

Admin Turnover Codebook

Contents

<i>firstname</i>	2
<i>lastname</i>	2
<i>position_start</i>	2
<i>position_end</i>	2
<i>ccmu</i>	2
<i>facility_name</i>	2
<i>facility_beds</i>	2
<i>facility_turnover</i>	2
<i>survey_complete</i>	3
<i>response_id</i>	3
<i>Survey Question 1</i>	3
<i>Survey Question 2</i>	3
<i>Survey Question 3</i>	3
<i>Survey Question 4</i>	4
<i>Survey Question 5</i>	4
<i>Survey Question 6</i>	5
<i>Survey Question 7</i>	8
<i>Survey Question 8</i>	8
<i>Survey Question 9</i>	9
<i>Survey Question 10</i>	11
<i>Survey Question 10a</i>	15
<i>Survey Question 11</i>	16
<i>Survey Question 12</i>	16
<i>Survey Question 13</i>	18
<i>Survey Question 14</i>	18
<i>Survey Question 15</i>	20
<i>Survey Question 16</i>	22
<i>Survey Question 17</i>	22
<i>Survey Question 18</i>	23
<i>Survey Question 19</i>	26

<i>Survey Question 20</i>	29
<i>Survey Question 21</i>	33
<i>Survey Question 22</i>	33
<i>Survey Question 23</i>	34
<i>Survey Question 24</i>	35
<i>Survey Question 25</i>	35
<i>Survey Question 26</i>	36

firstname

Respondent first name.

lastname

Respondent last name.

position_start

Date respondent started most recent position.

position_end

Date respondent ended most recent position; NA if position had not ended by Oct. 01, 2021.

ccmu

CCMU of facility.

facility_name

Facility name.

facility_beds

Number of beds in facility

facility_turnover

Turnover ratio for facility. Calculated by dividing number of administrators by time period years of facility operation. 1 indicates as many new administrators as years of operation, 0 = no new administrators over operation time period.

survey_complete

Flag for respondent survey completion.

response_id

Unique id for each survey respondent.

Survey Question 1

What is your gender?

Variable	Option	Response	N	Freq
Q1		[-99, NA] Missing	1	0.49%
	[1]	Male	32	15.76%
	[2]	Female	168	82.76%
	[3]	Prefer to self-describe	0	0.00%
	[4]	Prefer not to answer	2	0.99%

Q1_3_TEXT [3] Prefer to self-describe:

No responses

Survey Question 2

What is your age? Please enter in years.

Variable	Missing	Freq	Mean	SD	P1	P25	P50	P75	P100
Q2	2	0.9901478	44.67164	11.62719	23	36	44	52	69

Survey Question 3

What is your race/ethnicity? Please select all that apply.

Variable	Option	Response	N	Freq
		[-99, NA] Missing	1	0.47%
Q3_1	[1]	American Indian or Alaska Native	4	1.86%
Q3_2	[1]	Asian	10	4.65%
Q3_3	[1]	Black or African American	5	2.33%

Variable	Option Response	N	Freq
Q3_4	[1] Hispanic or Latino	11	5.12%
Q3_5	[1] Native Hawaiian or Other Pacific Islander	4	1.86%
Q3_6	[1] White	173	80.47%
Q3_7	[1] Other	7	3.26%

Q3_7_TEXT [1] Other:

```
## prefer not to answer
## prefer not to answer
## Filipino
## Filipino American
## Brazilian
## European American
```

Survey Question 4

What is the highest degree or level of school you have COMPLETED?

Variable	Option Response	N	Freq
Q4	[-99, NA] Missing	1	0.5%
	[1] High school diploma or equivalent (such as GED)	40	19.7%
	[2] Some college credit, but not degree	62	30.5%
	[3] Associate's degree (for example: AA, AS)	31	15.3%
	[4] Bachelor's degree (for example: BA, BS)	57	28.1%
	[5] Master's degree (for example: MA, MS, MEng, MSW, MBA)	11	5.4%
	[6] Professional degree beyond a Bachelor's Degree (for example: MD, JD)	0	0.00%
	[7] Doctorate degree (for example: PhD, EdD)	1	0.5%

Survey Question 5

Did any of your degrees include curriculum or course content related to the following subject areas?

