

2018

# CHAPLAIN COMPENSATION CUSTOM SURVEY REPORT

Survey data effective January 1, 2018



---

# LICENSE AGREEMENT

---

# LICENSE AGREEMENT

By accessing or downloading the Survey Report files online or by opening the packaging for this Survey Report, you agree to the terms of this License Agreement (this “Agreement”). If you do not agree to these terms and have not yet accessed or downloaded the Survey Report files or opened the packaging for this Survey Report, you may cancel your online purchase or download at this time or you may return this Survey Report to Sullivan, Cotter and Associates, Inc. for a full refund within thirty (30) days of receipt, but you may not access or download the Survey Report files or open the packaging for, or otherwise use, this Survey Report. Accessing or downloading the Survey Report files or opening the packaging, or otherwise using, this Survey Report binds you to this Agreement.

---

This Agreement is entered into by and between Sullivan, Cotter and Associates, Inc. (“SullivanCotter”) and the purchaser or participant of this Survey Report (the “Licensee”). In consideration of the mutual covenants in this Agreement, SullivanCotter and the Licensee agree as follows:

**Grant of License.** This Survey Report contains the aggregation of compensation data and other data provided to SullivanCotter by its survey participants, statistics, tables, reports, research, aggregations, calculations, data analysis, formulas, summaries, content, text and other information and materials provided to the Licensee by SullivanCotter through any other means, whether digital or hard copy, related thereto (the “Aggregated Data”). SullivanCotter hereby grants the Licensee a nonexclusive, nontransferable, nonassignable (in connection with a sale of assets, merger, change of control, reorganization or by operation of law), nonsublicensable, revocable, limited license to use the Aggregated Data as expressly permitted by this Agreement. The Licensee has the right to use the Aggregated Data and to reproduce excerpts of them in reports of memoranda created by the Licensee in the regular course of its own internal business or in the regular course of providing consulting services to its customers, so long as the Aggregated Data are properly cited as provided by Sullivan, Cotter and Associates, Inc. “Regular course of providing consulting services to its customers or in the regular course of its own internal business” exclusively means (a) to copy and distribute internally to officers and employees of the Licensee in accordance with SullivanCotter’s additional copy policy, (b) to prepare reports for internal business discussions and analysis and (c) if the Licensee is a consultant or consulting firm, to use limited portions of the Aggregated Data in conjunction with other data and information to provide custom analyses and reports for the Licensee’s clients’ own internal business purposes.

# LICENSE AGREEMENT

**Limitations on Use.** Notwithstanding anything to the contrary, Aggregated Data must not be resold or used, in whole or in part, in stand-alone product, including externally available research, reports, models, tools, programs and algorithms, whether such products are provided or used free or for a fee, and even if the Aggregated Data are combined with other data sources. Except as expressly provided in this Agreement, or as expressly permitted in a prior written consent from SullivanCotter or other agreement with SullivanCotter, the Licensee must not (a) copy or distribute the Aggregated Data for any other use, including, without limitation, marketing or sales activities, website posts, use by any third party or distribution of the Survey Report in part or in its entirety, (b) reproduce, store in a retrieval system or transmit in any form or by any means, electronic, mechanical, photocopying, recording or otherwise the Aggregated Data, (c) authorize any other parties, whether contractors, clients or agents who are not direct employees of the Licensee to access the Aggregated Data or (d) permit, assist or encourage (directly or indirectly) any unauthorized public or third-party access to or use of the Aggregated Data. The Licensee may not use the name Sullivan, Cotter and Associates, Inc. in any type of marketing or sales activities.

**Rights in Data.** The Aggregated Data are the proprietary information of SullivanCotter and are based on the confidential information of SullivanCotter. The Aggregated Data are highly valuable to SullivanCotter and SullivanCotter takes steps to protect its Aggregated Data. The Licensee agrees to treat the Aggregated Data and all other proprietary information of SullivanCotter as confidential and take steps to protect the Aggregated Data from unauthorized disclosure and use. The Licensee agrees that the Survey Report and the Aggregated Data are protected by the U.S. Copyright Act and other intellectual property laws and international treaties. The Licensee agrees not to challenge SullivanCotter's rights or ownership in the Aggregated Data or to challenge the proprietary nature of the Aggregated Data. This Agreement does not convey to the Licensee any proprietary interest in or other ownership of the Aggregated Data or the underlying compensation data or other information. The Licensee acknowledges that SullivanCotter owns the Aggregated Data, including all copyrights, patents, trade secrets and other proprietary rights therein. There is no joint venture, partnership, agency or fiduciary relationship existing between the parties and the parties do not intend to create any such relationship by this Agreement. The Licensee does not have the authority to act for or to bind SullivanCotter in any respect whatsoever. The Aggregated Data may not be used by any individual or company without first obtaining a license from SullivanCotter.

**Warranties Disclaimed and Limitation of Liability.** THE AGGREGATED DATA ARE PROVIDED "AS IS." SULLIVANCOTTER DISCLAIMS ALL RESPONSIBILITY OF ANY KIND, ORAL OR WRITTEN, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, FITNESS FOR A PARTICULAR PURPOSE, AVAILABILITY, ACCURACY, OMISSIONS, COMPLETENESS OR CORRECTNESS OF INFORMATION OR NON-INFRINGEMENT, INTEGRATION, SECURITY OR ANY OTHER WARRANTY IN CONNECTION WITH ANYTHING DONE OR SUPPLIED BY SULLIVANCOTTER PURSUANT TO THIS AGREEMENT. SULLIVANCOTTER SHALL IN NO EVENT WHATSOEVER BE LIABLE TO THE LICENSEE OR ANY OTHER PARTY FOR ANY INDIRECT, SPECIAL, CONSEQUENTIAL, INCIDENTAL OR SIMILAR DAMAGES, INCLUDING DAMAGES FOR LOST DATA OR ECONOMIC LOSS EVEN IF SULLIVANCOTTER HAS BEEN NOTIFIED OF THE POSSIBILITY OF SUCH LOSS. SOME JURISDICTIONS DO NOT ALLOW THE EXCLUSION OR LIMITATION OF IMPLIED WARRANTIES OR LIABILITY FOR INCIDENTAL OR CONSEQUENTIAL DAMAGES, IN WHICH CASE THESE PROVISIONS MAY NOT BE FULLY APPLICABLE. THIS PARAGRAPH SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT. IN NO EVENT WILL THE LIABILITY OF SULLIVANCOTTER EXCEED THE TOTAL AMOUNT PAID BY THE LICENSEE UNDER THIS AGREEMENT OR, IF NONE, THEN THE AMOUNT OF ONE THOUSAND DOLLARS. IF THE LICENSEE IS DISSATISFIED WITH THE AGGREGATED DATA OR ANYTHING ELSE DONE OR SUPPLIED BY SULLIVANCOTTER PURSUANT TO THIS AGREEMENT, THE LICENSEE'S SOLE REMEDY IS TO TERMINATE THIS AGREEMENT. This paragraph shall be enforceable to the maximum extent permitted by law.

# LICENSE AGREEMENT

**Indemnification.** The Licensee agrees to indemnify, hold harmless and defend SullivanCotter from and against any action, cause, claim, damage, debt, demand or liability, including reasonable costs and attorneys' fees, asserted by any person, arising out of or relating to (a) the Licensee's authorized or unauthorized use of the Aggregated Data or (b) the Licensee's breach of this Agreement.

**Term and Termination.** The term of this Agreement is perpetual, subject to this section. SullivanCotter reserves the right to terminate this Agreement upon written notice to the Licensee if the Licensee breaches any of the terms of this Agreement. In addition, if SullivanCotter, in its sole judgment, believes that the Aggregated Data are being used for a purpose not approved by SullivanCotter, SullivanCotter's rights are being jeopardized, the Licensee is using the Aggregated Data in any way that is adverse to SullivanCotter's proprietary rights or to directly compete with SullivanCotter or the Licensee is in default under this Agreement, SullivanCotter may immediately terminate this Agreement. Upon termination of this Agreement, the Licensee shall return to SullivanCotter, delete or destroy all copies of all confidential information, including, without limitation, all documents and electronically stored information (ESI). "ESI" refers to any information that requires electrical power to store or to retrieve, including, but not limited to, information stored in or obtainable from email servers, active and archived email accounts, databases, network storage devices, network drives, file servers, legacy systems, backup tapes, Internet applications, desktop or laptop computer hard drives, electronic data storage media (e.g., CDs, DVDs and floppy disks), electronic data storage devices (e.g., USB flash drives, external hard drives and memory cards) and electronic handheld devices (e.g., cell phones, personal digital assistants and Blackberrys or similar devices). "Document" means printed or recorded matter or writings, including, without limitation, correspondence, agreements, memoranda, notes, notebooks, diaries, interoffice or intraoffice communications, minutes, telegrams, letters, photographs, drawings, sketches, drafts, ESI, emails, tapes or recordings, computer disks, computer tapes, data stored on a computer, digital or electronic data in any form, reports, charts, bulletins, circulars, advertisements, catalogs, publications, work assignments, work sheets and instructions, in the possession, custody or control of the Licensee.

**Remedies.** The Licensee acknowledges and agrees that SullivanCotter will suffer irreparable harm if the Licensee breaches the terms of this Agreement and that monetary damages would not be adequate remedy for any such breach.

**Order Form.** SullivanCotter may require the Licensee to submit an order form or other written confirmation prior to obtaining certain Aggregated Data, which may define the Aggregated Data licensed, further limit the purpose for use of the Aggregated Data and specify payment terms.

**Notices.** Any notices permitted or required hereunder will be in writing, delivered to the parties at their addresses set forth in the order form (or as otherwise notified in writing) by personal delivery, registered mail, express courier service or email. Either party may update its contact information for the purposes of this section by providing written notice to the other party of such changes.

**Governing Law.** This Agreement shall be governed by and construed in accordance with the laws of the state of Illinois.

# LICENSE AGREEMENT

**Modification and Entire Agreement.** SullivanCotter (and not the Licensee) shall have the right, at any time, to add to or modify the terms of this Agreement. The Licensee's continued access to or use of the Aggregated Data after the date of delivery of the notice or a click wrap agreement to such amended terms is deemed to constitute acceptance of the amendment. If the Licensee disagrees with any new or modified terms of this Agreement, the Licensee may elect to terminate this Agreement and its access to the Aggregated Data as its sole and exclusive remedy. Any failure of one party to comply with any obligation hereunder may be expressly waived in writing by the other party, but such waiver or failure to insist upon strict compliance with such obligation will not operate as a waiver of, or estoppel with respect to, any subsequent failure. This Agreement and any order form(s) constitute the entire understanding between the parties. If a court of competent jurisdiction determines that any restriction in this Agreement is overbroad or unreasonable under the circumstances, such restriction shall be modified or revised by such court to include the maximum reasonable restriction allowed by law. This Agreement supersedes any and all prior agreements, understandings or other communications between the parties concerning the subject matter of this Agreement. If any provision of this Agreement is declared to be invalid, such provision shall be severed from this Agreement and the other provisions hereof shall be in full force and effect.

---

# TABLE OF CONTENTS

---

# TABLE OF CONTENTS

## Section

- I Introduction ..... 2
- II Characteristics of Survey Participants ..... 6
  - Organization Classification ..... 6
  - Size and Scope ..... 6
  - Regional Distribution ..... 7
- III Compensation Practices ..... 9
  - Chaplain Demographics ..... 9
  - Benefits ..... 11
- IV Compensation and Incentives ..... 13
  - Base Salary ..... 13
  - Annual Housing Allowance ..... 29
  - Annual Incentive ..... 29

## Appendix

- A Survey Participants ..... A-2
- B Terms and Definitions ..... A-18
- C About Sullivan, Cotter and Associates, Inc. .... A-20



SECTION I:

# INTRODUCTION

# INTRODUCTION

Sullivan, Cotter and Associates, Inc. (SullivanCotter) is pleased to present the 2018 *Chaplain Compensation Custom Survey Report*. This custom survey was sponsored by the Association of Professional Chaplains ([www.professionalchaplains.org](http://www.professionalchaplains.org)) and the National Association of Catholic Chaplains ([www.nacc.org](http://www.nacc.org)), along with the financial support of the Catholic Health Association of the United States ([www.chausa.org](http://www.chausa.org)). Survey participants submitted data from September 2018 to October 2018. Data were reported by 531 organizations across the United States. Compensation data reflect 3,028 incumbents. SullivanCotter and the survey sponsors are very pleased with the level of participation in this survey which is very strong for a survey of its kind. The participating institutions are listed in appendix A.

