

# WAGES SCALE UPWARD





## COMPARING COMPENSATION

**A**mong the many survey research projects we've done at *Health Facilities Management*, none has generated more interest and feedback from readers than our salary and compensation surveys. For this, we'd like to thank our outstanding partners at the American Society for Healthcare Engineering (ASHE) and the Association for the Healthcare Environment (AHE) and their many members who provided the data for our first report in 2009 and our latest study highlighted in the July issue of *HFM*.

In recognition of this, *HFM* along with ASHE and AHE are happy to provide this greatly expanded analysis of the compensation research data to both organizations' members at no charge.

Aside from our original print edition reporting on the survey data, this expanded report provides additional breakouts that will help you see how your salary and total compensation stack up nationally against your peers. The table of contents will walk you through data tables that will enable you to make comparisons based on your primary area of responsibility, census division, organizational setting, number of beds, years of management experience, professional certification, and more.

We trust you'll find this tool a valuable addition to your powerful investment in ASHE and AHE membership.

Bob Kehoe  
Associate Publisher  
*Health Facilities Management*



# WAGES SCALE UPWARD

SALARIES EDGE HIGHER, BUT POLL FINDS SOME CAUTIONARY SIGNS

ARTICLE BY DAVE CARPENTER AND DATA BY SUZANNA HOPPSZALLERN

**P**ay has remained stable and even crept higher for *Health Facilities Management* readers through all the turbulence in the economy and health care over the past several years.

But all the uncertainty and industry cutbacks have taken a toll, knocking salaries off their previous growth rate. Now organizations are expected to trim further, clouding the outlook for managers and hospital workforces alike. »

Those are some of the findings of a survey on management compensation in health care conducted for *Health Facilities Management*, the American Society for Healthcare Engineering (ASHE) and the Association for the Healthcare Environment (AHE).

By some key measures, the results show progress in the three-plus years since a similar poll was conducted.

The average salary stretching across a variety of job categories encompassed by the survey has risen about 6 percent from early 2009 to \$90,659. Two of the three largest areas of responsibility

represented by respondents have seen salaries climb respectably: construction and project management up 7 percent to an average \$112,190 and facilities management/operations/engineering up 4 percent to \$95,698. The third, environmental services/housekeeping, inched up 2 percent to \$69,111. Hospitals also are rewarding seniority, experience and certification, the survey results indicate.

Yet most of those gains are effectively trading water compared with inflation, which averaged 1.6 percent annually during the three-year period, according to Bureau of

Labor Statistics data. That means prices are up roughly 5 percent since the previous survey was taken.

York Chan, CHFM, administrator of facilities for Advocate Health Care in Oak Brook, Ill., says it's clear from the results that his profession, among others, has not caught up from the economic downturn. There's no sign, he says, of a return to the days when automatic raises of up to 5 percent were standard — days that came to a grinding halt in the recession.

"Hospitals are scared to death about what's coming up with health care reform and restraints on reimbursement," says Chan, who is also a member of the ASHE board of directors. "Everybody's trying to get more efficient, so they can't be handing out 4 or 5 percent raises anymore. You get 2 percent if you're lucky."

The online survey was conducted in March and April by Perception Solutions Inc., Aurora, Ill., among health care organizations and members of ASHE and AHE. A total of 2,788 people responded, making for an overall margin of error of plus or minus 5 percent.



**ABOUT THIS STUDY**

Health Facilities Management (HFM), the American Society for Healthcare Engineering and the Association for the Healthcare Environment surveyed a random sample of 10,701 hospital departmental managers to learn about trends in hospital compensation. The response rate was 26.1 percent, or 2,788 completed surveys.



HFM thanks the sponsor of this survey – Amerinet.



**TOP 10 TAKEAWAYS**

A closer look at 10 key takeaways from the poll, provides insights into industry trends in pay and other areas:

**1. THE TOP TIER OF SALARIES IS EXPANDING.**

Nearly one in three managers, or 31 percent, commands an annual salary of more than \$100,000, up from 25 percent in 2009. And those at the highest levels of responsibility are seeing salaries soar. Managers with 200 to 300 employees reporting to them saw pay jump 23 percent over the three years to an average \$135,232; those with more than 300 reports enjoyed 16 percent salary hikes from 2009, to an average \$166,877.

That's good news not only for the recipients, but also for health care business as a whole. Competitive salaries make it easier to recruit talent to an industry that historically has lagged in compensation.

"Institutions that appreciate the critical value of the role are paying more," says Jack Gosselin, FASHE, CHFAM, a former hospital facilities manager who runs a Mystic, Conn.-based recruiting firm. "There is less undervalue in the field, and the best performers are getting the highest compensation."

Newcomers are being compensated significantly better, too. Among survey respondents, managers with less than three years' industry experience are now paid an average \$73,665, up 9 percent in three years.

Where you work makes a critical difference, however.

The average salary was up 10 percent or more for managers in health care or hospital systems, federal or Veterans Affairs facilities, and rehabilitation and assisted-living facilities. Those at hospitals, academic medical centers, long-term care facilities, ambulatory care centers and medical office buildings also saw salary increases, but in the single-digit percentages.

Faring among the worst recently are managers at small organizations. Those whose departments have annual operating budgets of less than \$100,000 saw pay for their positions cut by 7 percent in the last three years, to just under \$60,000.

**2. BONUSES HAVE GROWN.**

Bouncing back from the recession, cash bonuses have gotten slightly larger since 2009. Among survey respondents, 38 percent say they received bonuses averaging \$10,108 in 2011. The median amount was \$5,000. In the previous poll, the average was \$7,719 and the median \$4,500.