Variable	Option	Response	N	Freq
Q5_1	Aging or older adults	[-99, NA] Missing	58	28.6%
		[1] Yes	63	31.0%
		[2] No	82	40.4%
Q5_2	Disabilities	[-99, NA] Missing	64	31.5%
		[1] Yes	56	27.6%
		[2] No	83	40.9%
Q5_3	Behavioral or mental health	[-99, NA] Missing	61	30.0%
		[1] Yes	64	31.5%
		[2] No	78	38.4%
Q5_4	Long-term services and supports	[-99, NA] Missing	65	32.0%
		[1] Yes	53	26.1%
		[2] No	85	41.9%
Q5_5	Healthcare administration	[-99, NA] Missing	61	30.05%
		[1] Yes	59	29.06%
		[2] No	83	40.89%

Survey Question 6

Do you currently have or have you ever had any of the following certifications or licenses?

Variable	Option	Response	N	Freq
Q6_1	Nursing home administrator	[-99, NA] Missing	47	23.2%
		[1] No, never	112	55.2%
		[2] Yes, previously	4	2.0%
		[3] Yes, currently	40	19.7%
Q6_2	Registered nurse (RN)	[-99, NA] Missing	61	30.0%
		[1] No, never	137	67.5%
		[2] Yes, previously	1	0.5%
		[3] Yes, currently	4	2.0%

Variable	Option	Response	N	Freq
Q6_3	Licensed practical/vocational nurse (LPN/LVN)	[-99, NA] Missing	61	30.0%
		[1] No, never	134	66.0%
		[2] Yes, previously	1	0.5%
		[3] Yes, currently	7	3.4%
Q6_4	Certified nursing assistant (CNA)	[-99, NA] Missing	45	22.17%
		[1] No, never	109	53.69%
		[2] Yes, previously	43	21.18%
		[3] Yes, currently	6	2.96%
Q6_5	Certified medication aide (CMA)	[-99, NA] Missing	63	31.0%
		[1] No, never	125	61.6%
		[2] Yes, previously	13	6.4%
		[3] Yes, currently	2	1.0%
Q6_6	Other certification	[-99, NA] Missing	97	47.8%
		[1] No, never	46	22.7%
		[2] Yes, previously	17	8.4%
		[3] Yes, currently	43	21.2%

Q6_6_TEXT Other certification [1] Yes:

```
## RCF Administrator
## Residential Care Facility Administrator License
## Assisted Living Administrator
## EMT California
## Resident Care Facility Administrator
## nursing assistant, need to take CNA test
## Residential Care Facility Administrator
## Administrator training
## PHR
## Oregon Administrator
## Minor in Gerontology Certificate OSU
## Residential Care Facility Administrator Certification
## Assisted Living Administrator
## ALF/RCF Administrator
## ALF Administrator
## RCF administrator
```

```

## ALF?RCF Licenses
## Registered Dietician
## Licensed RCF Administrator
## Administrators license
## LTC Administrator License
## Activities director
## CNA
## RESIDENTIAL CARE FACILITY ADMINISTRATION
## Assisted Living Administrator
## Medical Assistant
## Administrator Certification
## Residential Care Facility Administrator
## health records technology and medical transcription
## administrator license
## Service Coordinator
## RALF Administrator License
## HR
## EMT I
## alf administrator license
## RCF Administrator
## LTC Administrator
## Activities Director Certificate from California
## RCFA
## Alf/rcf administrator license
## Administrator Certificate AL and RC
## ALF admin License
## ALF Administrator
## Administrator ALF
## Long Term Care Administartor
## administrator
## Administrator License
## Assisted Living Administrator (OR)
## HCA trainer, Mental Health and Dementia trainer
## Long Term Care Administrator
## Assisted Living/RCF Administrators Certificate
## CMAA, CPC
## Residential Care Facility
## ALF administrator
## RCF administrator license
## Certified Medical Assistant
## Administrator
## CPI trainer
## Resident Assistant
## Certified Medical Assistant

```

```
## Licensed Administrator
## Community Base Administrator
## RCAL Administrator
## Administrator Training
## CPR-First Aid
## Activity director
## SLPA
## Speech Language Pathologist
## MC/AL Administrator Licenses
## ALF/RCF Administrator
```

Survey Question 7

In what year did you last attend the state-approved 40-hour training offered by Leading Age Oregon or Oregon Health Care Association (OHCA)?

Variable	Option	Response	N	Freq
Q7		[-99, NA] Missing	1	0.5%
		[1] 2020	18	8.9%
		[2] 2019	47	23.2%
		[3] 2018	24	11.8%
		[4] 2017 or before	113	55.7%

Survey Question 8

How satisfied were you about the different subjects covered in the training program that you attended?