---

SullivanCotter ensures that all organization-specific data remain strictly confidential. While individual organization names appear in the participant list, no correlation to an organization's data is provided.

**The data are effective as of January 1, 2018.**

This report is organized into four sections:

**Section I** presents general introductory information regarding this survey report.

**Section II** presents information regarding the characteristics of the survey participants.

**Section III** presents compensation practices.

**Section IV** presents compensation and incentives, including information on base salary, annual incentives or bonuses, and housing allowance.

Data in this report are organized by the following Chaplain job titles:

**Chaplain - Level 1:** An individual responsible for providing spiritual care with hospital philosophy, mission statement and objectives. Typically reports to the Chaplain Manager or Director of the department. Bachelor's degree required. 1 unit of Clinical Pastoral Education preferred. This position does not require certification.

**Chaplain - Level 2:** A non-board certified individual responsible for providing spiritual care, guidance and comfort to patients, families and employees regarding problems of personal adjustments or religious and spiritual matters in accordance with hospital philosophy, mission statement and objectives. Typically reports to the Chaplain Manager or Director of the department. Master's degree preferred. Minimum of 2 units of Clinical Pastoral Education.

**Chaplain - Level 3:** A board certified individual responsible for providing spiritual care, guidance and comfort to patients, families and employees regarding problems of personal adjustments or religious and spiritual matters in accordance with hospital philosophy, mission statement and objectives. Typically reports to the Chaplain Manager or Director of the department. Master's degree and 4 units of Clinical Pastoral Education required.

# INTRODUCTION

**Chaplain Manager:** Responsible for providing management of the work of chaplains in designated facilities. Supervises the performance of chaplains assigned to spiritual care ministry at a particular campus. Recruits, hires, evaluates, disciplines and terminates staff when necessary. Rounds regularly on clinical and operational managers, directors and some vice presidents, offering spiritual, emotional and cultural care, as well as consulting about the needs of the particular clinical unit, department or facility. Provides pastoral care to patients, their support persons and to the organization staff. The incumbent may also provide educational services to students. This position reports directly to the Director of the department or other department director. This position requires certification by a certifying body.

**Chaplain Director:** The top individual responsible for developing, organizing and coordinating services designed to meet the religious or spiritual needs of patients and their families as well as organization employees. Formulates program policies, confers with department heads to explain pastoral care programs, elicits cooperation in program objectives and coordinates provision of pastoral services with medical services. This position requires certification by a certifying body.

The following guidelines are used in this report:

- Data that are insufficient to include in the report are noted in tables as *isd*. Conditions for insufficient data include the following:
  - When fewer than five organizations provided data.
  - When one organization composed more than 25% of the sample.
- In section IV, data are not reported for the following categories due to an insufficient sample size: Corrections, Jewish, Military and Presbyterian.
- Participant counts (n) listed are based on the number of organizations that responded to each corresponding question unless otherwise noted.

There are four regional designations included in this report: East, Midwest, South and West.

TABLE 1.1 – Regional Designations Included in This Report

Regional Distributions Included in This Report	
Region	States Included
East	Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont
Midwest	Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Montana, Nebraska, North Dakota, Ohio, Oklahoma, South Dakota and Wisconsin
South	Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Missouri, North Carolina, South Carolina, Tennessee, Texas, Virginia and West Virginia
West	Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming

# INTRODUCTION

Questions and comments about this survey report should be directed to the following individual:

Chris Brandt

Principal and Director, The Center for Information, Analytics and Insights

Sullivan, Cotter and Associates, Inc.

90 S. Seventh Street, Suite 3750

Minneapolis, MN

612.294.3639 Direct

612.294.3620 Main

chrisbrandt@sullivancotter.com

SECTION II:

# CHARACTERISTICS OF SURVEY PARTICIPANTS

# CHARACTERISTICS OF SURVEY PARTICIPANTS

## ORGANIZATION CLASSIFICATION

TABLE 2.1 – Organization Type

Organization Type	
Type	Percentage
Acute Care Hospital	65%
Multiple Hospital System	22%
Single Hospital System	6%
Other	7%
n = 531	

TABLE 2.2 – Faith-Based Denomination Type

Faith-Based Denomination Type	
Type	Percentage
Catholic	53%
Nonfaith-Based Organization	29%
Lutheran	3%
Multiple Faith-Based Denominations	2%
Baptist	2%
Jewish	0%
Presbyterian	0%
Other	11%
n = 296	

## SIZE AND SCOPE

TABLE 2.3 – Net Revenue

Net Revenue <sup>(1)</sup>	
Mean	Median
\$976.0	\$435.3
n = 530	
<sup>(1)</sup> Net revenue is displayed in millions.	

TABLE 2.4 – FTE Employees

FTE Employees	
Mean	Median
5,177	2,005
n = 531	

# CHARACTERISTICS OF SURVEY PARTICIPANTS

## REGIONAL DISTRIBUTION

TABLE 2.5 – Organization Distribution

Organization Distribution	
Region	Percentage
Midwest	39%
South	26%
West	20%
East	15%
n = 531	

TABLE 2.6 – Community Type

Community Type	
Type	Percentage
Urban	47%
Suburban	39%
Rural	14%
n = 531	

SECTION III:

COMPENSATION

PRACTICES



# COMPENSATION PRACTICES

## CHAPLAIN DEMOGRAPHICS

TABLE 3.1 – Chaplain Department Size

Chaplain Department Size	
Size	Percentage
Multiperson Department	93%
One-Person Department	7%
n = 165	

TABLE 3.2 – Setting Types in Which Chaplains Serve

Setting Types in Which Chaplains Serve	
Type	Percentage
General/Community/Regional Hospital	64%
Hospice/Palliative Care	50%
Academic Medical Center	38%
System Level	31%
Long-Term Care	24%
Mental Health	21%
Outpatient Clinic	16%
Congregation/Parish Setting	3%
Federal/State/County Government	2%
Corrections	1%
Business/Industrial	1%
Police	1%
Military	0%
Other	4%
n = 165	
Note: Percentages will not add to 100% due to multiple response categories.	

TABLE 3.3 – Credential Requirements for Chaplaincy

Credential Requirements for Chaplaincy	
Requirement	Percentage
Ordained	80%
Commissioned	25%
Roman Catholic Religious	14%
Denominational Endorsement	10%
Layperson	5%
Other	10%
n = 103	
Note: Percentages will not add to 100% due to multiple response categories.	

# COMPENSATION PRACTICES

## CHAPLAIN DEMOGRAPHICS *continued*

TABLE 3.4 – Board Certification Required for Chaplains

Board Certification Required for Chaplains					
Status	Chaplain – Level 1 (n = 103)	Chaplain – Level 2 (n = 96)	Chaplain – Level 3 (n = 105)	Chaplain Manager (n = 81)	Chaplain Director (n = 91)
Required for All	14%	29%	67%	70%	73%
Required for Some	6%	7%	7%	5%	4%
Not Required	80%	64%	26%	25%	23%

TABLE 3.5 – Chaplain Board Certification Timeframe

Chaplain Board Certification Timeframe					
Status	Chaplain – Level 1 (n = 16)	Chaplain – Level 2 (n = 28)	Chaplain – Level 3 (n = 54)	Chaplain Manager (n = 44)	Chaplain Director (n = 37)
Upon Hire	50%	43%	57%	75%	88%
Within 12 Months of Hire	25%	18%	7%	2%	3%
Within 18 Months of Hire	19%	14%	7%	5%	0%
Within 24 Months of Hire	0%	4%	13%	9%	3%
Not Required	6%	7%	6%	5%	3%
Other	0%	14%	9%	5%	3%

TABLE 3.6 – Chaplain Certification

Chaplain Certification					
Status	Chaplain – Level 1 (n Incumbents = 472)	Chaplain – Level 2 (n Incumbents = 873)	Chaplain – Level 3 (n Incumbents = 993)	Chaplain Manager (n Incumbents = 165)	Chaplain Director (n Incumbents = 147)
Certified	20%	49%	84%	87%	86%
Not Certified	80%	51%	16%	13%	14%

TABLE 3.7 – Highest Degree Earned

Highest Degree Earned					
Degree	Chaplain – Level 1 (n Incumbents = 145)	Chaplain – Level 2 (n Incumbents = 411)	Chaplain – Level 3 (n Incumbents = 366)	Chaplain Manager (n Incumbents = 73)	Chaplain Director (n Incumbents = 57)
Bachelor's Degree	55%	18%	5%	5%	3%
Master's Degree	43%	80%	93%	92%	88%
Doctorate Degree	2%	2%	2%	3%	9%

TABLE 3.8 – Number of Direct Reports

Number of Direct Reports						
Level	n Orgs	n Incumbents	25th Percentile	Mean	Median	75th Percentile
Chaplain – Level 1	0	0	isd	isd	isd	isd
Chaplain – Level 2	2	4	isd	isd	isd	isd
Chaplain – Level 3	4	7	isd	isd	isd	isd
Chaplain Manager	72	94	3	8	7	12
Chaplain Director	71	87	4	11	8	13

# COMPENSATION PRACTICES

## BENEFITS

TABLE 3.9 – Benefits Provided to Chaplains

Benefits Provided to Chaplains										
Benefit	Chaplain – Level 1		Chaplain – Level 2		Chaplain – Level 3		Chaplain Manager		Chaplain Director	
	n	%	n	%	n	%	n	%	n	%
Health Insurance	125	88%	116	91%	118	94%	106	94%	113	96%
Other Retirement <sup>(1)</sup>	122	85%	115	90%	117	93%	104	93%	111	96%
Continuing Education Support	120	61%	114	63%	116	69%	105	66%	108	72%
Travel Reimbursement	113	55%	110	57%	113	64%	98	58%	104	66%
Pension Plan	120	29%	113	27%	112	27%	100	28%	104	31%
Housing Allowance	109	12%	105	12%	105	19%	96	16%	98	17%

<sup>(1)</sup>e.g., 403b, 401k

TABLE 3.10 – Percentage of Benefits Paid for by the Employer

Percentage of Benefits Paid for by the Employer										
Benefit	Chaplain – Level 1		Chaplain – Level 2		Chaplain – Level 3		Chaplain Manager		Chaplain Director	
	n	%	n	%	n	%	n	%	n	%
Health Insurance	70	74%	72	75%	76	76%	64	71%	72	75%
Pension Plan	17	52%	16	43%	15	47%	15	51%	16	45%
Other Retirement <sup>(1)</sup>	56	7%	56	6%	57	5%	48	8%	54	5%

<sup>(1)</sup>e.g., 403b, 401k

TABLE 3.11 – Average Employer Benefit Cost for All Chaplain Levels

Average Employer Benefit Cost for All Chaplain Levels		
Benefit	n	Mean
Housing Allowance	11	\$15,798
Travel Reimbursement	11	\$1,481
Continuing Education Support	35	\$2,887

SECTION IV:

COMPENSATION

AND INCENTIVES

# COMPENSATION AND INCENTIVES

## BASE SALARY

TABLE 4.1 – National Base Salary

National Base Salary						
Level	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain – Level 1	103	497	\$41,621	\$47,709	\$48,430	\$53,934
Chaplain – Level 2	200	975	\$48,439	\$54,793	\$54,496	\$61,402
Chaplain – Level 3	204	1,118	\$51,830	\$59,484	\$58,556	\$66,664
Chaplain Manager	109	167	\$65,150	\$77,887	\$76,190	\$90,744
Chaplain Director	231	271	\$79,997	\$96,088	\$92,685	\$109,054

TABLE 4.2 – Prevalence of Incumbents Paid Within Given Pay Ranges

Prevalence of Incumbents Paid Within Given Pay Ranges											
Level	n Orgs	n Incumbents	Less Than \$30k	\$30k to \$40k	\$40k to \$50k	\$50k to \$60k	\$60k to \$70k	\$70k to \$80k	\$80k to \$90k	\$90k to \$100k	\$100k and Over
Chaplain – Level 1	103	497	4%	17%	35%	37%	6%	1%	0%	0%	0%
Chaplain – Level 2	200	975	1%	7%	24%	38%	23%	6%	1%	0%	0%
Chaplain – Level 3	204	1,118	1%	1%	16%	37%	28%	13%	3%	1%	0%
Chaplain Manager	109	167	2%	1%	1%	10%	20%	25%	15%	14%	12%
Chaplain Director	231	271	0%	0%	1%	3%	7%	14%	20%	15%	40%