Within specific job descriptions, construction and project managers in 2011 received an average annual bonus of \$14,385; facilities management/operations/engineering managers received \$8,380; and environmental services/housekeeping managers got \$5,292.

The percentage of those eligible for bonuses virtually was identical to those of three years earlier, when recipients also comprised slightly more than 38 percent of those surveyed.

Given the relatively large

number of respondents who cited staff cutbacks, a hiring freeze or the elimination of annual staff increases at their organizations, ASHE Executive Director Dale Woodin, CHFAM, FASHE, thinks the data are significant. "These seem to indicate that bonuses are being viewed as an effective way to incentivize high performance," he says.

**3. ORGANIZATIONS PLAN TO DO MORE WITH LESS.**

Improvements to the economy notwithstanding, health care organizations remain in a defensive posture in the wake of the financial shock of 2008–09 despite all the reform-oriented items on their to-do lists.

Just over two-thirds of the managers who participated in the survey, or 67 percent, say their staff would decrease in the coming year. Three years earlier, only 16 percent forecast staff reductions and the majority expected staff to remain the same.

Departmental operating budgets for 2012 were reduced for 34 percent of respondents, with no change for another 25 percent. That left just 41 percent who increased them, down from 48 percent in 2009.

Michael Hatton, CHFAM, system executive of engineering for Memorial Hermann Healthcare System in Houston, called those financial pullbacks "a concerning trend." "Reducing [full-time equivalents] continues to be a focus in health care," he says.

Chan attributes the staff reductions to all the uncertainty over the impact of health



care reform in 2014 and coming reimbursement cuts. That's the reason, he says, why many respondents think "we're going to do more with less staffing."

#### 4. EMPLOYEE COSTS ARE RISING AND SOME KEY BENEFITS ARE SHRINKING.

The latest cost-cutting spilled over from operating budgets to affect individual employees in many cases. The majority of respondents noted tightened spending in areas from pension and retirement plan cutbacks to passing along higher costs for employee benefits.

One targeted area hits close to home for employees of health care organizations — health care insurance. Nearly a third say their organizations increased deductibles for their insurance plans, and a like amount (32 percent) say they boosted the percentage that employees contribute for premiums.

Eleven percent saw the company match in their 401(k) program either reduced (6 percent) or eliminated (5 percent).

Non-cash compensation took a hit nearly across the board, with declines since the 2009 survey in those receiving medical insurance (70 percent, down from 74 percent), employer-funded retirement plans (34 percent, down from 40 percent), dental insurance, long-term disability insurance and education reimbursement. With more austere plans for new hires, even the number of paid holidays is down.

#### 5. THE NORTHEAST AND CALIFORNIA PAY BEST.

Consistent with the 2009 survey, the highest salaries are paid on the Atlantic and Pacific coasts. Four New England states (Massachusetts, Rhode Island, Connecticut, Vermont) plus New York, Delaware and Washington, D.C., were among the top 10 in salary, based on survey responses. California also remained near the top.

The higher salaries generally reflect a higher cost of living in those areas. For example, the median home price in the Northeast (\$228,300) in March was \$95,500 higher than in the Midwest and \$81,800 more than in the South, with the West the second costliest region, according to data from the National Association of Realtors.

#### 6. CERTIFICATION PAYS OFF.

Increasingly, certification matters on payday. Only about one of every three respondents had obtained the primary certification for their field: Certified Healthcare Facility Manager (CHFM), Certified Healthcare Environmental Services Professional (CHESP) or Certified Healthcare Constructor (CHC). It was required by fewer than 5 percent of organizations.

But those who have it are reaping dividends. In facilities management, the CHFM was worth an extra \$10,000 in salary on average among poll participants last year (\$104,348 for those with it, \$94,281 for those without). For environmental services/housekeeping managers, having the CHESP designation meant an average of nearly \$14,000 more in

salary than their peers without it (\$78,660 to \$64,877).

"We are pleased to see the value of CHESP being translated into dollars, which can be a key motivation to become certified," says Patti Costello, executive director of AHE.

AHE president Kent Miller, director of environmental services at Jackson Hospital & Clinic in Montgomery, Ala., says the CHESP increase was great to see but not substantial enough. He thinks it should add on even more to salaries in a profession where pay lags other health care management jobs.

Achieving certification clearly improves earnings potential, and CHFM and CHC are becoming the expected standard in the industry, Woodin says. "But more than that, the growth of certification indicates a growing professionalism among the facilities management and construction management communities, with folks willing to have their knowledge and skill set validated through an exam."

Those initials provide an advantage in job-seeking, too. Hatton has been able to more quickly locate key team members by searching for various credentials. "Certification such as ASHE's CHFM readily denoted 'competence' of an applicant who can succeed in today's multitasking facility manager role," he says.

#### 7. EDUCATION IS INCREASINGLY VALUED.

The survey showed that salary amounts are increasingly tied to education credentials.

Salaries declined from 2009



to 2012 for those without a college or advanced degree, dropping 5 percent to an average \$64,938. Meanwhile, they rose 5 percent to \$96,273 for those with a bachelor's degree and nearly 8 percent to \$116,609 for those with a master's degree or MBA.

**8. PAY ACCELERATES WITH 25 YEARS' EXPERIENCE.**

It takes more than two decades of experience before salaries grow at a significant pace, according to the survey results.

Average salaries among environmental services/house-keeping managers remain below \$68,000 until reaching \$72,017 for 21 to 25 years of management or supervisory experience, then average \$82,610 after 25-plus years. Facilities managers, too, make a big jump after the 25-year mark, moving into six figures with an average \$110,263.

