

Admin Turnover Codebook

Question 1

What is your gender?

Variable	Option Response	N	Freq, All	Freq, Non-Missing
Q1	[-99, NA] Missing	363	62.4%	-
	[1] Male	35	6.0%	16%
	[2] Female	182	31.3%	83%
	[3] Prefer to self-describe	0	0.00%	0.00%
	[4] Prefer not to answer	2	0.3%	1%

Q1_3_TEXT [3] Prefer to self-describe:

No responses

Question 2

What is your age? Please enter in years.

Variable	Missing	Complete Rate	Mean	SD	P1	P25	P50	P75	P100
Q2	364	0.3745704	45.02752	11.57461	23	37	44	53	69

Question 3

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

Variable	Option Response	N	Freq, All	Freq, Non-Missing
	[-99, NA] Missing	363	61.11%	-
Q3_1	[1] American Indian or Alaska Native	4	0.67%	1.73%
Q3_2	[1] Asian	10	1.68%	4.33%
Q3_3	[1] Black or African American	5	0.84%	2.16%
Q3_4	[1] Hispanic or Latino	13	2.19%	5.63%
Q3_5	[1] Native Hawaiian or Other Pacific Islander	4	0.67%	1.73%
Q3_6	[1] White	187	31.48%	80.95%

Variable	Option	Response	N	Freq, All	Freq, Non-Missing
Q3_7	[1]	Other	8	1.35%	3.46%

Q3_7_TEXT [1] Other:

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

Question 4

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

Variable	Option	Response	N	Freq, All	Freq, Non-Missing
Q4		[-99, NA] Missing	363	62.4%	-
	[1]	High school diploma or equivalent (such as GED)	44	7.6%	20.1%
	[2]	Some college credit, but not degree	67	11.5%	30.6%
	[3]	Associate's degree (for example: AA, AS)	35	6.0%	16.0%
	[4]	Bachelor's degree (for example: BA, BS)	60	10.3%	27.4%
	[5]	Master's degree (for example: MA, MS, MEng, MSW, MBA)	12	2.1%	5.5%
	[6]	Professional degree beyond a Bachelor's Degree (for example: MD, JD)	0	0.00%	0.00%
	[7]	Doctorate degree (for example: PhD, EdD)	1	0.2%	0.5%

Question 5

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

Variable	Option	Response	N	Freq, All	Freq, Non-Missing
	Complete non-response	[-99, NA] Missing	422	73%	-
Q5_1	Aging or older adults	[-99, NA] Missing	426	73.2%	-
		[1] Yes	66	11.3%	42%

Variable	Option	Response	N	Freq, All	Freq, Non-Missing
Q5_2	Disabilities	[2] No	90	15.5%	58%
		[-99, NA] Missing	432	74.2%	-
		[1] Yes	59	10.1%	39%
Q5_3	Behavioral or mental health	[2] No	91	15.6%	61%
		[-99, NA] Missing	429	73.7%	-
		[1] Yes	67	11.5%	44%
Q5_4	Long-term services and supports	[2] No	86	14.8%	56%
		[-99, NA] Missing	433	74.4%	-
		[1] Yes	55	9.5%	37%
Q5_5	Healthcare administration	[2] No	94	16.2%	63%
		[-99, NA] Missing	429	73.7%	-
		[1] Yes	62	10.7%	41%
		[2] No	91	15.6%	59%

Question 6

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

Variable	Option	Response	N	Freq, All	Freq, Non-Missing
Q6_1	Nursing home administrator	[-99, NA] Missing	382	66%	-
		[-99, NA] Missing	413	71.0%	-
		[1] No, never	123	21.1%	72.8%
		[2] Yes, previously	4	0.7%	2.4%
		[3] Yes, currently	42	7.2%	24.9%
Q6_2	Registered nurse (RN)	[-99, NA] Missing	429	73.71%	-
		[1] No, never	147	25.26%	96.08%
		[2] Yes, previously	1	0.17%	0.65%
		[3] Yes, currently	5	0.86%	3.27%
Q6_3	Licensed practical/vocational nurse (LPN/LVN)	[-99, NA] Missing	428	73.54%	-