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.3 – Base Salary by Region

Base Salary by Region							
Level	Category	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain – Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>\$41,621</b>	<b>\$47,709</b>	<b>\$48,430</b>	<b>\$53,934</b>
	East	13	62	\$35,000	\$44,441	\$46,530	\$51,812
	Midwest	55	260	\$45,500	\$49,629	\$50,501	\$54,270
	South	21	89	\$33,114	\$40,682	\$39,936	\$45,802
	West	14	52	\$46,384	\$52,770	\$52,636	\$58,490
Chaplain – Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>\$48,439</b>	<b>\$54,793</b>	<b>\$54,496</b>	<b>\$61,402</b>
	East	15	50	\$49,920	\$54,298	\$56,268	\$59,600
	Midwest	89	461	\$47,341	\$52,865	\$53,061	\$58,677
	South	44	264	\$47,486	\$51,956	\$51,792	\$60,694
	West	52	200	\$58,188	\$63,106	\$62,244	\$71,279
Chaplain – Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>\$51,830</b>	<b>\$59,484</b>	<b>\$58,556</b>	<b>\$66,664</b>
	East	45	293	\$51,545	\$59,875	\$58,960	\$68,524
	Midwest	82	403	\$52,000	\$57,983	\$57,200	\$63,107
	South	45	253	\$48,151	\$54,607	\$53,841	\$60,902
	West	32	169	\$63,398	\$69,683	\$68,765	\$75,670
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>\$65,150</b>	<b>\$77,887</b>	<b>\$76,190</b>	<b>\$90,744</b>
	East	12	21	\$73,507	\$90,574	\$96,678	\$104,250
	Midwest	47	63	\$63,773	\$75,108	\$72,842	\$82,930
	South	34	61	\$57,845	\$70,685	\$70,907	\$82,014
	West	16	20	\$83,291	\$93,719	\$94,890	\$103,470
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>\$79,997</b>	<b>\$96,088</b>	<b>\$92,685</b>	<b>\$109,054</b>
	East	47	56	\$82,912	\$100,671	\$97,037	\$109,301
	Midwest	66	85	\$78,000	\$92,044	\$86,700	\$106,392
	South	83	94	\$78,853	\$93,802	\$94,641	\$109,429
	West	35	36	\$82,721	\$104,477	\$100,578	\$124,873

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.4 – Prevalence of Incumbents Paid Within Given Pay Ranges by Region

Prevalence of Incumbents Paid Within Given Pay Ranges by Region												
Level	Category	n Orgs	n Incumbents	Less Than \$30k	\$30k to \$40k	\$40k to \$50k	\$50k to \$60k	\$60k to \$70k	\$70k to \$80k	\$80k to \$90k	\$90k to \$100k	\$100k and Over
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>4%</b>	<b>17%</b>	<b>35%</b>	<b>37%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
	East	13	62	2%	38%	26%	29%	5%	0%	0%	0%	0%
	Midwest	55	260	2%	11%	31%	49%	5%	2%	0%	0%	0%
	South	21	89	19%	32%	35%	11%	3%	0%	0%	0%	0%
	West	14	52	0%	2%	39%	44%	15%	0%	0%	0%	0%
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>1%</b>	<b>7%</b>	<b>24%</b>	<b>38%</b>	<b>23%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>
	East	15	50	2%	8%	18%	48%	24%	0%	0%	0%	0%
	Midwest	89	461	1%	7%	28%	43%	19%	2%	0%	0%	0%
	South	44	264	3%	11%	28%	30%	26%	1%	1%	0%	0%
	West	52	200	0%	1%	9%	32%	30%	23%	4%	1%	0%
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>1%</b>	<b>1%</b>	<b>16%</b>	<b>37%</b>	<b>27%</b>	<b>14%</b>	<b>3%</b>	<b>1%</b>	<b>0%</b>
	East	45	293	0%	1%	18%	35%	26%	17%	3%	0%	0%
	Midwest	82	403	0%	1%	15%	47%	28%	8%	1%	0%	0%
	South	45	253	4%	1%	25%	41%	20%	7%	2%	0%	0%
	West	32	169	0%	1%	1%	15%	39%	31%	8%	3%	2%
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>10%</b>	<b>20%</b>	<b>25%</b>	<b>16%</b>	<b>14%</b>	<b>12%</b>
	East	12	21	0%	5%	0%	5%	10%	14%	10%	23%	33%
	Midwest	47	63	0%	0%	0%	6%	34%	30%	14%	11%	5%
	South	34	61	5%	0%	3%	20%	11%	30%	18%	8%	5%
	West	16	20	0%	0%	0%	0%	15%	10%	20%	20%	35%
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>7%</b>	<b>14%</b>	<b>20%</b>	<b>14%</b>	<b>40%</b>
	East	47	56	0%	0%	0%	0%	5%	14%	20%	16%	45%
	Midwest	66	85	0%	0%	1%	5%	9%	12%	30%	11%	32%
	South	83	94	0%	0%	2%	3%	9%	15%	14%	18%	39%
	West	35	36	0%	0%	0%	3%	0%	17%	14%	11%	55%

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.5 – Base Salary by Community Type

Base Salary by Community Type							
Level	Category	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>\$41,621</b>	<b>\$47,709</b>	<b>\$48,430</b>	<b>\$53,934</b>
	Urban	49	273	\$45,573	\$48,095	\$47,840	\$53,934
	Rural	20	45	\$37,440	\$44,148	\$41,600	\$52,416
	Suburban	34	178	\$42,640	\$48,022	\$49,991	\$54,413
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>\$48,439</b>	<b>\$54,793</b>	<b>\$54,496</b>	<b>\$61,402</b>
	Urban	95	528	\$49,900	\$56,046	\$55,842	\$61,797
	Rural	28	93	\$41,434	\$48,962	\$47,965	\$54,018
	Suburban	77	354	\$48,899	\$54,456	\$54,324	\$61,048
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>\$51,830</b>	<b>\$59,484</b>	<b>\$58,556</b>	<b>\$66,664</b>
	Urban	105	635	\$54,080	\$61,203	\$60,507	\$68,162
	Rural	22	50	\$50,000	\$54,314	\$54,694	\$60,278
	Suburban	77	412	\$50,134	\$58,122	\$56,208	\$65,427
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>\$65,150</b>	<b>\$77,887</b>	<b>\$76,190</b>	<b>\$90,744</b>
	Urban	57	84	\$70,907	\$83,618	\$80,494	\$98,307
	Rural	14	16	\$61,870	\$71,290	\$69,231	\$82,295
	Suburban	38	67	\$60,739	\$72,277	\$71,864	\$82,592
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>\$79,997</b>	<b>\$96,088</b>	<b>\$92,685</b>	<b>\$109,054</b>
	Urban	111	141	\$84,723	\$100,584	\$95,867	\$110,962
	Rural	18	18	\$67,746	\$82,553	\$78,919	\$95,513
	Suburban	102	112	\$78,191	\$92,603	\$90,126	\$106,557



# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.6 – Prevalence of Incumbents Paid Within Given Pay Ranges by Community Type

Prevalence of Incumbents Paid Within Given Pay Ranges by Community Type												
Level	Category	n Orgs	n Incumbents	Less Than \$30k	\$30k to \$40k	\$40k to \$50k	\$50k to \$60k	\$60k to \$70k	\$70k to \$80k	\$80k to \$90k	\$90k to \$100k	\$100k and Over
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>4%</b>	<b>17%</b>	<b>35%</b>	<b>37%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
	Urban	49	273	1%	19%	38%	33%	8%	1%	0%	0%	0%
	Rural	20	45	5%	33%	29%	33%	0%	0%	0%	0%	0%
	Suburban	34	178	9%	9%	32%	44%	4%	2%	0%	0%	0%
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>1%</b>	<b>7%</b>	<b>24%</b>	<b>38%</b>	<b>23%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>
	Urban	95	528	1%	5%	20%	42%	23%	7%	2%	0%	0%
	Rural	28	93	0%	25%	37%	23%	11%	3%	1%	0%	0%
	Suburban	77	354	2%	5%	25%	38%	26%	4%	0%	0%	0%
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>1%</b>	<b>1%</b>	<b>16%</b>	<b>37%</b>	<b>27%</b>	<b>14%</b>	<b>3%</b>	<b>1%</b>	<b>0%</b>
	Urban	105	635	2%	1%	9%	35%	33%	14%	4%	1%	1%
	Rural	22	50	0%	0%	24%	50%	24%	2%	0%	0%	0%
	Suburban	77	412	0%	1%	22%	40%	20%	15%	2%	0%	0%
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>10%</b>	<b>20%</b>	<b>25%</b>	<b>16%</b>	<b>14%</b>	<b>12%</b>
	Urban	57	84	1%	1%	0%	5%	16%	25%	13%	20%	19%
	Rural	14	16	0%	0%	6%	13%	30%	25%	13%	13%	0%
	Suburban	38	67	3%	0%	1%	16%	23%	26%	19%	6%	6%
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>7%</b>	<b>14%</b>	<b>20%</b>	<b>14%</b>	<b>40%</b>
	Urban	111	141	0%	0%	1%	1%	4%	11%	22%	17%	44%
	Rural	18	18	0%	0%	0%	11%	17%	33%	11%	6%	22%
	Suburban	102	112	0%	0%	1%	4%	10%	14%	20%	13%	38%

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.7 – Base Salary by Organization Type

Base Salary by Organization Type							
Level	Category	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>\$41,621</b>	<b>\$47,709</b>	<b>\$48,430</b>	<b>\$53,934</b>
	Acute Care Hospital	60	188	\$41,725	\$47,937	\$49,390	\$54,048
	Single Hospital System	5	21	\$48,430	\$49,780	\$51,938	\$55,682
	Multiple Hospital System	30	256	\$42,754	\$47,349	\$46,530	\$53,872
	Other	8	13	\$39,562	\$46,904	\$48,587	\$52,146
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>\$48,439</b>	<b>\$54,793</b>	<b>\$54,496</b>	<b>\$61,402</b>
	Acute Care Hospital	138	426	\$49,982	\$56,657	\$56,191	\$63,440
	Single Hospital System	6	17	\$46,696	\$55,428	\$50,315	\$63,648
	Multiple Hospital System	39	417	\$46,613	\$52,652	\$53,040	\$59,280
	Other	17	99	\$50,086	\$55,632	\$55,142	\$61,568
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>\$51,830</b>	<b>\$59,484</b>	<b>\$58,556</b>	<b>\$66,664</b>
	Acute Care Hospital	114	442	\$52,999	\$60,353	\$59,107	\$67,579
	Single Hospital System	16	74	\$54,600	\$62,450	\$59,906	\$68,000
	Multiple Hospital System	58	487	\$50,323	\$57,803	\$57,264	\$64,400
	Other	16	108	\$50,616	\$60,813	\$60,320	\$71,178
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>\$65,150</b>	<b>\$77,887</b>	<b>\$76,190</b>	<b>\$90,744</b>
	Acute Care Hospital	61	69	\$62,130	\$74,326	\$71,864	\$87,776
	Single Hospital System	6	6	\$79,102	\$89,889	\$84,365	\$91,800
	Multiple Hospital System	34	81	\$70,907	\$81,327	\$79,518	\$93,662
	Other	8	10	\$60,360	\$69,886	\$66,324	\$76,107
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>\$79,997</b>	<b>\$96,088</b>	<b>\$92,685</b>	<b>\$109,054</b>
	Acute Care Hospital	136	138	\$77,230	\$91,358	\$87,433	\$106,891
	Single Hospital System	21	21	\$92,019	\$108,050	\$101,214	\$110,947
	Multiple Hospital System	64	96	\$85,166	\$101,588	\$99,382	\$110,407
	Other	10	16	\$77,673	\$88,183	\$84,714	\$94,889

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.8 – Prevalence of Incumbents Paid Within Given Pay Ranges by Organization Type

