,000	47	10.2%	163	17.5%	106	16.8%
\$2,001 - \$3,000	46	10.0%	97	10.4%	89	14.1%
\$3,001 - \$4,000	27	5.9%	65	7.0%	36	5.7%
\$4,001 - \$5,000	48	10.5%	76	8.2%	66	10.5%
\$5,001 - \$10,000	108	23.5%	211	22.7%	126	20.0%
More than \$10,000	136	29.6%	211	22.7%	130	20.6%
<i>Total</i>	459	100.0%	929	100.0%	630	100.0%
<i>Annual cash bonus</i>	Mean = 10,927		Mean = \$10,108		Mean = \$7,719	
<i>Annual cash bonus</i>	Median = \$8,500		Median = \$5,000		Median = \$4,500	
34. Is your incentive compensation tied to performance improvement initiatives and outcomes? (Check one.)						
Yes	562	53.7%	910	55.4%		
No	485	46.3%	734	44.6%		
<i>Total</i>	1047	100.0%	1,644	100%		
34a. Please indicate to what targets it is tied. (Check all that apply.)						
Meeting budgetary goals	503	90.0%				
Patient satisfaction scores/HCAHPS	418	74.8%	733	80.7%		
Employee satisfaction rates	329	58.9%				
Quality-of-care measures	278	49.7%	477	52.5%		
Rates of health care-associated infections	162	29.0%	224	24.7%		
Employee retention rates	160	28.6%				
Energy efficiency	154	27.5%	241	26.5%		
Waste reduction	112	20.0%	226	24.9%		
Patient safety planning	109	19.5%	191	21.0%		
Readmission rates	73	13.1%	152	16.7%		
Other (specify):	66	11.8%	285	31.4%		
<i>Total Participants</i>	559	---	908	---		

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Participants' Profile

		2017 Survey		2015 Survey		2012 Survey	
		N	%	N	%	N	%
35. What is your gender?							
	Male	891	88.5%	1,365	83.1%	2,088	84.6%
	Female	116	11.5%	278	16.9%	379	15.4%
<i>Total</i>		1007	100.0%	1,643	100.0%	2,467	100.0%
36. What is your age? (Check one.)							
	Under 25	2	0.2%	1.0	0.1%	1	0.0%
	25 - 34	68	6.8%	86.0	5.2%	107	4.3%
	35 - 44	162	16.1%	211.0	12.8%	370	15.0%
	45 - 54	320	31.8%	592.0	36.0%	994	40.3%
	55 - 64	400	39.7%	665.0	40.5%	919	37.3%
	65 or older	55	5.5%	88.0	5.4%	76	3.1%
<i>Total</i>		1007	100.0%	1,643.0	100.0%	2,467	100.0%
37. May we contact you by phone to interview you for stories in Health Facilities Management on the results of this survey?							
	Yes	260	25.8%	561	44.8%	450	27.9%
	No	747	74.2%	691	55.2%	1,165	72.1%
<i>Total</i>		1007	100.0%	1,252	100.0%	1,615	100.0%