Variable	Option	Response	N	Freq, All	Freq, Non-Missing
Q6_4	Certified nursing assistant (CNA)	[1] No, never	144	24.74%	93.5%
		[2] Yes, previously	3	0.52%	1.9%
		[3] Yes, currently	7	1.20%	4.5%
		[-99, NA] Missing	411	70.6%	-
		[1] No, never	119	20.4%	69.6%
Q6_5	Certified medication aide (CMA)	[2] Yes, previously	46	7.9%	26.9%
		[3] Yes, currently	6	1.0%	3.5%
		[-99, NA] Missing	432	74.2%	-
		[1] No, never	135	23.2%	90.0%
		[2] Yes, previously	13	2.2%	8.7%
Q6_6	Other certification	[3] Yes, currently	2	0.3%	1.3%
		[-99, NA] Missing	467	80.24%	-
		[1] No, never	49	8.42%	42.6%
		[2] Yes, previously	20	3.44%	17.4%
		[3] Yes, currently	46	7.90%	40.0%

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
## RALF Administrator License
## HR
## 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 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
## Resident Assistant
## Resident Assistant
## Certified Medical Assistant
## Licensed Administrator
## Community Base Administrator
## Community Base Administrator
## RCAL Administrator
## Administrator Training
## CPR-First Aid
## Activity director
## SLPA
## Speech Language Pathologist
## Speech Language Pathologist
## MC/AL Administrator Licenses
## ALF/RCF Administrator

```

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,	All Freq,	Non-Missing
Q7	[-99, NA] Missing		363	62.4%	-	
	[1]	2020	19	3.3%	8.7%	
	[2]	2019	50	8.6%	22.8%	
	[3]	2018	27	4.6%	12.3%	
	[4]	2017 or before	123	21.1%	56.2%	

Question 8

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

Variable	Option	Response	N	Freq,	All Freq,	Non-Missing
Q8_1	Rules and regulations (e.g., health, fire)	[-99, NA] Missing	363	62%	-	
		[-99, NA] Missing	363	62.4%	-	
		[1] Very dissatisfied	11	1.9%	5.0%	

Variable Option		Response	N	Freq, All	Freq, %
Q8_2	Finance, accounting	[2] Dissatisfied	4	0.7%	1.8%
		[3] Neither satisfied nor dissatisfied	23	4.0%	10.5%
		[4] Satisfied	106	18.2%	48.4%
		[5] Very satisfied	75	12.9%	34.2%
		[-99, NA] Missing	363	62.4%	-
		[1] Very dissatisfied	5	0.9%	2.3%
Q8_3	Human resources and staffing	[2] Dissatisfied	24	4.1%	11.0%
		[3] Neither satisfied nor dissatisfied	84	14.4%	38.4%
		[4] Satisfied	73	12.5%	33.3%
		[5] Very satisfied	33	5.7%	15.1%
		[-99, NA] Missing	364	62.5%	-
		[1] Very dissatisfied	4	0.7%	1.8%
Q8_4	Physical environment (e.g., building/plant management)	[2] Dissatisfied	22	3.8%	10.1%
		[3] Neither satisfied nor dissatisfied	68	11.7%	31.2%
		[4] Satisfied	88	15.1%	40.4%
		[5] Very satisfied	36	6.2%	16.5%
		[-99, NA] Missing	363	62.4%	-
		[1] Very dissatisfied	5	0.9%	2.3%
Q8_5	Leadership skills	[2] Dissatisfied	15	2.6%	6.8%
		[3] Neither satisfied nor dissatisfied	55	9.5%	25.1%
		[4] Satisfied	104	17.9%	47.5%
		[5] Very satisfied	40	6.9%	18.3%
		[-99, NA] Missing	364	62.5%	-
		[1] Very dissatisfied	6	1.0%	2.8%
		[2] Dissatisfied	13	2.2%	6.0%
		[3] Neither satisfied nor dissatisfied	61	10.5%	28.0%
		[4] Satisfied	97	16.7%	44.5%
		[5] Very satisfied	41	7.0%	18.8%

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

Variable Option	Response
	[1] Strongly disagree
	[2] Disagree
	[3] Neither agree nor disagree
	[4] Agree
	[5] Strongly agree

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
## Executive Director
## Regional Administrator
## Senior Admin
## administrator
## Administrator
## Administrator
## administrator
## Executive Director
## administrator
## 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
## Administrator
## 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
## Administrator
## Executive Director
## Executive Director
## administrator ,ceo ,
## Interim Administrator
## Administrator
## Administrator
## Administrator
## Administrator
## Executive Director
## Executive Director
## Administrtor
## Admin/D00
## 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
## Executive Director
## Administrator
## Administrator
## Administrator
## administrator
## Community Administrator
## Executive Director
## General Manager
## Executive Director of memory care
## 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 administrator
## Executive director
## Executive Director
## Regional Director Operations
## Executive Director
## administrator
## Administrator
## Executive DDirector
## 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
## administrator
## Adminitrator
## Executive Director
## Executive Director
## Executive Director
## Memory Care Program Manager
## Memory Care Program Manager
## Executive Director in Training
## RCF Administrator/ NH Assistant Administrator
## Executive Administrator
## Administrator
## Administrator
## Executive Director
## Executive Director
## Executive Director
## Administrator
## President/Administrator
## Executive Director
## Administrator
## Executive Director
## 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
## Executive Director
## Executive Director
## Administrator
## Executive Director
## Administrator
## Administrator
## Administrator
```