Prevalence of Incumbents Paid Within Given Pay Ranges by Organization Type												
Level	Category	n Orgs	n Incumbents	Less Than \$30k	\$30k to \$40k	\$40k to \$50k	\$50k to \$60k	\$60k to \$70k	\$70k to \$80k	\$80k to \$90k	\$90k to \$100k	\$100k and Over
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>4%</b>	<b>17%</b>	<b>35%</b>	<b>37%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
	Acute Care Hospital	60	188	6%	13%	33%	40%	7%	1%	0%	0%	0%
	Single Hospital System	5	21	0%	24%	14%	62%	0%	0%	0%	0%	0%
	Multiple Hospital System	30	256	4%	17%	41%	31%	6%	1%	0%	0%	0%
	Other	8	13	0%	31%	23%	46%	0%	0%	0%	0%	0%
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>1%</b>	<b>7%</b>	<b>24%</b>	<b>38%</b>	<b>23%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>
	Acute Care Hospital	138	426	1%	5%	19%	36%	31%	7%	1%	0%	0%
	Single Hospital System	6	17	0%	6%	41%	23%	6%	18%	6%	0%	0%
	Multiple Hospital System	39	417	1%	10%	29%	40%	15%	5%	0%	0%	0%
	Other	17	99	1%	4%	19%	43%	30%	2%	1%	0%	0%
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>1%</b>	<b>1%</b>	<b>16%</b>	<b>37%</b>	<b>27%</b>	<b>14%</b>	<b>3%</b>	<b>1%</b>	<b>0%</b>
	Acute Care Hospital	114	442	1%	1%	11%	41%	27%	15%	2%	1%	1%
	Single Hospital System	16	74	0%	0%	14%	37%	28%	11%	5%	4%	1%
	Multiple Hospital System	58	487	2%	1%	20%	36%	28%	10%	3%	0%	0%
	Other	16	108	0%	3%	19%	24%	24%	27%	3%	0%	0%
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>10%</b>	<b>20%</b>	<b>25%</b>	<b>16%</b>	<b>14%</b>	<b>12%</b>
	Acute Care Hospital	61	69	3%	0%	3%	16%	23%	19%	14%	12%	10%
	Single Hospital System	6	6	0%	0%	0%	0%	0%	49%	17%	17%	17%
	Multiple Hospital System	34	81	1%	0%	0%	5%	17%	28%	19%	16%	14%
	Other	8	10	0%	10%	0%	10%	30%	30%	0%	10%	10%
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>7%</b>	<b>14%</b>	<b>20%</b>	<b>14%</b>	<b>40%</b>
	Acute Care Hospital	136	138	0%	0%	2%	6%	9%	17%	20%	12%	34%
	Single Hospital System	21	21	0%	0%	0%	0%	0%	0%	24%	19%	57%
	Multiple Hospital System	64	96	0%	0%	0%	0%	4%	14%	18%	16%	48%
	Other	10	16	0%	0%	0%	0%	19%	12%	31%	19%	19%

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.9 – Base Salary by Setting

Base Salary by Setting							
Level	Category	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>\$41,621</b>	<b>\$47,709</b>	<b>\$48,430</b>	<b>\$53,934</b>
	Academic Medical Center	16	133	\$41,496	\$49,344	\$52,000	\$56,555
	General/Community/Regional Hospital	24	229	\$45,802	\$48,927	\$47,962	\$54,246
	System Level	11	74	\$34,798	\$45,792	\$47,170	\$58,365
	Long-Term Care	7	46	\$39,520	\$47,913	\$51,626	\$55,349
	Outpatient Clinic	4	8	isd	isd	isd	isd
	Hospice/Palliative Care	18	189	\$44,273	\$47,019	\$45,802	\$52,000
	Mental Health	8	60	\$39,718	\$44,663	\$45,802	\$49,483
	Business/Industrial	0	0	isd	isd	isd	isd
	Federal/State/County Government	1	1	isd	isd	isd	isd
	Police	0	0	isd	isd	isd	isd
	Congregation/Parish Setting	2	40	isd	isd	isd	isd
	Other	2	35	isd	isd	isd	isd
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>\$48,439</b>	<b>\$54,793</b>	<b>\$54,496</b>	<b>\$61,402</b>
	Academic Medical Center	20	144	\$40,850	\$49,737	\$51,160	\$56,472
	General/Community/Regional Hospital	33	285	\$47,486	\$52,906	\$52,229	\$59,280
	System Level	17	92	\$48,786	\$53,262	\$54,142	\$61,048
	Long-Term Care	11	97	\$48,194	\$53,092	\$53,664	\$57,720
	Outpatient Clinic	8	48	\$49,691	\$54,719	\$53,351	\$64,459
	Hospice/Palliative Care	25	254	\$46,925	\$51,877	\$51,854	\$57,720
	Mental Health	12	103	\$47,486	\$54,357	\$51,854	\$60,965
	Business/Industrial	1	7	isd	isd	isd	isd
	Federal/State/County Government	1	3	isd	isd	isd	isd
	Police	0	0	isd	isd	isd	isd
	Congregation/Parish Setting	4	73	isd	isd	isd	isd
	Other	2	34	isd	isd	isd	isd
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>\$51,830</b>	<b>\$59,484</b>	<b>\$58,556</b>	<b>\$66,664</b>
	Academic Medical Center	29	249	\$50,003	\$58,627	\$56,680	\$64,418
	General/Community/Regional Hospital	40	355	\$50,190	\$57,380	\$57,096	\$63,898
	System Level	23	229	\$50,024	\$58,619	\$56,860	\$66,373
	Long-Term Care	15	140	\$51,044	\$58,630	\$58,340	\$65,500
	Outpatient Clinic	10	104	\$50,960	\$59,191	\$57,845	\$67,090
	Hospice/Palliative Care	36	264	\$51,771	\$59,640	\$60,217	\$66,863
	Mental Health	15	110	\$50,190	\$54,658	\$55,555	\$61,589
	Business/Industrial	1	34	isd	isd	isd	isd
	Federal/State/County Government	1	4	isd	isd	isd	isd
	Police	1	13	isd	isd	isd	isd
	Congregation/Parish Setting	3	49	isd	isd	isd	isd
	Other	2	41	isd	isd	isd	isd

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.9 – Base Salary by Setting *continued*

Base Salary by Setting							
Level	Category	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>\$65,150</b>	<b>\$77,887</b>	<b>\$76,190</b>	<b>\$90,744</b>
	Academic Medical Center	22	36	\$66,643	\$77,341	\$76,523	\$89,014
	General/Community/Regional Hospital	30	67	\$69,618	\$78,350	\$76,856	\$84,739
	System Level	19	40	\$71,493	\$82,402	\$80,579	\$94,505
	Long-Term Care	6	9	\$64,542	\$75,719	\$72,842	\$78,000
	Outpatient Clinic	9	13	\$72,842	\$76,855	\$79,518	\$82,805
	Hospice/Palliative Care	20	41	\$67,376	\$76,017	\$71,505	\$81,162
	Mental Health	11	18	\$70,907	\$78,793	\$75,722	\$83,886
	Business/Industrial	0	0	isd	isd	isd	isd
	Federal/State/County Government	0	0	isd	isd	isd	isd
	Police	0	0	isd	isd	isd	isd
	Congregation/Parish Setting	4	6	isd	isd	isd	isd
	Other	3	4	isd	isd	isd	isd
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>\$79,997</b>	<b>\$96,088</b>	<b>\$92,685</b>	<b>\$109,054</b>
	Academic Medical Center	27	50	\$81,536	\$98,640	\$93,090	\$108,472
	General/Community/Regional Hospital	35	67	\$78,000	\$94,664	\$90,667	\$106,514
	System Level	22	35	\$90,667	\$104,163	\$101,109	\$118,800
	Long-Term Care	16	40	\$81,141	\$90,135	\$87,752	\$102,280
	Outpatient Clinic	10	16	\$85,966	\$96,800	\$92,205	\$101,184
	Hospice/Palliative Care	23	42	\$78,853	\$91,008	\$86,497	\$102,007
	Mental Health	8	13	\$85,966	\$98,161	\$98,987	\$108,472
	Business/Industrial	1	1	isd	isd	isd	isd
	Federal/State/County Government	1	1	isd	isd	isd	isd
	Police	1	1	isd	isd	isd	isd
	Congregation/Parish Setting	4	17	isd	isd	isd	isd
	Other	2	15	isd	isd	isd	isd

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.10 – Prevalence of Incumbents Paid Within Given Pay Ranges by Setting

Prevalence of Incumbents Paid Within Given Pay Ranges by Setting													
Level	Category	n Orgs	n Incumbents	Less Than \$30k	\$30k to \$40k	\$40k to \$50k	\$50k to \$60k	\$60k to \$70k	\$70k to \$80k	\$80k to \$90k	\$90k to \$100k	\$100k and Over	
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>4%</b>	<b>17%</b>	<b>35%</b>	<b>37%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	
	Academic Medical Center	16	133	5%	19%	20%	46%	8%	2%	0%	0%	0%	
	General/Community/Regional Hospital	24	229	2%	9%	47%	35%	6%	1%	0%	0%	0%	
	System Level	11	74	8%	38%	12%	30%	11%	1%	0%	0%	0%	
	Long-Term Care	7	46	11%	22%	13%	45%	9%	0%	0%	0%	0%	
	Outpatient Clinic	4	8	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Hospice/Palliative Care	18	189	3%	14%	50%	30%	3%	0%	0%	0%	0%	
	Mental Health	8	60	8%	18%	49%	22%	3%	0%	0%	0%	0%	
	Business/Industrial	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Federal/State/County Government	1	1	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Police	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Congregation/Parish Setting	2	40	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
Other	2	35	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>1%</b>	<b>7%</b>	<b>24%</b>	<b>38%</b>	<b>23%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	
	Academic Medical Center	20	144	5%	19%	23%	35%	11%	6%	1%	0%	0%	
	General/Community/Regional Hospital	33	285	1%	8%	32%	35%	16%	7%	1%	0%	0%	
	System Level	17	92	6%	10%	23%	22%	29%	10%	0%	0%	0%	
	Long-Term Care	11	97	0%	11%	19%	52%	11%	6%	1%	0%	0%	
	Outpatient Clinic	8	48	2%	13%	19%	35%	19%	8%	4%	0%	0%	
	Hospice/Palliative Care	25	254	2%	8%	33%	39%	12%	6%	0%	0%	0%	
	Mental Health	12	103	0%	8%	38%	26%	13%	13%	2%	0%	0%	
	Business/Industrial	1	7	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Federal/State/County Government	1	3	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Police	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Congregation/Parish Setting	4	73	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
Other	2	34	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>1%</b>	<b>1%</b>	<b>16%</b>	<b>37%</b>	<b>27%</b>	<b>14%</b>	<b>3%</b>	<b>1%</b>	<b>0%</b>	
	Academic Medical Center	29	249	0%	2%	22%	34%	27%	9%	3%	2%	1%	
	General/Community/Regional Hospital	40	355	2%	2%	19%	38%	27%	9%	3%	0%	0%	
	System Level	23	229	0%	2%	22%	35%	24%	14%	3%	0%	0%	
	Long-Term Care	15	140	1%	1%	18%	35%	28%	15%	1%	1%	0%	
	Outpatient Clinic	10	104	1%	4%	13%	34%	27%	17%	2%	1%	0%	
	Hospice/Palliative Care	36	264	3%	0%	15%	31%	32%	16%	3%	0%	0%	
	Mental Health	15	110	7%	1%	15%	45%	25%	5%	2%	0%	0%	
	Business/Industrial	1	34	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Federal/State/County Government	1	4	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Police	1	13	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Congregation/Parish Setting	3	49	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
Other	2	41	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.10 – Prevalence of Incumbents Paid Within Given Pay Ranges by Setting *continued*