Tenure alone doesn't explain the large increases in salary after the quarter-century mark, however. Costello says it's a combination of experience, education, certification and ongoing learning. "Remaining at the top of one's game by always having an eagerness to learn and grow is most worthy of salary increase consideration," she says.

**9. THE GENDER GAP HAS WIDENED.**

The gender gap for all job categories addressed by the survey remains significant, rising to a \$20,314 difference between the average salaries for men (\$93,805) and women (\$73,491). That's a \$2,700 large-

*Though only obtained by a minority of respondents, **CERTIFICATIONS** appear to add to an employee's salary and value.*



er difference than in the last survey. The higher-paying fields of facilities management and construction remain heavily male-dominated, and they accounted for about four-fifths of survey respondents. Still, health care leaders were at a loss to fully explain why the salary gap got bigger.

Gosselin says he has noticed more women in facilities management over the past decade, and he thinks the compensation there is equitable. The growing survey differential may be due to an increasing number of women in the lower-paying environmental services management roles.

wave of retirements begins in the not-too-distant future.

Facilities management experts already were worried about what Chan calls a dire shortage of facility engineers. Now organizations need to firm up plans for the next generation of leadership in environmental services and construction as well as facilities management, while also working to attract more talent to their ranks. "We've been talking about the need for succession plans in the next five to 10 years," says Miller, "and this proves there's a great need for it." **HFM**

**10. THE GRAYING OF MANAGEMENT WILL SOON LEAVE A VOID.**

The proportion of managers older than 55 moved up significantly, to 40 percent from 35 percent in the 2009 survey. That heightens concerns about what will happen when a

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## Respondents see less outsourcing and more need for in-house expertise

**U**nder relentless pressure to lower operational costs, hospitals are poised to further reduce their outsourcing. That was the consensus of an overwhelming majority of the American Society for Healthcare Engineering (ASHE) and Association for the Healthcare Environment (AHE) members surveyed.

Five out of six (83 percent) of those polled say they expect the number of contracted staff in plant operations to decrease. A like percentage forecast a reduction of contracted staff in environmental services.

Cutting back on outsourcing reflects organizations' intensive focus on costs in an era of declining reimbursement. Contractor costs tend to be substantially higher than staff costs, making it an obvious area to target.

They also make up a sizable chunk of most budgets, as 17 percent of those responding to the survey say their organizations outsource positions in plant operations and 31 percent do so in environmental services.

Always cyclical, outsourcing has remained an important element of hospital plant operations and environmental services departments through the recession and now the recovery. Operation and maintenance of elevators, chillers, switchgear and other functions are commonly contracted out, as are plumbing, painting, housekeeping and many other services.

The concern of many in the field, however, is the loss of expertise and experience in many areas when contracting is slashed in the interest of aiding the bottom line. That can only be compensated for by staff through a concerted effort that includes additional spending on training and tools.

"Reducing the use of contractors puts greater pressure on in-house staff to remain current on the technologies used and effective operations, troubleshooting and repair of sophisticated equipment and systems," says Dale Woodin, CHFM, FASHE, the executive director of ASHE. "This takes a proactive approach to training and tools and time to work with systems."

Organizations may find it hard to financially justify adding resources for that purpose at a time when they're in cutback mode, however. Already, 40 percent of respondents say their hospitals have eliminated staff positions for 2012 due to the economy or declining revenues or profitability.

Building owners must beware of simply pursuing the lowest cost in maintenance, says Joe Stchur, director of facility operations at University of Michigan Hospitals. An outsourced vendor might be superior or inferior to an in-house product, he says: "You can always spend less by doing less. But if you want to have high reliability in hospitals, you want everything to work all the time."

Besides helping the budget, returning outsourced functions to staff offers another advantage in that "you want the skills in-house" in facilities management and skilled trades, says Dana Swenson, senior vice president of facilities and chief facilities officer at UMass Memorial Health Care. The Worcester, Mass., system cut its one outsourced facilities management position recently to save money.

Donald Wojtkowski, executive director of design and construction at SSM Health Care in St. Louis, says his organization is attempting to expand employees' skill sets to reduce purchased services.

Patti Costello, executive director of AHE, says it's important to remember that the use of outsourcing has ebbed and flowed in recent decades, reflecting needs and the economy. Organizations may start out handling most functions in-house, then move to outsourcing increasingly through a number of companies before bringing more duties back in-house. ■

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# HEALTH FACILITIES MANAGEMENT

BY PRIMARY AREA  
OF RESPONSIBILITY

## 2012 SALARY SURVEY



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY (AVERAGE)

PRIMARY AREA OF RESPONSIBILITY	SALARY	BONUS
<b>Biomedical/Clinical</b>		
engineering*	\$93,971	\$3,963
Construction and projects	\$112,190	\$14,385
<b>Environmental services/</b>		
Housekeeping	\$69,111	\$5,292
<b>Facilities management/</b>		
Operations/Engineering	\$95,698	\$8,380
<b>Maintenance*</b>	\$69,174	\$2,805
Safety	\$81,972	\$4,837
<b>Support services*</b>	\$122,735	\$16,665

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

BY LOCATION



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY LOCATION (AVERAGE)

LOCATION		BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
Urban	Salary	\$98,664	\$107,247	\$77,935	\$102,686	\$75,548	\$84,349	\$140,621
	Bonus	\$4,087	\$13,918	\$7,891	\$10,826	\$3,389	\$5,652	\$25,512
Suburban	Salary	\$100,852	\$118,812	\$70,128	\$98,423	\$74,771	\$85,387	\$109,349
	Bonus	\$4,091	\$15,472	\$4,532	\$8,284	\$3,267	\$4,586	\$7,974
Rural	Salary	\$77,244	\$115,160	\$56,780	\$81,547	\$54,157	\$68,450	\$95,400
	Bonus	\$3,485	\$13,187	\$1,778	\$3,255	\$1,200	\$1,500	\$3,083

