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## 2016 New England Healthcare Compensation Survey



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a Division of Gallagher Benefit Services, Inc.

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Jobcode	Position	Page #
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- ◆ **Average and median** matched sample % salary change      The median is not overly influenced by high or low outliers, so it is often more reflective of the market than the average.
  
- ◆ Shift Differential Data      Total \$ amounts for Evening, Night, Weekend Day, Weekend Evening and Weekend Night.

### **Data Collection and Reporting**

As mentioned above, the survey collects salary data by individual incumbents, in addition to the traditional organization averages. This collection method allows the survey to report more accurate data with regards to the distribution of salaries in the market. When data is collected using averages for each position, the underlying distribution of salaries within the organization is “averaged out” and only the approximate middle of the salary distribution is reported. When combined with the averages of the other institutions, the resulting distribution is only an approximation of the true distribution. Survey statistics based on individual incumbent data reflect the true distribution of salaries in the market since they are based on the actual individual salaries, not averages.

The results for each position display the average and 10<sup>th</sup> through 90<sup>th</sup> percentiles using both incumbent data and organization average data. This was done to give the survey user the widest range of data available and to allow the comparison of results from the two methods. In most cases, the salary distributions based on individual incumbent data are wider than the distributions based on organization averages. This goes back to the fact that reporting by average reveals only the center of each participant’s own distribution and thus the highs and lows are lost.

Although every participant was encouraged to submit data by individual incumbent, a few organizations were not able to do so and submitted averages by position. For these organizations, a normal distribution was applied to their data to create a distribution to include in the individual incumbent sample. Almost all of the data (over 99%) in the sample was submitted by individual incumbents, while the rest is extrapolated based on a normal distribution. Because of this, the resulting individual incumbent distributions may not exactly match the actual distributions in the market, although they will be very close due to the predominance of individual incumbent data and the application of a plausible distribution to the rest of the data.

## **Reporting Format**

Due to the large amount of information reported for each position, the data reporting format for each job covers three pages. Job descriptions are also included on the top of the first page for each position.

The survey provides data cuts in five categories based on reported scope measures, geographic location, and type of organization. The following is an explanation of the five categories for which data cuts are provided.

1. *ALL* – Includes data for all organizations participating in the survey and therefore represents the total New England region.
2. *Geographic regions* – Participants are grouped into 12 geographic regions, not all of which are mutually exclusive. These regions are Massachusetts, Connecticut, Rhode Island, Northern New England, New Hampshire, Boston Metro, Central Massachusetts, Western Massachusetts, Northeastern Massachusetts, Southeastern Massachusetts, Southwestern CT/New Haven, and Eastern CT/Hartford. The spreadsheet also contains additional data cuts.
3. *Organization size as measured by FTEs (Full-Time Equivalents)* – The following three groups were formed based on the reported number of FTEs: Under 1,000, 1,000 to 2,500 and Over 2,500.
4. *Organization size as measured by Operating Budget* – The three size groupings based on budget are Under \$150 million, \$150 to \$499 million, and Over \$500 million.
5. *Type of Organization* – The participants were grouped into five distinct categories based on the type of organization. These groupings were designed to allow organizations to compare themselves to their peers from across the region. The groupings are as follows:

Urban Teaching – major teaching hospitals in Boston, Hartford, New Haven, Worcester, Providence and Springfield

Non-urban Teaching – major teaching hospitals in smaller cities and less urban areas

Urban General – acute general hospitals in urban and suburban areas of Massachusetts, Connecticut, and Rhode Island

Non-urban General – acute general hospitals in Southeastern, Central and Western Massachusetts, non-urban areas of Connecticut, and in Maine, New Hampshire and Vermont

Specialty – rehabilitation hospitals, psychiatric hospitals, large clinics and VA medical centers

The following data is reported for each position:

Orgs – the number of organizations providing data for the position.

Incum – the total number of incumbents reported for the position.

Organization Average – the average of each organization’s average salary. This is the equivalent of the unweighted or straight average in other surveys.

Incumbent Average – the average of each individual incumbent salary in the position. This is the equivalent of the weighted average salary in other surveys.

Range Min – the average of the formal reported range minimums.

Range Max – the average of the formal reported range maximums.

Percentiles – Two sets of percentiles are presented for each position. One set (labeled *Org.*) is based on each organization’s average salary for the position. The other set (labeled *Inc.*) is based on each individual incumbent’s salary in the position, regardless of organization. The organization percentiles represent the distribution of institutions average pay, while the incumbent percentiles represent the distribution of the salary of each individual in the position. The incumbent percentiles are a more accurate reflection of the actual market since they are based on the actual salaries in the market, not on averages of the salaries.

10<sup>th</sup> % - the tenth percentile. This is the point where 10% of the sample (either hospitals or incumbents) falls below and 90% are above.