Variable	Option	Response	N	Freq
Q8_1	Rules and regulations (e.g., health, fire)	[-99, NA] Missing	1	0.49%
		[1] Very dissatisfied	10	4.93%
		[2] Dissatisfied	3	1.48%
		[3] Neither satisfied nor dissatisfied	22	10.84%
		[4] Satisfied	98	48.28%
		[5] Very satisfied	69	33.99%
Q8_2	Finance, accounting	[-99, NA] Missing	1	0.5%

Variable	Option	Response	N	Freq
Q8_3	Human resources and staffing	[1] Very dissatisfied	5	2.5%
		[2] Dissatisfied	23	11.3%
		[3] Neither satisfied nor dissatisfied	76	37.4%
		[4] Satisfied	68	33.5%
		[5] Very satisfied	30	14.8%
		[-99, NA] Missing	2	0.99%
		[1] Very dissatisfied	4	1.97%
		[2] Dissatisfied	22	10.84%
		[3] Neither satisfied nor dissatisfied	60	29.56%
		[4] Satisfied	82	40.39%
Q8_4	Physical environment (e.g., building/plant management)	[5] Very satisfied	33	16.26%
		[-99, NA] Missing	1	0.5%
		[1] Very dissatisfied	5	2.5%
		[2] Dissatisfied	14	6.9%
		[3] Neither satisfied nor dissatisfied	49	24.1%
		[4] Satisfied	97	47.8%
Q8_5	Leadership skills	[5] Very satisfied	37	18.2%
		[-99, NA] Missing	2	1.0%
		[1] Very dissatisfied	6	3.0%
		[2] Dissatisfied	13	6.4%
		[3] Neither satisfied nor dissatisfied	55	27.1%
		[4] Satisfied	90	44.3%
		[5] Very satisfied	37	18.2%

Survey Question 9

Do you agree or disagree with the following statements?

Variable	Option	Response
Q9_1	My training sufficiently prepared me for this position.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q9_2	I received sufficient onboarding support (e.g., mentorship) when I started this position.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q9_3	There are sufficient ongoing training opportunities for me.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q9_4	The existing opportunities for continuing education are relevant to my work.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q9_5	My employer makes it possible for me to attend training (e.g., paid time for training).	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree

Variable Option	Response
	[4] Agree
	[5] Strongly agree

Survey Question 10

What is your current job title at this organization (e.g., administrator, CEO, executive director)?

```
## Administrator
## Executive Director
## Health & Wellness Director
## Executive Director
## Administrator & President of Operations
## Executive Director
## Executive Director
## Regional Administrator
## Senior Admin
## administrator
## Administrator
## Administrator
## administrator
## Executive Director
## administrator
## Administrator
## Administrator
## Executive Director
## Memory Care Administrator
## Senior Executive Director
## Reflections Care Administrator
## Executive Director
## Executive Director
## ED
## Administrator
## administrator
## Administrator
## Executive Director
## Administrator
## administrator
## Executive Director
## Executive Director
## Senior Executive Director
## Executive Director
```

```

## Administrator
## Campus Administrator
## Administrator
## Administator
## Executive Director
## Administrator
## Administrator
## Executive Director
## Executive Director
## Executive Director
## Executive Director
## Memory Cara Director
## Executive Director
## Executive Director
## Administrator
## Administrator
## Administrator
## Executive Director
## Executive Director
## administrator ,ceo ,
## Interim Administrator
## Administrator
## Administrator
## Administrator
## Executive Director
## Executive Director
## Administrtor
## Admin/DOO
## Executive Director
## Administrator
## Administrator
## Administrator
## Administrator
## Administrator
## Executive Director
## Administrator, Executive Director
## Executive Director
## Administrator
## Executive Director
## Executive Director
## ADMINISTRATOR
## Executive Director
## Executive Director
## Executive Director

```

```

## Executive Director
## Executive Director
## Executive Director
## Administrator
## Administrator
## Administrator
## Administrator
## Director of Health Services, RCF Administrator
## Administrator
## Executive Director
## ED
## administrator
## Memory Care Coordinator/ Administrator
## Administrator
## Health Services Administrator
## Administrator and Owner
## administrator
## Administrator
## Executive Director
## Executive Director
## Administrator
## Administrator
## administrator
## Community Administrator
## Executive Director
## General Manager
## Executive Director of memory care
## Executive Director
## administrator
## Executive Director
## Executive Director
## Executive Director
## Executive Director
## Executive Director
## Memory Care Director
## Administrator
## Executive Director
## executive director
## Executive Director
## Administrator
## Administrator
## Administrator
## Healthcare Administrator
## Administrator