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

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# HEALTH FACILITIES MANAGEMENT

BY CENSUS  
DIVISION

## 2012 SALARY SURVEY



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY CENSUS DIVISION (AVERAGE)

REGION		BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
ALL .....	Salary ...	\$93,971	\$112,190	\$69,111	\$95,698	\$69,174	\$81,972	\$122,735
	Bonus ....	\$3,963	\$14,385	\$5,292	\$8,380	\$2,805	\$4,837	\$16,665
East North Central .....	Salary ...	\$90,962	\$111,349	\$66,857	\$93,609	\$58,734	\$78,905	\$92,442
	Bonus ....	\$5,235	\$7,614	\$2,517	\$7,057	\$2,540	\$3,799	\$7,148
East South Central .....	Salary ...	\$93,000	\$145,460	\$71,693	\$94,106	NA	\$84,917	NA
	Bonus ....	\$2,567	\$29,750	\$5,000	\$13,001	NA	\$3,300	NA
Middle Atlantic .....	Salary ...	\$94,494	\$119,607	\$71,945	\$105,806	\$72,900	\$82,340	\$131,222
	Bonus ....	\$3,946	\$22,470	\$10,889	\$10,380	\$4,767	\$6,350	\$11,930
Mountain .....	Salary ...	\$86,154	\$126,192	\$68,651	\$89,626	\$76,881	\$83,867	\$114,750
	Bonus ....	\$5,467	\$28,000	\$4,129	\$13,464	\$3,000	\$4,325	NA
New England .....	Salary .....	NA	\$116,271	\$84,808	\$106,292	NA	\$76,583	\$150,667
	Bonus .....	NA	\$11,067	\$1,667	\$6,466	NA	\$600	\$13,000
Pacific .....	Salary ..	\$108,113	\$128,573	\$76,463	\$102,019	\$84,750	\$102,849	\$138,511
	Bonus ....	\$3,183	\$14,955	\$6,685	\$8,781	\$4,000	\$8,307	\$42,983
South Atlantic .....	Salary ..	\$109,286	\$101,867	\$65,873	\$94,409	\$65,346	\$82,196	\$130,500
	Bonus ....	\$1,000	\$6,632	\$5,973	\$6,932	\$3,475	\$6,444	\$26,333
West North Central .....	Salary ...	\$78,200	\$102,282	\$59,730	\$87,259	\$51,319	\$67,571	\$115,667
	Bonus ...	\$15,000	\$30,300	\$3,111	\$6,131	NA	\$2,720	\$7,900
West South Central .....	Salary ...	\$78,214	\$95,260	\$67,107	\$94,080	\$99,000	\$73,371	\$124,120
	Bonus ....	\$1,300	\$12,025	\$3,800	\$9,199	NA	\$4,050	\$6,875

NA = Insufficient data to warrant comparisons

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

#### U.S. CENSUS BUREAU DIVISIONS KEY

##### East North

##### Central:

Illinois  
Indiana  
Michigan  
Ohio  
Wisconsin

##### East South Central:

Alabama  
Kentucky  
Mississippi  
Tennessee

##### Middle Atlantic:

New Jersey  
New York  
Pennsylvania

##### Mountain:

Arizona  
Colorado  
Idaho  
Montana  
Nevada  
New Mexico  
Utah  
Wyoming

##### New England:

Connecticut  
Maine  
Massachusetts  
New Hampshire  
Rhode Island  
Vermont

##### Pacific:

Alaska  
California  
Hawaii  
Oregon  
Washington

##### South Atlantic:

Delaware  
District of  
Columbia  
Florida  
Georgia  
Maryland  
North Carolina  
South Carolina  
Virginia  
West Virginia

##### West North Central:

Iowa  
Kansas  
Minnesota  
Missouri  
Nebraska  
North Dakota  
South Dakota

##### West South Central:

Arkansas  
Louisiana  
Oklahoma  
Texas

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# HEALTH FACILITIES MANAGEMENT

## 2012 SALARY SURVEY

BY ORGANIZATIONAL  
SETTING



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY ORGANIZATIONAL SETTING (AVERAGE)