Question 10a

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

Variable	Option Response	N	Freq, All	Freq, Non-Missing
Q10a	[-99, NA] Missing	363	62%	-
	[1] Yes	15	3%	7%
	[2] No	204	35%	93%

Question 11

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

Variable	Missing	Complete Rate	Mean	SD	Po	P25	P50	P75	P100
Q11	370	0.3642612	4.141887	4.778493	0	1	2	5.625	27

Question 12

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

Variable	Option Response	N	Freq, All	Freq, Non-Missing
Q12	[-99, NA] Missing	363	62.4%	-

Variable Option Response	N Freq, All Freq, Non-Missing	
[1] Yes, I worked at this community as [blank]	97 16.7%	44%
[2] No, I worked at this community as an administrator only	122 21.0%	56%

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
## 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
## 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
## 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
## caregiver, med aide and business office manager
## Program Assistant, Caregiver, Medaide, Business Office Manager, Community Relations Director
## RCM
## caregiver
## Community Relations/Caregiver
## Community Relations/Caregiver
## Community Relations/Caregiver
## Resident care coordinator
## Resident care coordinator
## RSC
## RSC

```



```
## I grew up working in the facility
## caregiver, resident care manager, marketer, assistant administrator
## RN and 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
```

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, All Freq, Non-Missing		
	[-99, NA] Missing	363	57.26%	-
Q13_1	[1] Assisted living/residential care (not endorsed for memory care)	84	13.25%	31.0%
Q13_2	[1] Memory care community	78	12.30%	28.8%
Q13_3	[1] No, this is the first community of which I am the administrator.	109	17.19%	40.2%

Question 14

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

Variable Option Response		N Freq, All Freq, Non-Missing		
Q14	[-99, NA] Missing	472	81.1%	-
	[1] I transferred to this community in the same organization	25	4.3%	22.7%
	[2] I quit	35	6.0%	31.8%
	[3] I was laid off	5	0.9%	4.5%
	[4] It closed	0	0.00%	0.00%
	[5] Other	45	7.7%	40.9%

Variable Option Response

N Freq, All Freq, Non-Missing

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
## Mother's Health Issues
## 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.
```

Question 15

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

Variable Option	Response	N	Freq, All	Freq, Non-Missing
Q15_1 Adult foster/care home	[-99, NA] Missing	369	63%	-
	[-99, NA] Missing	387	66%	-
	[1] Yes	57	10%	29%
	[2] No	138	24%	71%
Q15_2 Nursing home	[-99, NA] Missing	385	66.2%	-
	[1] Yes	92	15.8%	46.7%
	[2] No	105	18.0%	53.3%
Q15_3 Home health agency (including hospice agency)	[-99, NA] Missing	397	68%	-
	[1] Yes	33	6%	18%
	[2] No	152	26%	82%
Q15_4 Home care	[-99, NA] Missing	392	67%	-
	[1] Yes	59	10%	31%
	[2] No	131	23%	69%
Q15_5 Hospital	[-99, NA] Missing	395	68%	-
	[1] Yes	33	6%	18%
	[2] No	154	26%	82%
Q15_6 Adult day care	[-99, NA] Missing	400	69%	-
	[1] Yes	12	2%	6.6%
	[2] No	170	29%	93.4%
Q15_7 Other	[-99, NA] Missing	444	76.3%	-
	[1] Yes	55	9.5%	40%
	[2] No	83	14.3%	60%