```

```
## Administrator
## Administrator
## Administrator
## Executive Director
## Owner/Administrator
## Administrator
## Admi
## Administrator
## Administrator
## Administrator
## Executive administrator
## Executive director
## Executive Director
## Regional Director Operations
## Executive Director
## administrator
## Administrator
## Executive DIdrector
## Administrator
## Executive Director
## Executive Director
## Executive Director
## Administrator
## Administrator
## Executive Director
## Executive Director
## Interim Administrator, President & COO
## Executive Director
## administrator
## Administrator
## Executive Director
## Executive Director
## ECU Administrator
## Executive Director
## Executive Director
## Executive Director
## Administrator
## executive director
## Administrator
## Administrator
## Executive Director
## Administrator
## Executive Director
## Administrator
```

```

## Administrator
## administrator
## Adminitrator
## Executive Director
## Memory Care Program Manager
## Executive Director in Training
## RCF Administrator/ NH Assistant Administrator
## Executive Administrator
## Administrator
## Executive Director
## Executive Director
## Executive Director
## Administrator
## President/Administrator
## Executive Director
## Administrator
## Executive Director
## Director of Health Services
## Administrator
## Executive Director
## Administrator
## Executive Director
## Administrator
## Administrator/ Health Services Director
## Administrator at Turner Retirement Homes, Inc.
## Executive Director
## Executive Director
## Administrator
## Executive Director
## Executive Director
## Administrator
## Executive Director
## Administrator
## Administrator
## Administrator

```

Survey Question 10a

Do you or a member of your immediate family have partial or full ownership of this community?

Variable	Option	Response	N	Freq
Q10a		[-99, NA] Missing	1	0.5%

Variable	Option Response	N	Freq
	[1] Yes	14	6.9%
	[2] No	188	92.6%

Survey Question 11

How long have you been an administrator at this community? Please enter in years.

Variable	Missing	Freq	Mean	SD	Po	P25	P50	P75	P100
Q11	5	0.9753695	3.91202	4.623082	0	1	2	5	27

Survey Question 12

Have you worked in any other position at this community prior to becoming an administrator?

Variable	Option Response	N	Freq
Q12	[-99, NA] Missing	1	0%
	[1] Yes, I worked at this community as [blank]	87	43%
	[2] No, I worked at this community as an administrator only	115	57%

Q12_1_TEXT [1] Yes, I worked at this community as [blank]:

```
## Medication Aide/Caregiver
## Executive Director
## MCM
## assistant, caregiver, med tech
## care giver, assist admin
## Caregiver, Med Tech, RCC, LPN
## Medical Records, Human Resources
## Resident Care Coordinator
## MC Admin, RCC
## Medication Manager
## Assistant Administrator
## 12
## Caregiver, med tech, restorative aid, activities coordinator, EVS Director
## HR Assistant
## Marketing director, resident services director
```



```

## Health Services Director and Memory Care Director
## Caregiver, med aid, resident care coordinator
## Business Office Manager
## owner 37yrs all positions
## Assistant Director
## med aid/Resident services coordinator
## Activity Coordinator
## Resident care manger
## Direct Care staff, QA coordinator, shift supervisor
## rcc
## Consultant
## RCC
## CAREGIVER/ACTIVITIES DIRECTOR
## Business Office Manager
## Courtyard Fountains
## Resident Care Coordinator
## Caregiver, MT, Office Manager
## Admin. Assistant
## activitys derector
## Med Tech and Resident Services Coordinator
## Resident Services Coordinator
## Assistant Admin/Activities Director
## Director of Operations
## caregiver, rcm, med tech
## Office Manager
## Dining Manager & Assistant Manager
## RCC
## Med Tech, RCC
## Shower aide, caregiver, medtech, RCC, Assistant Administrator
## ED
## RCC, Activity director, admin assistant
## Resident Services Coordinator
## Community Relations Director
## Community Relations
## Admin. Assistant
## Med Aid, Caregiver, Assistant Administrator
## Director of memory care
## Med aide and RCC
## Business Office Director
## Office Manager
## caregiver and med aid
## Nurse
## Memory Care Director
## President & COO

```

```

## Med Tech, RCC, Memory Care Director
## I've been with this community for 40 years   Activity Director, HR director, Payroll, Transportation
## Administrator/Marketing
## I started as a NOC shift caregiver, than swing shift medication assistant, than resident care coordinator
## Chef/Assistant Director
## RCC, BOM
## Resident care Manager / Medication Aide / Care Giver
## caregiver, med aide and business office manager
## Program Assistant, Caregiver, Medaide, Business Office Manager, Community Relations Director
## RCM
## caregiver
## Community Relations/Caregiver
## Resident care coordinator
## RSC
## I grew up working in the facility
## caregiver, resident care manager, marketer, assistant administrator
## RN and Administrator
## caregiver, med tech, resident service director
## Community Relations
## HR
## Caregiver med Tech
## Assisted Living RN
## Foster Home Administrator
## Office manager
## Business Office Manager
## Resident Care Coordinator
## RCC, Medication Tech, Caregiver

```

Survey Question 13

Have you ever been an administrator at another assisted living, residential care, or memory care community? Please select all that apply.