FACILITY TYPE	BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
Hospital-general/acute	Salary ... \$81,725 .. \$103,053	...\$67,550	...\$94,890	...\$71,414	...\$78,166	...\$124,284	
	Bonus .... \$4,001 .....	...\$8,402	...\$5,054	...\$8,210	...\$3,253	...\$4,153	...\$9,967
Hospital-specialized	Salary .. \$100,512 .. \$111,370	...\$79,955	...\$104,926	...\$75,272	...\$83,779	...\$98,000	
	Bonus ..... NA .....	...\$12,977	...\$16,523	...\$10,631	...\$6,000	...\$2,483	...\$7,500
Academic medical center	Salary ... \$98,952 .. \$121,922	...\$84,703	...\$112,630	...\$91,220	...\$98,010	...\$159,289	
	Bonus .... \$3,440 .....	...\$12,747	...\$4,264	...\$11,168	...\$8,000	...\$9,950	...\$54,357
Critical access hospital	Salary ... \$96,750 .. \$110,356	...\$54,155	...\$82,078	...\$63,818	...\$83,857	...\$107,744	
	Bonus ..... \$500 .....	...\$13,833	...\$2,071	...\$8,565	...\$1,000	...\$2,200	...\$9,095
<b>Health care/Hospital</b>							
system	Salary .. \$105,889 .. \$130,835	...\$85,814	...\$113,591	...\$100,500	...\$84,745	...\$110,809	
	Bonus .... \$3,364 .....	...\$19,540	...\$11,814	...\$13,296	...\$4,000	...\$5,059	...\$5,721
<b>Military/Federal/</b>							
VA facility	Salary ... \$82,992 .....	...\$97,465	...\$82,760	...\$103,568	...\$75,000	...\$110,167	..... NA
	Bonus .... \$4,433 .....	...\$760	...\$2,029	...\$2,978	...\$1,000	...\$5,000	..... NA
<b>Psychology/Behavioral</b>							
health care facility	Salary ..... NA .. \$105,846	...\$72,505	...\$91,570	...\$59,215	...\$78,346	..... NA	
	Bonus ..... NA .....	...\$6,917	...\$9,250	...\$7,112	...\$1,500	...\$3,100	..... NA
Rehabilitation facility	Salary ..... NA .. \$100,833	...\$65,159	...\$93,081	...\$67,167	...\$84,214	...\$80,000	
	Bonus ..... NA .....	...\$6,667	...\$1,720	...\$6,562	...\$300	...\$1,250	...\$4,667
Long-term care facility	Salary ..... NA .. \$96,091	...\$60,708	...\$88,134	...\$48,375	...\$75,833	..... NA	
	Bonus ..... NA .....	...\$9,000	...\$4,004	...\$7,006	...\$150	..... NA	..... NA
Assisted living facility	Salary ..... NA .. \$73,333	...\$80,417	...\$79,795	..... NA	..... NA	..... NA	
	Bonus ..... NA .....	...\$6,568	...\$6,073	..... NA	..... NA	..... NA	
<b>Ambulatory care</b>							
center/Surgicenter	Salary ..... NA .. \$102,696	...\$68,870	...\$94,565	...\$85,276	...\$88,933	..... NA	
	Bonus ..... NA .....	...\$7,367	...\$2,345	...\$6,933	...\$6,000	...\$5,182	..... NA
Medical office building	Salary ... \$75,123 .. \$106,123	...\$65,508	...\$95,421	...\$77,804	...\$90,425	..... NA	
	Bonus ..... NA .....	...\$11,755	...\$10,543	...\$9,119	...\$5,000	...\$4,160	..... NA

NA = Insufficient data to warrant comparisons

\*Denotes there were fewer than 100 respondents in this category

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# HEALTH FACILITIES MANAGEMENT

## 2012 SALARY SURVEY

BY NUMBER  
OF BEDS



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY NUMBER OF BEDS (AVERAGE)

NUMBER OF BEDS		BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
1-24 beds	Salary	NA	NA	\$51,338	\$72,884	\$36,625	\$62,500	NA
	Bonus	NA	NA	\$1,971	\$3,230	NA	NA	NA
25-49 beds	Salary	NA	NA	\$43,459	\$73,074	\$73,697	\$57,273	\$66,000
	Bonus	NA	NA	\$891	\$2,698	\$500	\$5,000	NA
50-99 beds	Salary	NA	\$73,413	\$52,503	\$80,023	\$58,300	\$65,535	\$83,250
	Bonus	NA	\$800	\$2,390	\$6,747	\$2,467	\$5,000	\$3,000
100-199 beds	Salary	NA	\$79,786	\$61,980	\$87,138	\$61,000	\$72,055	\$106,712
	Bonus	NA	\$3,475	\$2,681	\$4,015	\$875	\$1,100	\$6,786
200-299 beds	Salary	\$72,034	\$99,588	\$73,163	\$99,240	\$72,432	\$80,702	\$125,273
	Bonus	\$1,578	\$4,817	\$2,823	\$9,916	\$500	\$2,515	\$10,512
300-399 beds	Salary	\$76,808	\$101,796	\$74,764	\$103,324	\$67,161	\$83,872	\$142,229
	Bonus	\$500	\$6,406	\$4,312	\$8,680	\$1,600	\$4,450	\$7,067
400-499 beds	Salary	\$95,728	\$115,055	\$79,646	\$101,016	\$87,800	\$85,636	\$134,500
	Bonus	\$8,865	\$10,296	\$13,494	\$11,503	\$8,000	\$4,441	\$15,400
500 beds or more	Salary	\$109,485	\$125,131	\$91,137	\$117,986	\$80,682	\$89,584	\$136,143
	Bonus	\$4,606	\$19,929	\$11,373	\$12,745	\$7,750	\$6,933	\$32,704

NA = Insufficient data to warrant comparisons

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

Expanded from materials originally published in the July 2012 issue of *Health Facilities Management* magazine, Vol. 25, No. 7.

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# HEALTH FACILITIES MANAGEMENT

## 2012 SALARY SURVEY

BY SQUARE FOOTAGE  
OF FACILITIES



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY SQUARE FOOTAGE OF FACILITIES (AVERAGE)

SQUARE FEET		BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
Less than 100,000	Salary	NA	\$87,103	\$44,415	\$67,561	\$50,200	\$45,433	\$68,000
	Bonus	NA	NA	\$1,753	\$4,232	\$1,167	NA	\$2,500
100,001-500,000	Salary	\$66,951	\$87,207	\$60,974	\$83,158	\$57,968	\$72,493	\$109,111
	Bonus	\$1,467	\$6,080	\$3,716	\$4,895	\$140	\$1,880	\$6,000
500,001-1,000,000	Salary	\$81,156	\$99,221	\$68,877	\$97,778	\$75,481	\$81,804	\$114,555
	Bonus	\$3,086	\$10,060	\$4,589	\$8,151	\$975	\$3,725	\$4,386
1,000,001-3,000,000	Salary	\$96,888	\$111,494	\$80,094	\$106,731	\$72,523	\$84,210	\$139,803
	Bonus	\$3,025	\$13,416	\$5,780	\$9,904	\$5,333	\$4,770	\$19,600
3,000,001-5,000,000	Salary	\$110,668	\$113,163	\$85,781	\$120,953	\$102,750	\$83,128	\$126,000
	Bonus	\$2,429	\$12,990	\$12,883	\$10,720	\$8,000	\$4,199	\$17,500
More than 5,000,000	Salary	\$101,407	\$145,752	\$76,034	\$134,151	\$88,667	\$98,077	\$134,514
	Bonus	\$5,128	\$24,772	\$7,066	\$19,339	\$8,000	\$11,551	\$39,558