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
## memory care / RCF

```

```

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

```

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	Complete Rate	Mean	SD	Po	P25	P50	P75	P100
Q16	368	0.3676976	17.18925	9.533998	0	10	16	22	50

Question 17

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

Variable	Option Response	N	Freq, All	Freq, Non-Missing
Q17	[-99, NA] Missing	363	62.4%	-
	[1] Less than or equal to \$24,999	0	0.00%	0.00%
	[2] \$25,000 to \$49,999	31	5.3%	14.2%
	[3] \$50,000 to \$74,999	62	10.7%	28.3%
	[4] \$75,000 to \$99,999	91	15.6%	41.6%
	[5] \$100,000 or greater	24	4.1%	11.0%

Variable Option Response	N Freq, All Freq, Non-Missing	
[6] Prefer not to answer	10 1.7%	4.6%
[7] Other	1 0.2%	0.5%

Q17_7_TEXT [7] Other

No responses

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	363 62%
	[-99, NA] Missing	366 63%
	[1] Yes	198 34%
	[2] No	18 3%
Q18_2 Health insurance that includes family coverage	[-99, NA] Missing	371 63.7%
	[1] Yes	166 28.5%
	[2] No	41 7.0%
Q18_3 Paid personal time off or vacation time	[-99, NA] Missing	364 63%
	[1] Yes	213 37%
	[2] No	5 1%
Q18_4 Paid sick leave	[-99, NA] Missing	368 63%
	[1] Yes	199 34%
	[2] No	15 3%
Q18_5 Paid holidays	[-99, NA] Missing	366 63%
	[1] Yes	194 33%
	[2] No	22 4%
Q18_6 Pension	[-99, NA] Missing	398 68.3%
	[1] Yes	17 2.9%

Variable Option	Response	N Fre
Q18_7 A 401(k) or 403(b) account	[2] No	145 24.9
	[-99, NA] Missing	368 63.3
	[1] Yes	167 28.7
Q18_8 Life insurance	[2] No	44 7.6
	[-99, NA] Missing	370 63.6
	[1] Yes	157 27.0
Q18_9 Bonus or incentive pay for (e.g., census/occupancy, incident reports). Please describe	[2] No	51 8.8
	[-99, NA] Missing	397 68.2
	[1] Yes	101 17.4
	[2] No	78 13.4

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

```
## Budget, occupancy
## Bonus
## NOI
## 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
```

```

## 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
## Profit sharing
## 1500
## 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
## 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

```