Variable Option Responses		N	Freq
Q13_1	[1] Assisted living/residential care (not endorsed for memory care)	81	32.3%
Q13_2	[1] Memory care community	72	28.7%
Q13_3	[1] No, this is the first community of which I am the administrator.	98	39.0%

Survey Question 14

What was the reason for leaving your administrator position at that last community?

Variable	Option Response	N	Freq
Q14	[-99, NA] Missing	99	48.8%
	[1] I transferred to this community in the same organization	23	11.3%
	[2] I quit	34	16.7%
	[3] I was laid off	5	2.5%
	[4] It closed	0	0.00%
	[5] Other	42	20.7%

Q14_5_TEXT [5] Other:

```
## New job w/o travel
## Too long of a drive
## Moved
## I resigned
## distance
## Sold the facility
## Moved to different city
## Dissatisfactory with supervisor
## Closer to home
## Mother's Health Issues
## Moved to the East Coast
## Recruited to the Waterford, 30 day resignation was provided
## Closer to home; Autonomy
## Location
## Changed jobs do to traveling
## no management support
## I merged the two buildings, I am still the administrator for that building
## Building culture
## wanted new position
## hostile work environment
## Offered the position
## better pay & support
## Promotion
## moved from out of state
## Moved
## closer to home/Assited living
## I choose not to disclose information but it was mostly my disagreement with their operations.
## built on RCF
## Was Not an Administrator at another Community.. Was Resident Care Manager only
## Opportunity for a larger bed community.
## Interim position/laid off
```

Transferred to Home Health and Hospice Admin
 ## New opportunity
 ## I was laid off before I could quit. Horrible management and work culture!
 ## to stop commuting
 ## They did not care about the residents, I could not work for them due to this.

Survey Question 15

Have you ever worked in any of the following settings prior to your current job?

Variable Option	Response	N	Freq
Q15_1 Adult foster/care home	[-99, NA] Missing	24	12%
	[1] Yes	53	26%
	[2] No	126	62%
Q15_2 Nursing home	[-99, NA] Missing	21	10.3%
	[1] Yes	84	41.4%
	[2] No	98	48.3%
Q15_3 Home health agency (including hospice agency)	[-99, NA] Missing	32	15.8%
	[1] Yes	29	14.3%
	[2] No	142	70.0%
Q15_4 Home care	[-99, NA] Missing	27	13%
	[1] Yes	53	26%
	[2] No	123	61%
Q15_5 Hospital	[-99, NA] Missing	30	14.8%
	[1] Yes	33	16.3%
	[2] No	140	69.0%
Q15_6 Adult day care	[-99, NA] Missing	35	17%
	[1] Yes	12	6%
	[2] No	156	77%
Q15_7 Other	[-99, NA] Missing	77	37.93%
	[1] Yes	50	24.63%
	[2] No	76	37.44%

Q15_7_TEXT Other [1] Yes:

```

## memory care
## Hospice
## ALF
## Independent Living. ALF and Memory Care
## mental health
## Assisted Living
## Assisted Living
## Assisted Living and Skill Rehab
## Assisted Living
## Assisted Living
## Rcf
## CCRC
## memory care
## Assisted Living/ Memory Care
## ShelterCare - For Homeless Housing & Rehab
## CCRC
## assisted Living
## Mental Health
## Clinical Dietician
## Assisted Living
## AL Management Company
## State of Nevada-Dept of Aging Svcs
## Memory Care
## Childcare
## Child care
## clinic
## MD offices
## Community social worker
## Assisted living, Memory care, and independent Living
## Private care, assistant admin in dementia
## Long time parental care
## 20 years navy hospital corpsman
## Independent Living
## RCF/Memory Care
## Dr office/medical records
## Memory Care and Assisted Living. Mental Health and I/DD
## Internal Medicine
## Assisted Living/ Memory Care
## rehab
## LTC
## ALF
## Medical Clinics, Urgent Care

```

```

## Marketing Director at Memory Care and Assisted Living
## Assisted Living
## memory care / RCF
## Caregiver/Center Manager for DME Company
## Medical Assistant
## ACS
## doctors office
## Assisted Living
## Independent and Assited Living Community
## Skilled facility
## Other Assisted and Living, Retirement
## Assisted living
## Early Head Start
## DDA
## ALF and Memory Care

```

Survey Question 16

Considering your past work experience, how long have you worked in the long-term care or health settings listed above in total? Please include all prior jobs, even if you left and then came back. Please enter in years.