NA = Insufficient data to warrant comparisons

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

# HEALTH FACILITIES MANAGEMENT

## 2012 SALARY SURVEY

BY HIGHEST LEVEL  
OF EDUCATION



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY HIGHEST LEVEL OF EDUCATION (AVERAGE)

HIGHEST LEVEL OF EDUCATION	BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
<b>High school diploma or equivalent</b>	Salary .....	NA .....	NA .....	NA .....	NA .....	NA .....	NA .....
	Bonus .....	NA .....	NA .....	NA .....	NA .....	NA .....	NA .....
<b>Some college</b>	Salary .. \$104,750	.. \$95,463	.. \$64,928	.. \$81,440	.. \$67,266	.. \$70,824	.. \$75,500
	Bonus .... \$2,000	.. \$13,690	.. \$3,806	.. \$5,828	.. \$1,500	.. \$4,822	.. \$6,500
<b>Associate degree</b>	Salary ... \$88,027	.. \$95,053	.. \$65,494	.. \$89,073	.. \$75,584	.. \$70,039	.. \$112,833
	Bonus .... \$4,377	.. \$4,880	.. \$3,624	.. \$5,987	.. \$2,100	.. \$1,750	.. \$1,500
<b>Bachelor's degree</b>	Salary ... \$97,804	.. \$110,060	.. \$77,722	.. \$102,165	.. \$74,477	.. \$80,717	.. \$120,026
	Bonus .... \$3,538	.. \$16,716	.. \$4,484	.. \$7,932	.. \$6,440	.. \$4,945	.. \$6,899
<b>Master's degree/MBA</b>	Salary .. \$110,507	.. \$131,430	.. \$83,843	.. \$121,439	.. \$71,216	.. \$91,413	.. \$146,271
	Bonus .... \$4,867	.. \$15,462	.. \$13,538	.. \$15,290	.. \$2,000	.. \$6,347	.. \$32,810
<b>Doctoral degree</b>	Salary .....	NA .....	NA .....	NA .....	NA .....	NA .....	NA .....
	Bonus .....	NA .....	NA .....	NA .....	NA .....	NA .....	NA .....

NA = Insufficient data to warrant comparisons

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

# HEALTH FACILITIES MANAGEMENT

## 2012 SALARY SURVEY

BY YEARS  
OF MANAGEMENT  
EXPERIENCE



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY YEARS OF MANAGEMENT EXPERIENCE (AVERAGE)

NUMBER OF YEARS		BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
0-2 years	Salary	\$55,000	\$76,660	\$48,000	\$64,176	NA	\$62,400	NA
	Bonus	\$250	\$500	\$200	\$4,800	NA	NA	NA
3-5 years	Salary	\$87,333	\$75,486	\$39,735	\$70,912	\$53,391	\$67,974	NA
	Bonus	NA	\$2,050	\$261	\$1,308	\$2,050	\$1,238	NA
6-10 years	Salary	\$69,503	\$98,871	\$55,481	\$78,696	\$60,064	\$81,332	NA
	Bonus	\$4,175	\$8,751	\$2,289	\$5,249	\$5,000	\$6,338	NA
11-15 years	Salary	\$92,000	\$112,504	\$64,902	\$85,401	\$77,482	\$83,625	NA
	Bonus	\$3,620	\$13,137	\$5,228	\$6,261	\$1,400	\$2,833	NA
16-20 years	Salary	\$111,153	\$105,187	\$67,498	\$97,648	NA	\$85,813	\$117,989
	Bonus	\$6,000	\$10,338	\$5,168	\$7,171	NA	\$4,929	\$3,900
21-25 years	Salary	NA	\$132,811	\$72,017	\$99,770	\$84,001	\$90,150	\$143,417
	Bonus	NA	\$12,632	\$6,327	\$10,451	\$7,000	\$3,956	\$38,968
More than 25 years	Salary	\$112,954	\$138,947	\$82,610	\$110,263	NA	\$86,061	\$132,595
	Bonus	\$3,216	\$32,785	\$6,537	\$10,725	NA	\$6,416	\$11,046

NA = Insufficient data to warrant comparisons

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

# HEALTH FACILITIES MANAGEMENT



BY TITLE



## COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY TITLE (AVERAGE)

TITLE		BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
Vice president	Salary	NA	\$195,925	NA	\$179,745	NA	NA	\$171,840
	Bonus	NA	\$43,324	NA	\$25,614	NA	NA	\$30,569
Director	Salary	\$109,857	\$120,181	\$79,571	\$98,938	\$81,433	\$93,514	\$103,675
	Bonus	\$4,936	\$12,996	\$7,219	\$7,605	\$3,450	\$6,800	\$4,834
Manager	Salary	\$85,636	\$93,040	\$61,218	\$80,973	\$70,701	\$75,824	\$68,500
	Bonus	\$3,784	\$5,460	\$3,577	\$3,514	\$2,150	\$2,331	\$1,500
Supervisor	Salary	\$85,565	\$61,300	\$41,669	\$68,716	\$62,260	\$63,200	NA
	Bonus	\$250	\$7,250	\$612	\$1,566	\$1,200	NA	NA
Coordinator	Salary	\$66,560	\$69,583	\$42,899	\$57,343	NA	\$56,994	NA
	Bonus	NA	\$400	\$1,500	\$6,479	NA	\$1,000	NA