```

## occupancy and overall of year performance
## Quarterly and annual bonus bases on occupancy, budget
## Census
## Census
## 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

```

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
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
Q19_2 The amount of pay and fringe benefits I receive.	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied

Variable Option	Response
Q19_3 The amount of personal growth and development I get in doing my job.	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
Q19_4 The people I talk to and work with on my job.	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
Q19_5 The degree of respect and fair treatment I receive from my boss.	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
Q19_6 The feeling of worthwhile accomplishment I get from doing my job.	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied

Variable Option	Response
Q19_7 The chance to get to know other people while on the job.	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
Q19_8 The amount of support and guidance I receive from my supervisor.	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
Q19_9 The degree to which I am fairly paid for what I contribute to this organization.	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
Q19_10 The amount of independent thought and action I can exercise in my job.	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
Q19_10 The amount of independent thought and action I can exercise in my job.	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
Q19_10 The amount of independent thought and action I can exercise in my job.	[3] Neither satisfied nor dissatisfied
	[4] Satisfied

Variable Option	Response
Q19_11 How secure things look for me in the future in this organization.	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
Q19_12 The chance to help other people while at work.	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
Q19_13 The amount of challenges in my job.	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
Q19_14 The overall quality of the supervision I receive in my work.	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied
	[5] Very satisfied
	[6] Not applicable
	[-99, NA] Missing
	[1] Very dissatisfied
	[2] Dissatisfied
	[3] Neither satisfied nor dissatisfied
	[4] Satisfied

Variable Option	Response
	[5] Very satisfied
	[6] Not applicable

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
	[-99, NA] Missing
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

Variable	Option	Response
Q20_5	My job at this organization is secure.	[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q20_6	I feel 'emotionally attached' to this organization.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
Q20_7	I would feel guilty if I left this organization right now.	[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
Q20_8	My organization strongly considers my goals and values.	[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree

Variable	Option	Response
Q20_9	I owe a great deal to this organization.	[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree
		[4] Agree
Q20_10	I am confident that I will be able to work for this organization as long as I wish.	[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree
		[4] Agree
Q20_11	I frequently think of quitting my current job.	[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree
		[4] Agree
Q20_12	It would be very hard for me to leave my job right now even if I wanted to.	[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree
		[4] Agree
Q20_13	Right now, staying with my job at this organization is a matter of necessity as much as desire.	[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree

Variable	Option	Response
Q20_14	I will probably look for another job in the next year.	[3] Neither agree
		[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree
		[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
Q20_15	There is a good chance that I will leave this job in the next year or so.	[1] Strongly disagree
		[2] Disagree
		[3] Neither agree
		[4] Agree
		[5] Strongly agree

Question 21

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

Variable	Option	Response	N	Freq, All	Freq, Non-Missing
Q21		[-99, NA] Missing	364	62.5%	-
		[1] Yes	94	16.2%	43%
		[2] No	124	21.3%	57%

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, All Freq, Non-Missing	
	[-99, NA] Missing	488	38.947% -
Q22_1	[1] Work-life balance	57	4.549% 7.45%
Q22_2	[1] Conducting effective meetings	38	3.033% 4.97%
Q22_3	[1] Being an effective leader	54	4.310% 7.06%
Q22_4	[1] Leading the change process	38	3.033% 4.97%
Q22_5	[1] Analyzing and interpreting data	24	1.915% 3.14%
Q22_6	[1] Informed decision making	24	1.915% 3.14%
Q22_7	[1] Creating and communicating a vision	31	2.474% 4.05%
Q22_8	[1] Developing and implementing a strategic plan	33	2.634% 4.31%
Q22_9	[1] Delegating tasks to others	36	2.873% 4.71%
Q22_10	[1] Inspiring and motivating staff	57	4.549% 7.45%
Q22_11	[1] Prioritizing	20	1.596% 2.61%
Q22_12	[1] Problem solving	21	1.676% 2.75%
Q22_13	[1] Time management	28	2.235% 3.66%
Q22_14	[1] Conflict resolution and mediation	54	4.310% 7.06%
Q22_15	[1] Oral and written communications	13	1.038% 1.70%
Q22_16	[1] Cultivating effective relationships	27	2.155% 3.53%
Q22_17	[1] Person-centered care / culture change	29	2.314% 3.79%
Q22_18	[1] Team building	46	3.671% 6.01%
Q22_19	[1] Managing teams	39	3.113% 5.10%
Q22_20	[1] Consensus building	23	1.836% 3.01%
Q22_21	[1] Active listening	17	1.357% 2.22%
Q22_22	[1] Coaching, teaching, and mentoring	49	3.911% 6.41%
Q22_23	[1] Other	7	0.559% 0.92%

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
```

Question 23

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

Variable	Option	Response	N	Freq, All	Freq, Non-Missing
Q23		[-99, NA] Missing	362	62.2%	-
	[1]	Excellent	34	5.8%	15.5%
	[2]	Very good	65	11.2%	29.5%
	[3]	Good	92	15.8%	41.8%
	[4]	Fair	24	4.1%	10.9%
	[5]	Poor	5	0.9%	2.3%

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, All	Freq, Non-Missing
Q24		[-99, NA] Missing	362	62.20%	-
	[1]	Daily	96	16.49%	43.64%
	[2]	Weekly	66	11.34%	30.00%
	[3]	Monthly	27	4.64%	12.27%
	[4]	A few times a year	26	4.47%	11.82%
	[5]	Never	5	0.86%	2.27%

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, All	Freq, Non-Missing
Q25		[-99, NA] Missing	362	62.20%	-
	[1]	Daily	22	3.78%	10.00%
	[2]	Weekly	39	6.70%	17.73%
	[3]	Monthly	25	4.30%	11.36%
	[4]	A few times a year	96	16.49%	43.64%
	[5]	Never	38	6.53%	17.27%

Question 26

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

Variable	Option	Response
		[-99, NA] Missing
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

Variable	Option	Response
Q26_4	I sometimes dread the telephone ringing at home because the call might be job-related.	[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
Q26_5	I feel like I never had a day off.	[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
Q26_6	There are lots of times when my job drives me right up the wall.	[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
Q26_7	Sometimes when I think about my job I get a tight feeling in my chest.	[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q26_8	I feel guilty when I take time off from my job.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree

Variable	Option	Response
Q26_9	My job gets to me more than it should.	[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
		[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree
Q26_10	I have felt fidgety or nervous as a result of my job.	[-99, NA] Missing
		[1] Strongly disagree
		[2] Disagree
		[3] Neither agree nor disagree
		[4] Agree
		[5] Strongly agree