Variable	Missing	Freq	Mean	SD	Po	P25	P50	P75	P100
Q16	6	0.9704433	17.24112	9.729583	0	10	16	22	50

Survey Question 17

What is your current annual salary in your position as an administrator?

Variable	Option Response	N	Freq
Q17	[-99, NA] Missing	1	0.5%
	[1] Less than or equal to \$24,999	0	0.00%
	[2] \$25,000 to \$49,999	27	13.3%
	[3] \$50,000 to \$74,999	59	29.1%
	[4] \$75,000 to \$99,999	85	41.9%
	[5] \$100,000 or greater	23	11.3%
	[6] Prefer not to answer	7	3.4%

Variable	Option	Response	N	Freq
	[7]	Other	1	0.5%

Q17_7_TEXT [7] Other

No responses

Survey Question 18

Which of the following fringe benefits does your current employer offer to you? For each benefit, please indicate whether you are offered the benefit even if you choose not to receive or use it.

Variable	Option	Response	N	Freq
Q18_1	Health insurance for you	[-99, NA] Missing	4	2.0%
		[1] Yes	182	89.7%
		[2] No	17	8.4%
Q18_2	Health insurance that includes family coverage	[-99, NA] Missing	8	3.9%
		[1] Yes	152	74.9%
		[2] No	40	19.7%
Q18_3	Paid personal time off or vacation time	[-99, NA] Missing	2	1.0%
		[1] Yes	196	96.6%
		[2] No	5	2.5%
Q18_4	Paid sick leave	[-99, NA] Missing	6	3.0%
		[1] Yes	182	89.7%
		[2] No	15	7.4%
Q18_5	Paid holidays	[-99, NA] Missing	4	2.0%
		[1] Yes	178	87.7%
		[2] No	21	10.3%
Q18_6	Pension	[-99, NA] Missing	31	15.3%
		[1] Yes	16	7.9%
		[2] No	137	67.5%
Q18_7	A 401(k) or 403(b) account	[-99, NA] Missing	6	3.0%

Variable Option	Response	N Fre
	[1] Yes	152 74.9%
	[2] No	42 20.7%
Q18_8 Life insurance	[-99, NA] Missing	8 3.9%
	[1] Yes	144 70.9%
	[2] No	48 23.6%
Q18_9 Bonus or incentive pay for (e.g., census/occupancy, incident reports). Please describe	[-99, NA] Missing	30 15%
	[1] Yes	95 47%
	[2] No	72 35%

Q18_9_TEXT Bonus or incentive pay for (e.g., census/occupancy, incident reports). Please describe [1] Yes:

```
## Budget, occupancy
## Bonus
## NOI
## High Occupancy Bonus
## budget related
## occupancy, NOI
## Bonus for census
## Census/occupancy
## Performance bonus
## census/occupancy
## depends on meeting the financial goals.
## Bonus for EBITDAR yr. over year growth
## Annual revenue bonuses
## bonus for roi
## 2,000 every quarter if reach census.
## census
## Occupancy bonus
## NOI, associate turnover, Census
## 10-15% base annually
## annually based on performance
## census, NOI YOY, expense management, revenue
## Bonuses every quarter
## random bonuses
## NOI bonuses
## Financial management bonus. Occupancy bonus
## move in bonus
## Move in Bonus
```



```

## NONE
## marketing and NOI bonus
## up to 15% Annual Salary
## HARD WORK
## census/occupancy
## NOI bonus
## NOI bonus
## Bonus
## Quarterly bonuses if hitting benchmarks
## year end
## Profit sharing
## 1500
## Bonus in December net operations income determined by occupancy, budget, overtime, survey, etc
## Census Bonus
## complex bonus structure; never met
## stabilized occupancy - NOI
## Occupancy
## Occupancy and NOI
## Bonus
## meeting budget monthly
## NOI
## Just a christmas bonus
## Marketing
## percentage of annual NOI
## 10% of positive NOI every six months
## quarterly bonus available
## Census bonus
## Performance based
## based on private pay move ins
## Census/occupancy
## n/a
## Bonus
## bonus for occupancy
## census bonus
## Bonus for reaching and maintaining NOI/Census
## occupancy and overall of year performance
## Quarterly and annual bonus bases on occupancy, budget
## Census
## Occupancy and Revenue
## performance bonus
## based on NOI and survey results
## Marketing Bonus
## Quarterly bonus plan based on meeting financial goals
## based on census

```

```
## move in bonus
## Census bonus
## NOI
## Occupancy Bonus
```

Survey Question 19

This next question asks about how satisfied you are with each aspect of your current job listed below. To what extent are you satisfied or dissatisfied with each aspect of your job? Please select Not Applicable if a particular statement is not applicable to you or your position.