Prevalence of Incumbents Paid Within Given Pay Ranges by Setting													
Level	Category	n Orgs	n Incumbents	Less Than \$30k	\$30k to \$40k	\$40k to \$50k	\$50k to \$60k	\$60k to \$70k	\$70k to \$80k	\$80k to \$90k	\$90k to \$100k	\$100k and Over	
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>10%</b>	<b>20%</b>	<b>25%</b>	<b>16%</b>	<b>14%</b>	<b>12%</b>	
	Academic Medical Center	22	36	3%	3%	0%	0%	22%	30%	22%	14%	6%	
	General/Community/Regional Hospital	30	67	0%	1%	0%	6%	18%	36%	18%	12%	9%	
	System Level	19	40	3%	3%	0%	3%	12%	30%	17%	15%	17%	
	Long-Term Care	6	9	0%	0%	0%	0%	45%	33%	0%	11%	11%	
	Outpatient Clinic	9	13	0%	8%	0%	0%	8%	46%	23%	15%	0%	
	Hospice/Palliative Care	20	41	0%	0%	0%	5%	26%	39%	10%	15%	5%	
	Mental Health	11	18	0%	0%	0%	0%	17%	50%	11%	17%	5%	
	Business/Industrial	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Federal/State/County Government	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Police	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Congregation/Parish Setting	4	6	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
Other	3	4	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>7%</b>	<b>14%</b>	<b>20%</b>	<b>14%</b>	<b>40%</b>	
	Academic Medical Center	27	50	0%	0%	0%	2%	4%	16%	18%	20%	40%	
	General/Community/Regional Hospital	35	67	0%	0%	0%	1%	7%	18%	22%	18%	34%	
	System Level	22	35	0%	0%	0%	0%	6%	11%	6%	26%	51%	
	Long-Term Care	16	40	0%	0%	2%	0%	5%	15%	35%	15%	28%	
	Outpatient Clinic	10	16	0%	0%	0%	0%	6%	13%	25%	25%	31%	
	Hospice/Palliative Care	23	42	0%	0%	0%	0%	10%	17%	33%	10%	30%	
	Mental Health	8	13	0%	0%	0%	0%	0%	15%	31%	8%	46%	
	Business/Industrial	1	1	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Federal/State/County Government	1	1	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Police	1	1	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
	Congregation/Parish Setting	4	17	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd
Other	2	15	isd	isd	isd	isd	isd	isd	isd	isd	isd	isd	

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.11 – Base Salary by Faith-Based Denomination

Base Salary by Faith-Based Denomination							
Level	Category	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>\$41,621</b>	<b>\$47,709</b>	<b>\$48,430</b>	<b>\$53,934</b>
	Baptist	0	0	isd	isd	isd	isd
	Catholic	46	196	\$45,594	\$49,380	\$49,941	\$55,151
	Lutheran	0	0	isd	isd	isd	isd
	Multiple Faith-Based Organization	2	32	isd	isd	isd	isd
	Nonfaith-Based Organization	25	92	\$35,000	\$43,415	\$41,621	\$52,530
	Other	4	80	isd	isd	isd	isd
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>\$48,439</b>	<b>\$54,793</b>	<b>\$54,496</b>	<b>\$61,402</b>
	Baptist	1	2	isd	isd	isd	isd
	Catholic	77	435	\$48,402	\$54,760	\$54,246	\$60,258
	Lutheran	4	11	isd	isd	isd	isd
	Multiple Faith-Based Organization	3	25	isd	isd	isd	isd
	Nonfaith-Based Organization	37	219	\$49,234	\$55,881	\$55,778	\$63,700
	Other	4	35	isd	isd	isd	isd
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>\$51,830</b>	<b>\$59,484</b>	<b>\$58,556</b>	<b>\$66,664</b>
	Baptist	2	14	isd	isd	isd	isd
	Catholic	64	310	\$54,171	\$60,407	\$60,041	\$66,664
	Lutheran	6	17	\$59,861	\$62,342	\$64,480	\$74,000
	Multiple Faith-Based Organization	3	24	isd	isd	isd	isd
	Nonfaith-Based Organization	50	349	\$50,000	\$59,475	\$58,500	\$66,685
	Other	10	70	\$51,834	\$58,528	\$59,560	\$70,150
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>\$65,150</b>	<b>\$77,887</b>	<b>\$76,190</b>	<b>\$90,744</b>
	Baptist	0	0	isd	isd	isd	isd
	Catholic	26	43	\$64,334	\$73,355	\$72,842	\$82,930
	Lutheran	3	3	isd	isd	isd	isd
	Multiple Faith-Based Organization	3	5	isd	isd	isd	isd
	Nonfaith-Based Organization	32	51	\$71,505	\$85,655	\$82,389	\$96,678
	Other	8	9	\$62,420	\$73,715	\$70,907	\$89,361
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>\$79,997</b>	<b>\$96,088</b>	<b>\$92,685</b>	<b>\$109,054</b>
	Baptist	5	5	\$104,000	\$103,056	\$105,498	\$114,323
	Catholic	44	63	\$74,173	\$91,385	\$85,253	\$106,514
	Lutheran	5	5	\$84,723	\$94,338	\$87,000	\$95,694
	Multiple Faith-Based Organization	2	5	isd	isd	isd	isd
	Nonfaith-Based Organization	39	44	\$92,602	\$106,937	\$105,862	\$121,222
	Other	28	40	\$81,307	\$94,395	\$89,986	\$101,423



# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.12 – Prevalence of Incumbents Paid Within Given Pay Ranges by Faith-Based Denomination

Prevalence of Incumbents Paid Within Given Pay Ranges by Faith-Based Denomination													
Level	Category	n Orgs	n Incumbents	Less Than \$30k	\$30k to \$40k	\$40k to \$50k	\$50k to \$60k	\$60k to \$70k	\$70k to \$80k	\$80k to \$90k	\$90k to \$100k	\$100k and Over	
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>4%</b>	<b>17%</b>	<b>35%</b>	<b>37%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	
	Baptist	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Catholic	46	196	6%	8%	37%	40%	7%	2%	0%	0%	0%	
	Lutheran	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Multiple Faith-Based Organization	2	32	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Nonfaith-Based Organization	25	92	6%	39%	16%	39%	0%	0%	0%	0%	0%	
	Other	4	80	isd	isd	isd	isd	isd	isd	isd	isd	isd	
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>1%</b>	<b>7%</b>	<b>24%</b>	<b>38%</b>	<b>23%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	
	Baptist	1	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Catholic	77	435	1%	4%	27%	43%	20%	5%	0%	0%	0%	
	Lutheran	4	11	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Multiple Faith-Based Organization	3	25	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Nonfaith-Based Organization	37	219	0%	9%	19%	36%	21%	13%	2%	0%	0%	
	Other	4	35	isd	isd	isd	isd	isd	isd	isd	isd	isd	
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>1%</b>	<b>1%</b>	<b>16%</b>	<b>37%</b>	<b>27%</b>	<b>14%</b>	<b>3%</b>	<b>1%</b>	<b>0%</b>	
	Baptist	2	14	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Catholic	64	310	1%	0%	10%	38%	34%	14%	2%	1%	0%	
	Lutheran	6	17	6%	6%	12%	6%	29%	41%	0%	0%	0%	
	Multiple Faith-Based Organization	3	24	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Nonfaith-Based Organization	50	349	0%	0%	24%	30%	27%	12%	4%	2%	1%	
	Other	10	70	10%	3%	6%	34%	20%	21%	6%	0%	0%	
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>10%</b>	<b>20%</b>	<b>25%</b>	<b>16%</b>	<b>14%</b>	<b>12%</b>	
	Baptist	0	0	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Catholic	26	43	5%	0%	0%	5%	28%	36%	12%	14%	2%	
	Lutheran	3	3	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Multiple Faith-Based Organization	3	5	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Nonfaith-Based Organization	32	51	0%	0%	0%	4%	20%	16%	22%	20%	20%	
	Other	8	9	0%	0%	11%	11%	22%	22%	12%	11%	11%	
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>7%</b>	<b>14%</b>	<b>20%</b>	<b>14%</b>	<b>40%</b>	
	Baptist	5	5	0%	0%	0%	0%	0%	20%	0%	0%	80%	
	Catholic	44	63	0%	0%	2%	5%	11%	11%	33%	6%	32%	
	Lutheran	5	5	0%	0%	0%	0%	0%	20%	40%	20%	20%	
	Multiple Faith-Based Organization	2	5	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Nonfaith-Based Organization	39	44	0%	0%	0%	0%	9%	11%	2%	14%	64%	
	Other	28	40	0%	0%	0%	3%	3%	20%	25%	22%	27%	

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.13 – Base Salary by Credential Requirement

Base Salary by Credential Requirement							
Level	Category	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>\$41,621</b>	<b>\$47,709</b>	<b>\$48,430</b>	<b>\$53,934</b>
	Ordained	20	117	\$35,734	\$45,434	\$45,802	\$52,644
	Commissioned	9	68	\$36,960	\$45,546	\$46,197	\$54,350
	Roman Catholic Religious	5	28	\$34,206	\$48,873	\$49,202	\$58,895
	Denominational Endorsement	1	1	isd	isd	isd	isd
	Layperson	1	34	isd	isd	isd	isd
	Other	4	34	isd	isd	isd	isd
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>\$48,439</b>	<b>\$54,793</b>	<b>\$54,496</b>	<b>\$61,402</b>
	Ordained	25	177	\$47,486	\$54,631	\$54,298	\$60,923
	Commissioned	8	36	\$42,484	\$50,281	\$51,891	\$59,655
	Roman Catholic Religious	5	12	\$49,338	\$54,312	\$53,446	\$58,844
	Denominational Endorsement	3	24	isd	isd	isd	isd
	Layperson	2	25	isd	isd	isd	isd
	Other	5	12	\$41,304	\$47,764	\$48,073	\$53,009
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>\$51,830</b>	<b>\$59,484</b>	<b>\$58,556</b>	<b>\$66,664</b>
	Ordained	40	328	\$50,301	\$59,501	\$60,310	\$68,983
	Commissioned	18	225	\$52,541	\$60,545	\$61,818	\$68,765
	Roman Catholic Religious	6	37	\$56,118	\$60,329	\$59,218	\$64,126
	Denominational Endorsement	5	8	\$48,805	\$56,402	\$52,839	\$58,311
	Layperson	3	42	isd	isd	isd	isd
	Other	5	24	\$57,585	\$69,479	\$65,520	\$75,372
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>\$65,150</b>	<b>\$77,887</b>	<b>\$76,190</b>	<b>\$90,744</b>
	Ordained	22	40	\$67,038	\$80,990	\$79,780	\$95,482
	Commissioned	8	17	\$72,842	\$82,384	\$85,488	\$94,286
	Roman Catholic Religious	4	6	isd	isd	isd	isd
	Denominational Endorsement	3	7	isd	isd	isd	isd
	Layperson	1	2	isd	isd	isd	isd
	Other	4	5	isd	isd	isd	isd
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>\$79,997</b>	<b>\$96,088</b>	<b>\$92,685</b>	<b>\$109,054</b>
	Ordained	34	53	\$78,000	\$94,936	\$91,850	\$103,355
	Commissioned	14	30	\$77,641	\$97,674	\$92,132	\$110,091
	Roman Catholic Religious	7	8	\$91,738	\$109,377	\$99,018	\$116,610
	Denominational Endorsement	4	5	isd	isd	isd	isd
	Layperson	2	15	isd	isd	isd	isd
	Other	4	4	isd	isd	isd	isd

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.14 – Prevalence of Incumbents Paid Within Given Pay Ranges by Credential Requirement