NA = Insufficient data to warrant comparisons

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

# HEALTH FACILITIES MANAGEMENT

## 2012 SALARY SURVEY

BY THE ONE  
TO WHOM YOU  
REPORT



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY THE ONE TO WHOM YOU REPORT (AVERAGE)

TO WHOM YOU REPORT	BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
CEO/COO/CFO .....	Salary .. \$104,286 ..	\$142,139 ..	\$73,196 ..	\$98,670 ..	\$67,832 ..	\$81,553 ..	\$133,152
	Bonus .... \$5,833 ..	\$24,070 ..	\$6,686 ..	\$9,456 ..	\$2,625 ..	\$4,322 ..	\$20,024
Regional office .....	Salary ... \$87,520 ..	\$119,308 ..	\$77,250 ..	\$91,535 ..	NA ..	NA ..	NA
	Bonus .... \$2,333 ..	\$16,417 ..	\$5,667 ..	\$5,868 ..	NA ..	NA ..	NA
Vice president of nursing/CNO/ Director of nursing .....	Salary .....	NA ..	\$76,757 ..	\$90,886 ..	NA ..	\$97,667 ..	NA
	Bonus .....	NA ..	\$3,433 ..	\$3,125 ..	NA ..	\$11,200 ..	NA
CIO .....	Salary ... \$96,000 ..	NA ..	NA ..	\$112,590 ..	NA ..	NA ..	NA
	Bonus ... \$10,000 ..	NA ..	NA ..	\$13,000 ..	NA ..	NA ..	NA
Vice president of facilities/ Support services .....	Salary ... \$98,295 ..	\$103,659 ..	\$76,101 ..	\$100,430 ..	\$72,727 ..	\$87,357 ..	\$110,342
	Bonus .... \$3,744 ..	\$12,567 ..	\$4,228 ..	\$8,572 ..	\$4,667 ..	\$6,854 ..	\$4,225
Director of infection control/ Infection preventionist ..	Salary .....	NA ..	\$37,667 ..	\$72,600 ..	NA ..	NA ..	NA
	Bonus .....	NA ..	NA ..	\$20,200 ..	NA ..	NA ..	NA

NA = Insufficient data to warrant comparisons

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

# HEALTH FACILITIES MANAGEMENT

## 2012 SALARY SURVEY

BY DEPARTMENT  
OPERATING BUDGET



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY DEPARTMENT OPERATING BUDGET (AVERAGE)

DEPARTMENT OPERATING BUDGET		BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
Less than \$100,000	Salary	NA	\$86,600	\$37,381	\$59,242	\$43,500	\$70,910	NA
	Bonus	NA	\$14,500	\$1,029	\$1,943	\$0	\$2,625	NA
\$100,001-\$150,000	Salary	NA	\$105,635	\$47,335	\$68,333	\$41,439	\$77,833	NA
	Bonus	NA	\$8,000	\$1,361	\$3,150	NA	\$5,133	NA
\$150,001-\$200,000	Salary	\$93,500	\$100,580	\$47,802	\$66,348	NA	\$77,487	NA
	Bonus	NA	\$2,500	\$460	\$2,983	NA	\$1,800	NA
\$200,001-\$300,000	Salary	\$89,360	\$82,563	\$46,314	\$68,056	\$60,440	\$67,074	NA
	Bonus	NA	NA	\$788	\$4,441	\$0	\$0	NA
\$300,001-\$500,000	Salary	NA	\$103,347	\$52,307	\$72,049	\$55,125	\$87,949	NA
	Bonus	NA	\$5,500	\$2,399	\$2,117	\$0	\$6,149	NA
\$500,001-\$1,000,000	Salary	\$77,893	\$92,417	\$57,848	\$76,636	\$50,125	\$84,343	\$104,500
	Bonus	\$1,703	\$15,014	\$1,873	\$4,557	\$1,000	\$2,800	NA
\$1,000,001-\$2,000,000	Salary	\$86,656	\$105,780	\$65,893	\$81,930	\$71,310	\$82,224	\$64,000
	Bonus	\$3,071	\$20,394	\$4,438	\$4,157	\$2,240	\$5,286	\$1,100
\$2,000,001-\$5,000,000	Salary	\$105,510	\$111,916	\$79,536	\$91,181	\$76,326	\$93,654	\$107,893
	Bonus	\$3,640	\$13,028	\$5,014	\$4,726	\$2,725	\$10,361	\$5,486
\$5,000,001-\$10,000,000	Salary	\$95,773	\$107,563	\$87,535	\$104,142	\$75,233	\$90,500	\$97,455
	Bonus	\$5,183	\$11,460	\$9,628	\$10,596	\$5,550	\$1,667	\$3,967
\$10,000,001-\$15,000,000	Salary	NA	\$123,500	\$94,755	\$110,082	NA	\$58,750	\$139,429
	Bonus	NA	\$16,417	\$5,133	\$8,861	NA	NA	\$11,940
\$15,000,001-\$20,000,000	Salary	NA	\$123,672	\$97,258	\$125,540	NA	NA	\$131,753
	Bonus	NA	\$15,950	\$7,817	\$10,231	NA	NA	NA
More than \$20,000,000	Salary	\$144,333	\$134,339	\$108,100	\$141,367	\$67,500	\$124,250	\$166,046
	Bonus	\$9,333	\$13,410	\$33,600	\$22,023	NA	\$8,375	\$30,673