Variable Option	Response
Q19_1 The amount of job security I have.	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
Q19_2 The amount of pay and fringe benefits I receive.	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
Q19_3 The amount of personal growth and development I get in doing my job.	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied

Variable	Option	Response
Q19_4	The people I talk to and work with on my job.	[6] Not applicable [-99, NA] Missing [1] Very dissatisfied [2] Dissatisfied [3] Neither satisfied nor dissatisfied [4] Satisfied [6] Not applicable [5] Very satisfied
Q19_5	The degree of respect and fair treatment I receive from my boss.	[-99, NA] Missing [1] Very dissatisfied [2] Dissatisfied [3] Neither satisfied nor dissatisfied [4] Satisfied [5] Very satisfied [6] Not applicable
Q19_6	The feeling of worthwhile accomplishment I get from doing my job.	[-99, NA] Missing [1] Very dissatisfied [2] Dissatisfied [3] Neither satisfied nor dissatisfied [6] Not applicable [4] Satisfied [5] Very satisfied
Q19_7	The chance to get to know other people while on the job.	[-99, NA] Missing [1] Very dissatisfied [2] Dissatisfied [6] Not applicable [3] Neither satisfied nor dissatisfied [4] Satisfied

Variable	Option	Response
Q19_8	The amount of support and guidance I receive from my supervisor.	[5] Very satisfied [-99, NA] Missing [1] Very dissatisfied [2] Dissatisfied [3] Neither satisfied nor dissatisfied [4] Satisfied [5] Very satisfied [6] Not applicable
Q19_9	The degree to which I am fairly paid for what I contribute to this organization.	[-99, NA] Missing [1] Very dissatisfied [2] Dissatisfied [3] Neither satisfied nor dissatisfied [4] Satisfied [5] Very satisfied [6] Not applicable
Q19_10	The amount of independent thought and action I can exercise in my job.	[-99, NA] Missing [1] Very dissatisfied [6] Not applicable [2] Dissatisfied [3] Neither satisfied nor dissatisfied [4] Satisfied [5] Very satisfied
Q19_11	How secure things look for me in the future in this organization.	[-99, NA] Missing [6] Not applicable [1] Very dissatisfied [1] Very dissatisfied [2] Dissatisfied [3] Neither satisfied nor dissatisfied

Variable Option	Response
	[6] Not applicable
	[4] Satisfied
	[5] Very satisfied
Q19_12 The chance to help other people while at work.	[-99, NA] Missing
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[6] Not applicable
	[4] Satisfied
	[5] Very satisfied
Q19_13 The amount of challenges in my job.	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
Q19_14 The overall quality of the supervision I receive in my work.	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable

Survey Question 20

Thinking about the community, management, and ownership where you work, to what extent do you agree or disagree with the following statements?

Variable	Option	Response
Q20_1	I feel a strong sense of 'belonging' to my organization.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q20_2	My organization really cares about my wellbeing.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q20_3	I feel like 'part of the family' at this organization.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q20_4	Help is available from my organization when I have a problem.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q20_5	My job at this organization is secure.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree

Variable	Option	Response
Q20_6	I feel 'emotionally attached' to this organization.	[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
		[2] Disagree
		[3] Neither agree
Q20_7	I would feel guilty if I left this organization right now.	[1] Very dissatisfied
		[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
Q20_8	My organization strongly considers my goals and values.	[2] Disagree
		[3] Neither agree
		[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
Q20_9	I owe a great deal to this organization.	[1] Strongly disagree
		[2] Disagree
		[3] Neither agree
		[4] Agree
		[5] Strongly agree
Q20_10	I am confident that I will be able to work for this organization as long as I wish.	[-99, NA] Missing
		[1] Strongly disagree

Variable Option	Response
Q20_11 I frequently think of quitting my current job.	[2] Disagree
	[3] Neither agree
	[4] Agree
	[5] Strongly agree
	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree
	[4] Agree
	[5] Strongly agree
Q20_12 It would be very hard for me to leave my job right now even if I wanted to.	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree
	[4] Agree
	[5] Strongly agree
Q20_13 Right now, staying with my job at this organization is a matter of necessity as much as desire.	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree
	[4] Agree
	[5] Strongly agree
Q20_14 I will probably look for another job in the next year.	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree
	[4] Agree
	[5] Strongly agree

Variable Option	Response
Q20_15	There is a good chance that I will leave this job in the next year or so.
	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree nor disagree
	[4] Agree
	[5] Strongly agree

Survey Question 21

Are there any job skills you would like to get training for?