Prevalence of Incumbents Paid Within Given Pay Ranges by Credential Requirement													
Level	Category	n Orgs	n Incumbents	Less Than \$30k	\$30k to \$40k	\$40k to \$50k	\$50k to \$60k	\$60k to \$70k	\$70k to \$80k	\$80k to \$90k	\$90k to \$100k	\$100k and Over	
Chaplain - Level 1	<b>National</b>	<b>103</b>	<b>497</b>	<b>4%</b>	<b>17%</b>	<b>35%</b>	<b>37%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	
	Ordained	20	117	4%	28%	36%	27%	3%	2%	0%	0%	0%	
	Commissioned	9	68	8%	29%	28%	29%	6%	0%	0%	0%	0%	
	Roman Catholic Religious	5	28	0%	32%	18%	39%	4%	7%	0%	0%	0%	
	Denominational Endorsement	1	1	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Layperson	1	34	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Other	4	34	isd	isd	isd	isd	isd	isd	isd	isd	isd	
Chaplain - Level 2	<b>National</b>	<b>200</b>	<b>975</b>	<b>1%</b>	<b>7%</b>	<b>24%</b>	<b>38%</b>	<b>23%</b>	<b>6%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	
	Ordained	25	177	1%	7%	28%	33%	20%	10%	1%	0%	0%	
	Commissioned	8	36	0%	22%	20%	33%	25%	0%	0%	0%	0%	
	Roman Catholic Religious	5	12	0%	0%	25%	50%	25%	0%	0%	0%	0%	
	Denominational Endorsement	3	24	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Layperson	2	25	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Other	5	12	8%	8%	50%	26%	0%	8%	0%	0%	0%	
Chaplain - Level 3	<b>National</b>	<b>204</b>	<b>1,118</b>	<b>1%</b>	<b>1%</b>	<b>16%</b>	<b>37%</b>	<b>27%</b>	<b>14%</b>	<b>3%</b>	<b>1%</b>	<b>0%</b>	
	Ordained	40	328	2%	2%	19%	27%	29%	17%	4%	0%	0%	
	Commissioned	18	225	0%	2%	17%	25%	35%	17%	4%	0%	0%	
	Roman Catholic Religious	6	37	0%	3%	3%	48%	41%	0%	5%	0%	0%	
	Denominational Endorsement	5	8	0%	0%	50%	24%	13%	0%	13%	0%	0%	
	Layperson	3	42	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Other	5	24	0%	0%	0%	29%	33%	17%	4%	13%	4%	
Chaplain Manager	<b>National</b>	<b>109</b>	<b>167</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>10%</b>	<b>20%</b>	<b>25%</b>	<b>16%</b>	<b>14%</b>	<b>12%</b>	
	Ordained	22	40	0%	2%	0%	5%	20%	23%	20%	10%	20%	
	Commissioned	8	17	0%	6%	0%	6%	6%	18%	28%	18%	18%	
	Roman Catholic Religious	4	6	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Denominational Endorsement	3	7	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Layperson	1	2	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Other	4	5	isd	isd	isd	isd	isd	isd	isd	isd	isd	
Chaplain Director	<b>National</b>	<b>231</b>	<b>271</b>	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>3%</b>	<b>7%</b>	<b>14%</b>	<b>20%</b>	<b>14%</b>	<b>40%</b>	
	Ordained	34	53	0%	0%	0%	2%	11%	17%	19%	21%	30%	
	Commissioned	14	30	0%	0%	0%	0%	10%	20%	17%	20%	33%	
	Roman Catholic Religious	7	8	0%	0%	0%	0%	0%	12%	0%	38%	50%	
	Denominational Endorsement	4	5	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Layperson	2	15	isd	isd	isd	isd	isd	isd	isd	isd	isd	
	Other	4	4	isd	isd	isd	isd	isd	isd	isd	isd	isd	

# COMPENSATION AND INCENTIVES

## BASE SALARY *continued*

TABLE 4.15 – Ratio of Mean Base Salary for Chaplain Survey and Health Care Staff Survey Jobs

Ratio of Mean Base Salary for Chaplain Survey and Health Care Staff Survey Jobs		
Level	Mean	Ratio to Overall Mean
Chaplain Director	\$96,088	1.58
Chaplain Manager	\$77,887	1.28
Registered Nurse - Hospital <sup>(1)</sup>	\$73,840	1.21
Social Worker <sup>(1)</sup>	\$61,797	1.01
<b>Overall Mean</b>	<b>\$60,994</b>	<b>1.00</b>
Chaplain - Level 3	\$59,484	0.98
Chaplain - Level 2	\$54,793	0.90
Social Worker (BSW) <sup>(1)</sup>	\$54,683	0.90
Counselor <sup>(1)</sup>	\$53,144	0.87
Chaplain - Level 1	\$47,709	0.78
Certified Nursing Assistant <sup>(1)</sup>	\$30,514	0.50

<sup>(1)</sup>Reported data reflect data published in SullivanCotter's 2018 Health Care Staff Compensation Survey report.

**2018 Health Care Staff Compensation Survey Job Descriptions:**

**Certified Nursing Assistant:** Responsible for assisting in and performing a variety of routine patient care services and procedures and other nonprofessional duties necessary in the satisfactory completion of patient care plans under the direct supervision of the nursing staff. Certification from an accredited nursing assistants (CNAs) program required.

**Counselor:** Through the discussion of emotions and experiences, offers guidance to individuals, couples, families and groups who are dealing with issues that affect their mental health and well-being. Helps patients define goals, plan action and gain insight. Develops therapeutic processes. Bachelor's degree and state license required.

**Registered Nurse - Hospital:** Provides care and treats patients in an inpatient medical surgical unit. Supports the nursing care plan and the medical staff's treatment plan. Leads and directs activities of nonprofessional nursing personnel. May coordinate or supervise the daily work of a patient-focused care team. State registered nurses license (RN) required. Registered nurse - hospital includes RNs who function at a fully competent level and is the typical RN benchmark.

**Social Worker:** A social worker helps individuals deal with a variety of mental health and daily living problems to improve overall functioning. A social worker usually has a master's degree in social work and has studied sociology, growth and development, mental health theory and practice, human behavior or social environment, psychology and research methods.

**Social Worker (BSW):** Coordinates and plans programs and activities to meet patients' social and emotional needs. Identifies, assesses and coordinates client cases and anticipates their needs related to illness, hospitalization, finances, education and home or community service. Serves as a liaison between health care facilities and government agencies. Bachelor's in social work required.

# COMPENSATION AND INCENTIVES

## ANNUAL HOUSING ALLOWANCE

TABLE 4.16 – Annual Housing Allowance

Annual Housing Allowance						
Level	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain – Level 1	4	9	isd	isd	isd	isd
Chaplain – Level 2	8	41	\$10,000	\$19,688	\$14,601	\$25,002
Chaplain – Level 3	16	46	\$15,580	\$20,840	\$20,000	\$25,000
Chaplain Manager	13	15	\$12,002	\$21,797	\$17,300	\$29,994
Chaplain Director	10	11	\$20,000	\$35,697	\$36,000	\$42,000

## ANNUAL INCENTIVE

TABLE 4.17 – Annual Incentive

Annual Incentive <sup>(1)</sup>						
Level	n Orgs	n Incumbents	25th %ile	Mean	Median	75th %ile
Chaplain – Level 1	5	12	\$192	\$689	\$442	\$1,250
Chaplain – Level 2	14	49	\$379	\$1,918	\$850	\$1,528
Chaplain – Level 3	3	17	isd	isd	isd	isd
Chaplain Manager	10	12	\$1,796	\$4,262	\$3,666	\$6,677
Chaplain Director	49	51	\$4,615	\$10,009	\$9,194	\$14,954

<sup>(1)</sup>Reported data reflect data submitted as Other Cash Paid and described as an annual bonus or incentive.

APPENDIX A:

SURVEY

PARTICIPANTS

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
ACTS Retirement-Life Communities	West Point	PA
Adena Health System	Chillicothe	OH
Adventist Care Centers	Maitland	FL
Adventist Health Bakersfield	Bakersfield	CA
Adventist Health Castle	Kailua	HI
Adventist Health Feather River	Paradise	CA
Adventist Health Hanford	Hanford	CA
Adventist Health Howard Memorial	Willits	CA
Adventist Health Lodi Memorial	Lodi	CA
Adventist Health Simi Valley	Simi Valley	CA
Adventist Health St. Helena	St. Helena	CA
Adventist Health Ukiah Valley	Ukiah	CA
Adventist Health White Memorial	Los Angeles	CA
Advocate Christ Medical Center	Oak Lawn	IL
Akron Children's Hospital	Akron	OH
Angela Hospice Home Care	Livonia	MI
Ann & Robert H. Lurie Children's Hospital of Chicago	Chicago	IL
Appalachian Regional Healthcare System	Boone	NC
Arkansas Children's Hospital	Little Rock	AR
Ascension Columbia St. Mary's	Milwaukee	WI
Ascension Health	St. Louis	MO
Ascension NE Wisconsin St. Elizabeth Hospital	Appleton	WI
Aspirus Wausau Hospital	Wausau	WI
Atlantic Health System	Morristown	NJ
Aurora St. Luke's Medical Center	Milwaukee	WI
Avera McKennan Hospital & University Health Center	Sioux Falls	SD
Banner Health	Phoenix	AZ
Baptist Community Ministries	New Orleans	LA
Baptist Health	Jacksonville	FL
Baptist Health Floyd	New Albany	IN
Barnes-Jewish Hospital	St. Louis	MO
Barnes-Jewish St. Peters Hospital	St. Peters	MO
Baylor Scott & White Health	Dallas	TX
Baylor University Medical Center	Dallas	TX
Beaumont Health	Troy	MI
Beaver Dam Community Hospitals	Beaver Dam	WI

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Beth Israel Deaconess Medical Center	Boston	MA
Bishop Spencer Place	Kansas City	MO
BJC Home Care Services	St. Louis	MO
Blanchard Valley Health System	Findlay	OH
Bon Secours Hampton Roads Health System	Hampton Roads	VA
Bon Secours Kentucky Health System	Ashland	KY
Bon Secours Richmond Health System	Richmond	VA
Bon Secours St. Francis Health System	Greenville	SC
Bon Secours St. Petersburg Health System	St. Petersburg	FL
Borgess Medical Center	Kalamazoo	MI
Boston Children's Hospital	Boston	MA
Brigham and Women's Faulkner Hospital	Boston	MA
Brigham and Women's Hospital	Boston	MA
Brunswick Medical Center	Bolivia	NC
Bryan Health	Lincoln	NE
California Hospital Medical Center	Los Angeles	CA
Capital Health	Trenton	NJ
Capitol Lakes	Madison	WI
Carilion Clinic	Roanoke	VA
Carle Foundation Hospital	Urbana	IL
CaroMont Health	Gastonia	NC
Catholic Health Services of Long Island	Rockville Centre	NY
Catholic Home Care	Farmingdale	NY
Cedar Community	West Bend	WI
Cedars-Sinai Health System	Los Angeles	CA
Centra Health	Lynchburg	VA
Centra Lynchburg General Hospital	Lynchburg	VA
Central Maine Healthcare Corporation	Lewiston	ME
Central Texas Medical Center	San Marcos	TX
Chandler Regional Medical Center	Chandler	AZ
Chaparral House	Berkeley	CA
Chapters Health System	Temple Terrace	FL
Cheyenne Regional Medical Center	Cheyenne	WY
Children's Health System of Texas	Dallas	TX
Children's Hospital and Health System	Milwaukee	WI
Children's Hospital Colorado	Aurora	CO



# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Children's Hospital of the King's Daughters	Norfolk	VA
Children's Hospitals and Clinics of Minnesota	Minneapolis	MN
Children's Medical Center Dallas	Dallas	TX
Children's Mercy Kansas City	Kansas City	MO
Children's of Alabama	Birmingham	AL
Christian Hospital	Saint Louis	MO
CHS Services, Inc.	Rockville Centre	NY
Cincinnati Children's Hospital Medical Center	Cincinnati	OH
Clark Memorial Hospital	Jeffersonville	IN
Clemmons Medical Center	Clemmons	NC
Cleveland Clinic	Cleveland	OH
College Station Medical Center	College Station	TX
Commonwealth Care Alliance	Boston	MA
Community Health Network	Indianapolis	IN
Community Hospital of San Bernardino	San Bernardino	CA
Community Medical Centers	Fresno	CA
Community Memorial Hospital	Menomonee Falls	WI
Cone Health	Greensboro	NC
Cook Children's Health Care System	Fort Worth	TX
Cook Children's Medical Center	Fort Worth	TX
Cooley Dickinson Hospital	Northampton	MA
Covenant HealthCare	Saginaw	MI
Covenant Woods	Mechanicsville	VA
Crittenton Hospital Medical Center	Rochester	MI
Dana-Farber Cancer Institute	Boston	MA
Deaconess Midtown Hospital	Evansville	IN
DeKalb Medical	Decatur	GA
Denver Health & Hospital Authority	Denver	CO
Dixie Regional Medical Center	St. George	UT
Dominican Hospital	Santa Cruz	CA
Driscoll Health System	Corpus Christi	TX
Duke Raleigh Hospital	Raleigh	NC
Duke Regional Hospital	Durham	NC
Duke University Hospital	Durham	NC
East Alabama Medical Center	Opelika	AL
East Texas Medical Center Regional Healthcare System	Tyler	TX