NA = Insufficient data to warrant comparisons

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SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

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# HEALTH FACILITIES MANAGEMENT

## 2012 SALARY SURVEY

BY NUMBER  
OF REPORTING  
EMPLOYEES



### COMPENSATION BY PRIMARY AREA OF RESPONSIBILITY BY NUMBER OF REPORTING EMPLOYEES (AVERAGE)

NUMBER OF REPORTING EMPLOYEES		BIOMEDICAL/ CLINICAL ENGINEERING*	CONSTRUCTION & PROJECTS	ENVIRONMENTAL SERVICES/ HOUSEKEEPING	FACILITIES MANAGEMENT/ OPERATIONS/ ENGINEERING	MAINTENANCE*	SAFETY	SUPPORT SERVICES*
0	Salary	\$89,180	\$90,563	\$79,296	\$73,275	NA	\$68,661	NA
	Bonus	\$5,000	\$3,741	\$8,000	\$2,689	NA	\$2,007	NA
1-5	Salary	\$69,493	\$104,551	\$69,375	\$76,193	\$47,876	\$84,740	\$101,667
	Bonus	\$519	\$12,622	\$2,400	\$4,179	\$933	\$4,635	\$3,125
6-10	Salary	\$81,469	\$111,902	\$44,397	\$80,934	\$60,250	\$87,960	\$115,833
	Bonus	\$7,026	\$18,033	\$2,716	\$5,870	\$1,850	\$4,300	\$12,340
11-15	Salary	\$101,630	\$114,226	\$44,002	\$79,367	\$68,069	\$84,256	\$96,808
	Bonus	\$1,000	\$13,133	\$1,150	\$4,892	\$875	\$7,700	\$9,892
16-20	Salary	\$114,333	\$122,500	\$47,118	\$85,120	\$74,200	\$70,667	NA
	Bonus	\$8,000	\$10,390	\$1,655	\$3,606	\$1,100	\$2,750	NA
21-30	Salary	\$113,167	\$121,654	\$51,817	\$88,553	\$70,276	\$68,449	NA
	Bonus	\$4,240	\$7,200	\$2,096	\$5,311	\$2,067	\$5,333	NA
31-50	Salary	\$96,000	\$110,394	\$60,035	\$99,061	\$74,831	\$101,179	\$83,200
	Bonus	\$4,250	\$28,400	\$2,123	\$6,554	\$9,000	\$13,101	\$12,500
51-100	Salary	\$135,250	\$146,375	\$74,394	\$111,402	\$126,000	\$90,333	\$94,647
	Bonus	\$7,500	\$44,483	\$4,125	\$10,128	\$8,000	\$4,500	\$2,825
101-200	Salary	NA	\$166,667	\$87,042	\$125,745	NA	NA	\$125,938
	Bonus	NA	\$20,933	\$7,295	\$14,008	NA	NA	\$6,783
201-300	Salary	NA	\$181,600	\$97,661	\$167,361	NA	NA	\$142,560
	Bonus	NA	\$41,200	\$13,731	\$36,114	NA	NA	\$9,929
More than 300	Salary	NA	\$207,500	\$108,166	\$199,110	NA	NA	\$172,322
	Bonus	NA	\$15,000	\$29,914	\$38,033	NA	NA	\$57,771

NA = Insufficient data to warrant comparisons

\*Denotes there were fewer than 100 respondents in this category

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

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# HEALTH FACILITIES MANAGEMENT

## 2012 SALARY SURVEY

BY PROFESSIONAL CERTIFICATION



### THE IMPACT OF PROFESSIONAL CERTIFICATION ON SALARIES (AVERAGE)

PRIMARY AREA OF RESPONSIBILITY	AVERAGE SALARY WITHOUT CERTIFICATION	AVERAGE SALARY INCREASE	AVERAGE SALARY WITH CERTIFICATION
Environmental services/Housekeeping	\$64,877	+\$13,783	\$78,660*
<i>*Certification as a Certified Healthcare Environmental Services Professional (CHESP)</i>			
Facilities management/Operations/Engineering	\$94,281	+\$10,067	\$104,348**
<i>**Certification as a Certified Healthcare Facility Manager (CHFM)</i>			

SOURCE: HFM/ASHE/AHE 2012 MANAGEMENT AND COMPENSATION SURVEY

OUTSOURCED STAFF

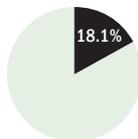


### PLANT OPERATIONS

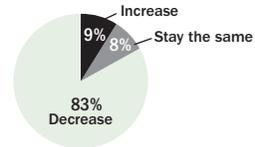
PERCENTAGE OF HEALTH CARE FACILITIES OUTSOURCING POSITIONS IN PLANT OPERATIONS



AVERAGE PERCENTAGE OF PLANT OPERATIONS STAFF OUTSOURCED

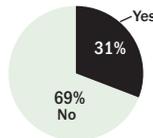


NUMBER OF CONTRACTED STAFF EXPECTED TO:

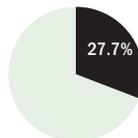


### ENVIRONMENTAL SERVICES

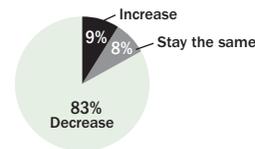
PERCENTAGE OF HEALTH CARE FACILITIES OUTSOURCING POSITIONS IN ENVIRONMENTAL SERVICES



AVERAGE PERCENTAGE OF ENVIRONMENTAL SERVICES STAFF OUTSOURCED



NUMBER OF CONTRACTED STAFF EXPECTED TO:



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