Variable Option	Response	N	Freq
Q21	[-99, NA] Missing	1	0%
	[1] Yes	89	44%
	[2] No	113	56%

Survey Question 22

Which of the following job skills would you say you would like to get training for? Please select all that apply.

Variable Option	Responses	N	Freq
Q22_1	[1] Work-life balance	55	7.76%
Q22_2	[1] Conducting effective meetings	35	4.94%
Q22_3	[1] Being an effective leader	51	7.19%
Q22_4	[1] Leading the change process	34	4.80%
Q22_5	[1] Analyzing and interpreting data	20	2.82%
Q22_6	[1] Informed decision making	21	2.96%
Q22_7	[1] Creating and communicating a vision	30	4.23%
Q22_8	[1] Developing and implementing a strategic plan	30	4.23%
Q22_9	[1] Delegating tasks to others	34	4.80%

Variable Option Responses		N Freq
Q22_10	[1] Inspiring and motivating staff	54 7.62%
Q22_11	[1] Prioritizing	18 2.54%
Q22_12	[1] Problem solving	19 2.68%
Q22_13	[1] Time management	26 3.67%
Q22_14	[1] Conflict resolution and mediation	49 6.91%
Q22_15	[1] Oral and written communications	13 1.83%
Q22_16	[1] Cultivating effective relationships	24 3.39%
Q22_17	[1] Person-centered care / culture change	28 3.95%
Q22_18	[1] Team building	43 6.06%
Q22_19	[1] Managing teams	35 4.94%
Q22_20	[1] Consensus building	20 2.82%
Q22_21	[1] Active listening	17 2.40%
Q22_22	[1] Coaching, teaching, and mentoring	46 6.49%
Q22_23	[1] Other	7 0.99%

Q22_23_TEXT [1] Other

```
## Certified Dementia Specialist
## working with the state on regs
## Administrator test
## Addressing burnout; Evaluating and selecting new technology
## Financials
## Financial/aging systems
## Financials
```

Survey Question 23

Would you say your health in general is excellent, very good, good, fair, or poor?

Variable Option Response		N Freq
Q23	[-99, NA] Missing	0 0.00%
	[1] Excellent	29 14.3%

Variable	Option Response	N	Freq
	[2] Very good	60	29.6%
	[3] Good	86	42.4%
	[4] Fair	23	11.3%
	[5] Poor	5	2.5%

Survey Question 24

How often do you feel worried, nervous, or anxious? Would you say daily, weekly, monthly, a few times a year, or never?

Variable	Option Response	N	Freq
Q24	[-99, NA] Missing	0	0.00%
	[1] Daily	90	44.3%
	[2] Weekly	61	30.0%
	[3] Monthly	25	12.3%
	[4] A few times a year	22	10.8%
	[5] Never	5	2.5%

Survey Question 25

How often do you feel depressed? Would you say daily, weekly, monthly, a few times a year, or never?

Variable	Option Response	N	Freq
Q25	[-99, NA] Missing	0	0.00%
	[1] Daily	21	10.3%
	[2] Weekly	37	18.2%
	[3] Monthly	24	11.8%
	[4] A few times a year	88	43.3%
	[5] Never	33	16.3%

Survey Question 26

Following are some statements related to your work. Do you agree or disagree with each statement?

Variable Option	Response
Q26_1 Working here makes it hard to spend enough time with my family.	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree nor disagree
	[4] Agree
	[5] Strongly agree
Q26_2 Working here leaves little time for other activities.	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree nor disagree
	[4] Agree
	[5] Strongly agree
Q26_3 I have too much work and too little time to do it in.	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree nor disagree
	[4] Agree
	[5] Strongly agree
Q26_4 I sometimes dread the telephone ringing at home because the call might be job-related.	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree nor disagree
	[4] Agree
	[5] Strongly agree
Q26_5 I feel like I never had a day off.	[-99, NA] Missing

Variable	Option	Response
Q26_6	There are lots of times when my job drives me right up the wall.	[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q26_7	Sometimes when I think about my job I get a tight feeling in my chest.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
Q26_8	I feel guilty when I take time off from my job.	[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
Q26_9	My job gets to me more than it should.	[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree

Variable Option	Response
Q26_10 I have felt fidgety or nervous as a result of my job.	[5] Strongly agree
	[-99, NA] Missing
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree nor disagree
	[4] Agree
	[5] Strongly agree