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Ecumen	Shoreview	MN
El Camino Hospital	Mountain View	CA
Elkhart General Hospital	Elkhart	IN
Emory St. Joseph's Hospital	Atlanta	GA
Emory University	Atlanta	GA
Englewood Hospital and Medical Center	Englewood	NJ
Erie County Medical Center	Buffalo	NY
Essentia Health St. Mary's Hospital-Superior	Superior	WI
Essentia Health-St. Joseph's Medical Center	Brainerd	MN
Essentia Health-St. Mary's Medical Center	Duluth	MN
Essentia Health-Virginia	Virginia	MN
Fairview Health Services	Minneapolis	MN
Florida Hospital Flagler	Palm Coast	FL
Florida Hospital Heartland Medical Center	Sebring	FL
Florida Hospital Memorial Medical Center	Daytona Beach	FL
Florida Hospital Ocala	Ocala	FL
Florida Hospital Orlando	Orlando	FL
Florida Hospital Tampa Bay Division	Tampa	FL
FMOLHS	Baton Rouge	LA
Forsyth Medical Center	Winston-Salem	NC
Franciscan Alliance	Mishawaka	IN
Franciscan Missionaries of Our Lady University	Baton Rouge	LA
Franciscan St. Margaret Health Hammond	Hammond	IN
French Hospital Medical Center	San Luis Obispo	CA
Froedtert Hospital	Milwaukee	WI
Frye Regional Medical Center	Hickory	NC
Geisinger Health	Danville	PA
Genesis HealthCare System	Zanesville	OH
Genesys Regional Medical Center	Grand Blanc	MI
Good Samaritan Hospital Medical Center	West Islip	NY
Good Samaritan Medical Center	Brockton	MA
Good Samaritan Regional Medical Center	Corvallis	OR
Good Shepherd Health Care System	Hermiston	OR
Good Shepherd Hospice	Farmingdale	NY
Graceville Health Center	Graceville	MN
Grady Health System	Atlanta	GA

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Grandview Medical Center	Birmingham	AL
Great River Medical Center	West Burlington	IA
Greater Baltimore Medical Center	Baltimore	MD
Greenville Health System	Greenville	SC
Gundersen Health System	La Crosse	WI
Gwinnett Hospital System	Lawrenceville	GA
H. Lee Moffitt Cancer Center & Research Institute	Tampa	FL
Hazelden Betty Ford Foundation	Center City	MN
Health First Inc	Rockledge	FL
HealthCare Chaplaincy Network	New York	NY
Hendricks Regional Health	Danville	IN
Hennepin Healthcare System	Minneapolis	MN
Henry Ford Health System	Detroit	MI
Holland Hospital	Holland	MI
Holy Family Hospital	Methuen	MA
Holzer Health System	Gallipolis	OH
Hospice & Community Care	Lancaster	PA
Hospice of the Piedmont	Charlottesville	VA
Hospice of the Valley	Youngstown	OH
Hospital of the University of Pennsylvania	Philadelphia	PA
Houston Methodist	Houston	TX
Houston Methodist Hospital Central - Texas Medical Center	Houston	TX
Huntersville Medical Center	Huntersville	SC
Immanuel	Omaha	NE
Indiana University Health	Indianapolis	IN
Innovis Health	Fargo	ND
Intermountain Homecare	South Jordan	UT
Intermountain Medical Center	Murray	UT
Jackson Memorial Hospital	Miami	FL
Jupiter Medical Center	Jupiter	FL
Kernersville Medical Center	Kernersville	NC
La Porte Hospital	La Porte	IN
Lakeland Regional Health	Lakeland	FL
Lancaster General Health	Lancaster	PA
Lee Health	Cape Coral	FL
Legacy Emanuel Medical Center	Portland	OR

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Legacy Good Samaritan Medical Center	Portland	OR
Legacy Health	Portland	OR
Legacy Meridian Park Medical Center	Tualatin	OR
Legacy Mount Hood Medical Center	Gresham	OR
Legacy Salmon Creek Medical Center	Vancouver	WA
Legacy Silverton Medical Center	Silverton	OR
Lexington Medical Center	West Columbia	SC
LHP Capital	Knoxville	TN
Little Company of Mary Hospital and Health Care Centers	Evergreen Park	IL
Lourdes Health System	Camden	NJ
Lourdes Hospice	Paducah	KY
Lourdes Hospital	Paducah	KY
Lucile Packard Children's Hospital at Stanford	Stanford	CA
Lutheran Hospital	Fort Wayne	IN
Madonna Rehabilitation Hospital - LTCH	Lincoln	NE
Maine Medical Center	Portland	ME
Manchester Memorial Hospital	Manchester	KY
Marian Regional Medical Center	Santa Maria	CA
Marshfield Clinic	Marshfield	WI
Mary Washington Healthcare	Fredericksburg	VA
MassGeneral Hospital for Children	Boston	MA
Mayo Clinic AZ	Scottsdale	AZ
Mayo Clinic FL	Jacksonville	FL
Mayo Clinic Health System - NWWI	Eau Claire	WI
Mayo Clinic MN	Rochester	MN
MCHS SEMN Region	Austin	MN
MCHS SWMN Region	Fairmont	MN
MCHS SWWI Region	La Crosse	WI
McLean Hospital	Belmont	MA
McLeod Regional Medical Center Florence	Florence	SC
Medical University Hospital Authority	Charleston	SC
Medical University of South Carolina	Charleston	SC
MedStar Washington Hospital Center	Washington	DC
Memorial Health	Marysville	OH
Memorial Healthcare System	Hollywood	FL
Memorial Hospital	Belleville	IL

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Memorial Hospital East	Shiloh	IL
Memorial Hospital of South Bend	South Bend	IN
Memorial Medical Center of Las Cruces	Las Cruces	NM
Mercy	Chesterfield	MO
Mercy General Hospital	Sacramento	CA
Mercy Health	Cincinnati	OH
Mercy Health - Anderson Hospital	Cincinnati	OH
Mercy Health - Clermont Hospital	Batavia	OH
Mercy Health - Defiance Hospital	Defiance	OH
Mercy Health - Fairfield Hospital	Fairfield	OH
Mercy Health - Springfield Regional Medical Center	Springfield	OH
Mercy Health - St. Anne Hospital	Toledo	OH
Mercy Health - St. Charles Hospital	Oregon	OH
Mercy Health - St. Elizabeth Boardman Hospital	Boardman	OH
Mercy Health - St. Joseph Warren Hospital	Warren	OH
Mercy Health - St. Vincent Medical Center	Toledo	OH
Mercy Health - Tiffin Hospital	Tiffin	OH
Mercy Health of Southwest Ohio	Cincinnati	OH
Mercy Health Saint Mary's Campus	Grand Rapids	MI
Mercy Health System	Conshohocken	PA
Mercy Hospital St. Louis	St. Louis	MO
Mercy Hospitals	Bakersfield	CA
Mercy Iowa City	Iowa City	IA
Mercy Medical Center	Rockville Centre	NY
Mercy Medical Center	Springfield	MA
Mercy Medical Center - Dubuque	Dubuque	IA
Mercy Medical Center - Sioux City	Sioux City	IA
Mercy Medical Center Merced	Merced	CA
Mercy Medical Center Mt. Shasta	Mt. Shasta	CA
Mercy Medical Center Redding	Redding	CA
Mercy Regional Medical Center	Lorain	OH
Mercy San Juan Medical Center	Carmichael	CA
Mercyhealth	Janesville	WI
Methodist Health System	Omaha	NE
Methodist Hospital of Sacramento	Sacramento	CA
Methodist Hospital of Southern California	Arcadia	CA

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Methodist Le Bonheur Healthcare	Memphis	TN
Metroplex Hospital	Killeen	TX
Michigan Medicine	Ann Arbor	MI
Mint Hill Medical Center	Charlotte	NC
Mission Health	Asheville	NC
Mississippi Baptist Medical Center	Jackson	MS
Missouri Baptist Medical Center	St. Louis	MO
Morton Plant Hospital	Clearwater	FL
Morton Plant Mease HealthCare	Clearwater	FL
Mount Carmel Health System	Columbus	OH
Mount Sinai Hospital	Chicago	IL
MultiCare Health System	Tacoma	WA
Munson Healthcare	Traverse City	MI
Murray-Calloway County Hospital	Murray	KY
Nationwide Children's Hospital	Columbus	OH
Newton-Wellesley Hospital	Newton	MA
NewYork-Presbyterian	New York	NY
NewYork-Presbyterian/Columbia University Medical Center	New York	NY
North Memorial Health Care	Robbinsdale	MN
North Oaks Health System	Hammond	LA
North Shore Medical Center	Salem	MA
Northridge Hospital Medical Center	Northridge	CA
Northwell Health	Great Neck	NY
Northwest Community Healthcare	Arlington Heights	IL
Northwest Medical Center - Springdale	Springdale	AR
Norton Healthcare	Louisville	KY
Norwood Hospital	Norwood	MA
Novant Health	Winston-Salem	NC
Ochsner Health System	New Orleans	LA
OhioHealth	Columbus	OH
OSF HealthCare	Peoria	IL
OSF Saint Anthony Medical Center	Rockford	IL
OSF Saint Francis Medical Center	Peoria	IL
OSF St. Joseph Medical Center	Bloomington	IL
Our Lady of Consolation Nursing & Rehabilitative Care Center	West Islip	NY
Our Lady of Lourdes Memorial Hospital	Binghamton	NY

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Our Lady of Lourdes Regional Medical Center	Lafayette	LA
Our Lady of the Angels Hospital	Bogalusa	LA
Our Lady of the Lake Regional Medical Center	Baton Rouge	LA
Owensboro Health Regional Hospital	Owensboro	KY
Palmetto Health Baptist	Columbia	SC
Park Nicollet Health Services	St. Louis Park	MN
Park Ridge Health	Hendersonville	NC
Parkview Regional Medical Center	Fort Wayne	IN
Parkwest Medical Center	Knoxville	TN
PeaceHealth	Bellevue	WA
Penn State Health	University Park	PA
Phoenix Children's Hospital	Phoenix	AZ
Porter Regional Hospital	Valparaiso	IN
Presbyterian Healthcare Services	Albuquerque	NM
Presbyterian Hospital	Albuquerque	NM
Presbyterian Medical Center	Charlotte	NC
Presence Holy Family Medical Center	Des Plaines	IL
Presence Life Connections - Corporate Office	Mokena	IL
Presence Resurrection Medical Center	Chicago	IL
Presence Saint Francis Hospital	Evanston	IL
Presence Saint Joseph Hospital	Elgin	IL
Presence Saint Joseph Hospital	Chicago	IL
Presence Saint Joseph Medical Center	Joliet	IL
Presence Saints Mary and Elizabeth Medical Center	Chicago	IL
Presence Saints Mary and Elizabeth Medical Center, Saint Elizabeth Campus	Chicago	IL
Presence St. Mary's Hospital	Kankakee	IL
Primary Children's Hospital	Salt Lake City	UT
Primary Children's Medical Center	Salt Lake City	UT
Prince William Medical Center	Manassas	VA
Providence Behavioral Health Hospital	Holyoke	MA
Providence Health	Columbia	SC
Providence Health Center Hospital	Waco	TX
Providence Holy Cross Medical Center	Mission Hills	CA
Providence Holy Family Hospital	Spokane	WA
Providence Hospital	Southfield	MI

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Providence Hospital	Washington	DC
Providence Hospital	Mobile	AL
Providence Little Company of Mary Medical Center San Pedro	San Pedro	CA
Providence Little Company of Mary Medical Center Torrance	Torrance	CA
Providence Medford Medical Center	Medford	OR
Providence Mount Carmel Hospital	Colville	WA
Providence Newberg Medical Center	Newberg	OR
Providence Sacred Heart Medical Center & Children's Hospital	Spokane	WA
Providence Saint Joseph Medical Center	Burbank	CA
Providence St. Joseph Medical Center	Polson	MT
Providence Tarzana Medical Center	Tarzana	CA
Rady Children's Hospital-San Diego	San Diego	CA
Regions Hospital	St. Paul	MN
Reid Health	Richmond	IN
Riverside Health Care System	Yonkers	NY
RiverSpring Health	Riverdale	NY
Riverview Health	Noblesville	IN
Robert Wood Johnson University Hospital	New Brunswick	NJ
Robert Wood Johnson University Hospital at Hamilton	Hamilton	NJ
Rowan Regional Medical Center	Salisbury	NC
Rush Oak Park Hospital	Oak Park	IL
Rush University Medical Center	Chicago	IL
Rush-Copley Medical Center	Aurora	IL
Sacred Heart Health System	Pensacola	FL
Saint Agnes HealthCare	Baltimore	MD
Saint Barnabas Medical Center	Livingston	NJ
Saint Francis Healthcare	Wilmington	DE
Saint Joseph Mercy Health System	Ann Arbor	MI
Saint Joseph Regional Medical Center	Mishawaka	IN
Saint Luke's Home Care & Hospice	Kansas City	MO
Saint Luke's Hospital of Kansas City	Kansas City	MO
Saint Luke's North Hospital-Smithville	Smithville	MO
Saint Luke's South Hospital	Overland Park	KS
Saint Thomas Health	Nashville	TN
Saint Thomas West Hospital	Nashville	TN
Salem Health	Salem	OR



# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Samaritan Albany General Hospital	Albany	OR
Samaritan Health Services	Corvallis	OR
Samaritan Health Services Coast Hospitals	Portland	OR
Samaritan Lebanon Community Hospital	Lebanon	OR
Samaritan North Lincoln Hospital	Lincoln City	OR
Samaritan Pacific Communities Hospital	Newport	OR
Sanford Bemidji Medical Center	Bemidji	MN
Sanford Health - Fargo	Fargo	ND
Sanford Health - Sioux Falls	Sioux Falls	SD
Sanford Medical Center Bismarck	Bismarck	ND
Santa Barbara Cottage Hospital	Santa Barbara	CA
SCL Health - Front Range, Inc.	Denver	CO
Seasons Hospice	Rochester	MN
Seattle Cancer Care Alliance	Seattle	WA
Sentara Healthcare	Norfolk	VA
Sequoia Hospital	Redwood City	CA
Seton Healthcare Family	Austin	TX
Shawnee Mission Medical Center	Overland Park	KS
Sierra Nevada Memorial Hospital	Grass Valley	CA
Sinai Health System	Chicago	IL
SMDC Medical Center	Duluth	MN
Smoky Mountain Home Health & Hospice	Newport	TN
Southern New Hampshire Health	Nashua	NH
Sovah Health - Martinsville	Martinsville	VA
Spaulding Rehabilitation Hospital	Boston	MA
Spectrum Health	Grand Rapids	MI
Spectrum Health Big Rapids Hospital	Big Rapids	MI
Spectrum Health Gerber Memorial Hospital	Fremont	MI
Spectrum Health Hospital Group	Grand Rapids	MI
Spectrum Health Ludington Hospital	Ludington	MI
Spectrum Health Medical Group	Grand Rapids	MI
Spectrum Health Pennock Hospital	Hastings	MI
Spectrum Health Reed City Hospital	Reed City	MI
Spectrum Health Special Care Hospital	Grand Rapids	MI
Spectrum Health United Hospital	Greenville	MI
Spectrum Health Zeeland Community Hospital	Zeeland	MI

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
SSM Health	St. Louis	MO
SSM Health at Home	St. Louis	MO
SSM Health Cardinal Glennon Children's Hospital	St. Louis	MO
SSM Health DePaul Hospital - St. Louis	Bridgeton	MO
SSM Health Good Samaritan Hospital - Mt. Vernon	Mt. Vernon	IL
SSM Health St. Anthony Hospital - Okla City	Oklahoma City	OK
SSM Health St. Anthony Hospital - Shawnee	Shawnee	OK
SSM Health St. Clare Hospital - Baraboo	Baraboo	WI
SSM Health St. Clare Hospital - Fenton	Fenton	MO
SSM Health St. Francis Hospital	Maryville	MO
SSM Health St. Joseph Hospital - Lake Saint Louis	Lake Saint Louis	MO
SSM Health St. Joseph Hospital - St. Charles	St. Charles	MO
SSM Health St. Mary's Care Center	Madison	WI
SSM Health St. Mary's Hospital - Audrain	Mexico	MO
SSM Health St. Mary's Hospital - Centralia	Centralia	IL
SSM Health St. Mary's Hospital - Jefferson City	Jefferson City	MO
SSM Health St. Mary's Hospital - Madison	Madison	WI
SSM Health St. Mary's Hospital - St. Louis	St. Louis	MO
St. Anthony's Hospital	St. Petersburg	FL
St. Benedict's Senior Community	St Cloud	MN
St. Bernardine Medical Center	San Bernardino	CA
St. Catherine of Siena Medical Center	Smithtown	NY
St. Charles Health System	Bend	OR
St. Charles Hospital	Port Jefferson	NY
St. Claire HealthCare	Morehead	KY
St. Cloud Hospital	St. Cloud	MN
St. Elizabeth Health Center	Youngstown	OH
St. Elizabeth Hospital	Gonzales	LA
St. Elizabeth's Medical Center	Brighton	MA
St. Francis Hospital	Columbus	GA
St. Francis Hospital	Roslyn	NY
St. Francis Medical Center	Monroe	LA
St. Francis Medical Center	Trenton	NJ
St. John Health System	Tulsa	OK
St. John Hospital & Medical Center	Detroit	MI
St. John Macomb-Oakland Hospital	Warren	MI

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
St. John River District Hospital	East China	MI
St. John's Pleasant Valley Hospital	Camarillo	CA
St. John's Regional Medical Center	Oxnard	CA
St. Joseph Health System	Tawas City	MI
St. Joseph's Hospital	Tampa	FL
St. Joseph's Hospital	West Bend	WI
St. Joseph's Hospital	Bethpage	NY
St. Joseph's Hospital and Medical Center	Phoenix	AZ
St. Joseph's Hospitals	Tampa	FL
St. Joseph's Medical Center	Stockton	CA
St. Jude Children's Research Hospital	Memphis	TN
St. Louis Children's Hospital	St. Louis	MO
St. Luke's Boise Medical Center	Boise	ID
St. Luke's Hospital	Chesterfield	MO
St. Mark's Hospital	Salt Lake City	UT
St. Mary Medical Center	Langhorne	PA
St. Mary Medical Center	Long Beach	CA
St. Mary's Regional Health Center	Detroit Lakes	MN
St. Mary's Healthcare	Amsterdam	NY
St. Mary's Medical Center	Grand Junction	CO
St. Mary's Medical Center	Evansville	IN
St. Mary's Medical Center	San Francisco	CA
St. Mary's of Michigan	Saginaw	MI
St. Patrick Hospital	Missoula	MT
St. Rita's Medical Center	Lima	OH
St. Rose Dominican Hospitals - San Martin Campus	Las Vegas	NV
St. Rose Dominican, Siena Campus	Henderson	NV
St. Vincent Indianapolis Hospital	Indianapolis	IN
St. Vincent's Health System	Birmingham	AL
St. Vincent's Medical Center	Bridgeport	CT
St. Vincent's Medical Center Riverside	Jacksonville	FL
Stanford Health Care	Stanford	CA
Strong Memorial Hospital	Rochester	NY
Swedish Covenant Hospital	Chicago	IL
Texas Children's Hospital	Houston	TX
Texas Health Huguley Hospital Fort Worth South	Burleson	TX

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
Texas Health Resources	Arlington	TX
The Christ Hospital	Cincinnati	OH
The Jewish Hospital - Mercy Health	Cincinnati	OH
The Johns Hopkins Hospital	Baltimore	MD
The MetroHealth System	Cleveland	OH
The Ohio State University Wexner Medical Center	Columbus	OH
The University of Texas MD Anderson Cancer Center	Houston	TX
The University of Texas Medical Branch at Galveston	Galveston	TX
The University of Texas Southwestern Medical Center	Dallas	TX
The Valley Hospital	Ridgewood	NJ
ThedaCare Medical Center - Waupaca	Waupaca	WI
ThedaCare Regional Medical Centers (Appleton and Neenah)	Appleton	WI
Thomas Jefferson University Hospital	Philadelphia	PA
Thomasville Medical Center	Thomasville	NC
Tillamook Regional Medical Center	Tillamook	OR
Tower Health	West Reading	PA
TriHealth	Cincinnati	OH
Trinitas Regional Medical Center	Elizabeth	NJ
Trinity Health	Livonia	MI
Truman Medical Centers	Kansas City	MO
Tyson Foods	Springdale	AZ
UAB Hospital	Birmingham	AL
UAB Medicine	Birmingham	AL
UCHealth Longs Peak Hospital	Longmont	CO
UCHealth Memorial Hospital Central	Colorado Springs	CO
UCHealth Poudre Valley Hospital	Fort Collins	CO
UCHealth University of Colorado Hospital	Aurora	CO
UK Albert B. Chandler Hospital	Lexington	KY
UMass Memorial Health Care	Worcester	MA
UNC Health Care	Chapel Hill	NC
UNC Hospitals	Chapel Hill	NC
United Hospital Center	Bridgeport	WV
UnityPoint Health - Meriter	Madison	WI
University Health Care System	Augusta	GA
University Hospitals Parma Medical Center	Parma	OH
University Hospitals Samaritan Medical Center	Ashland	OH

# SURVEY PARTICIPANTS

ORGANIZATION	CITY	STATE
University Hospitals St. John Medical Center	Westlake	OH
University of Arkansas for Medical Sciences	Little Rock	AR
University of Maryland Medical Center	Baltimore	MD
University of Maryland Shore Regional Health	Easton	MD
University of Maryland St. Joseph Medical Center	Towson	MD
University of Mississippi Medical Center	Jackson	MS
University of New Mexico Hospitals	Albuquerque	NM
Utah Valley Regional Medical Center	Provo	UT
UW Health	Madison	WI
Valley Children's Healthcare	Madera	CA
Vanderbilt University Medical Center	Nashville	TN
Via Christi Health	Wichita	KS
Via Christi Hospital in Manhattan	Manhattan	KS
Via Christi Hospital in Pittsburg	Pittsburg	KS
Vidant Health	Greenville	NC
WakeMed Health & Hospitals	Raleigh	NC
WellSpan York Hospital	York	PA
WellStar Atlanta Medical Center	Atlanta	GA
WellStar Kennestone Hospital	Marietta	GA
Wentworth-Douglass Hospital	Dover	NH
West Virginia University Hospitals	Morgantown	WV
Western Connecticut Health Network	Danbury	CT
Wheaton Franciscan Healthcare	Glendale	WI
Wilson Medical Center	Wilson	NC
Winter Haven Hospital	Winter Haven	FL
WMCHHealth	Hawthorne	NY
Woodland Healthcare	Woodland	CA
Yale New Haven Hospital	New Haven	CT

APPENDIX B:

TERMS AND

DEFINITIONS

# TERMS AND DEFINITIONS

## COMPENSATION

### Base Salary

Annual base salary as of January 1, 2018.

## INCUMBENT CHARACTERISTICS

### Clinical Pastoral Education

Interfaith professional education for ministry attained through hands-on practice, clinical supervision and academic study.

## STATISTICS

### 25th Percentile

The value below which 25% of the values fall.

### 75th Percentile

The value below which 75% of the values fall.

### isd

Insufficient data.

### Mean

Also known as the average, the arithmetic average of all values. The mean is more sensitive to extreme values (either high or low) than is the median.

### Median

The value below which one-half of the values fall. The median is less sensitive to extreme values (either high or low) than is the mean.

### n Incumbents

The total number of incumbents for whom data were reported.

### n Organizations

The total number of organizations that reported data.

APPENDIX C:

ABOUT SULLIVAN,  
COTTER AND  
ASSOCIATES, INC.



# ABOUT SULLIVAN, COTTER AND ASSOCIATES, INC.

SullivanCotter is the leading independent consulting firm in the assessment and development of performance-based total rewards programs and workforce solutions for the health care industry and not-for-profit sector. For over 25 years, the firm has provided unbiased advice to executives and boards to help attract, retain and motivate executives, physicians, advanced practice clinicians and employees at all levels. Through the Center for Information, Analytics and Insights, SullivanCotter has developed the most widely recognized compensation surveys in the United States. Combining data-driven intelligence with national insights, we act with integrity to help organizations fulfill their missions, business objectives and regulatory requirements.

For more information, visit [www.sullivancotter.com](http://www.sullivancotter.com) or call 888.739.7039.

SullivanCotter has offices in Atlanta, Boston, Chicago, Denver, Detroit, Eau Claire, Minneapolis, New York, Parsippany, Philadelphia, Pittsburgh and San Francisco.