25<sup>th</sup> % - the twenty-fifth percentile. This is the point where 25% of the sample (either hospitals or incumbents) falls below and 75% are above.

50<sup>th</sup> % -the fiftieth percentile or median. This is the point where 50% of the sample (either hospitals or incumbents) falls below and 50% are above.

75<sup>th</sup> % - the seventy-fifth percentile – The point where 75% of the sample (either hospitals or incumbents) falls below and 25% are above.

90<sup>th</sup> % - the ninetieth percentile. This is the point where 90% of the sample (either hospitals or incumbents) falls below and 10% are above.

Evening, Night and Weekend Shift Differentials - The shift differentials are reported for each data cut and are based on dollars per hour. All differentials show the ***Total Hourly Amount*** paid for that shift.

Lowest Paid – The average and 25<sup>th</sup>, 50<sup>th</sup> and 75<sup>th</sup> percentiles of organization’s lowest salary for the position.

Highest Paid – The average and 25<sup>th</sup>, 50<sup>th</sup> and 75<sup>th</sup> percentiles of organization’s highest salary for the position.

Matched Sample % Change – The percentage change in salary for a matched sample of institutions from January 2015 to January 2016.

Average Per Diem - The average per diem rate for the position.

% Union – The percentage of respondents to the question who indicated that the position is represented by a bargaining unit.

% FLSA Exempt – The percentage of respondents to the question who indicate that the position is considered exempt under the Fair Labor Standards Act.

Please note that the extreme ends of the salary distribution graph may be truncated to protect confidentiality.

### **Anti-Trust Guidelines**

The FTC and Justice Department have issued a set of guidelines for conducting compensation surveys, which include the following main provisions:

- ✦ Survey must be conducted by a third party
- ✦ Only aggregate data can be reported
- ✦ At least 5 institutions must be included in a data set
- ✦ No one institution's data can comprise more than 25% of the sample

This survey complies completely with these guidelines. When a calculated statistic falls short of any of these guidelines, "\*\*\*" is displayed in its place. Although these rules force the suppression of some data, they do result in a survey in which the reported data is stronger and is not unduly influenced by single institutions.

Effective Date of Data – January 1, 2016.

Questions regarding this survey may be addressed to Thomas Cummins at Gallagher Surveys.

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# 2016 New England Healthcare Compensation Survey

## *Participants*

Organization	State
Acadia Hospital	ME
Anna Jaques Hospital	MA
Atrius Health	MA
Austen Riggs Center	MA
Baystate Franklin Medical Center	MA
Baystate Health	MA
Beth Israel Deaconess Medical Center	MA
Blue Hill Memorial Hospital	ME
Boston Childrens Hospital	MA
Boston Medical Center	MA
Bradley Hospital	RI
Bridgeport Hospital	CT
Brigham and Women's Faulkner Hospital	MA
Brigham and Women's Hospital	MA
Bristol Hospital & Health Care Group	CT
Butler Hospital	RI
Calais Regional Hospital	ME
Cambridge Health Alliance	MA
Cape Cod Hospital	MA
Care Dimensions	MA
Care New England Health System	RI
Catholic Medical Center	NH
Center for Diagnostic Imaging	CT, M
Charles A. Dean Memorial Hospital	ME



Organization	State
Charlotte Hungerford Hospital	CT
Clinton Hospital	MA
Concord Hospital	NH
Connecticut Children's Medical Center	CT
Cooley Dickinson Healthcare	MA
Dana-Farber Cancer Institute	MA
Dartmouth-Hitchcock	NH
Down East Community Hospital	ME
Eastern Maine Healthcare Systems	ME
Eastern Maine Medical Center	ME
Elliot Health System	NH
Exeter Hospital	NH
Fenway Health	MA
Frisbie Memorial Hospital	NH
Gateway Healthcare	RI
Gaylord Hospital	CT
Greenwich Hospital	CT
Griffin Hospital	CT
Harrington Memorial Hospital	MA
Hartford Healthcare	CT
Hartford Healthcare at Home	CT
Hartford Healthcare Corporate	CT
Harvard University Health Services	MA
HealthAlliance Hospital	MA
Hebrew SeniorLife	MA
Holyoke Medical Center	MA

Organization	State
Home & Hospice Care of Rhode Island	RI
Hospital for Special Care	CT
Inland Hospital	ME
InterMed, P.A.	ME
Johnson Memorial Medical Center	CT
Joslin Diabetes Center	MA
Kent County Memorial Hospital	RI
Lahey Hospital and Medical Center	MA
Lakewood Continuing Care	ME
Landmark Medical Center	RI
Lawrence and Memorial Hospital	CT
Lifespan	RI
Littleton Regional Healthcare	NH
Lowell General Hospital	MA
Maine Coast Memorial Hospital	ME
Maine Medical Center	ME
Manchester Memorial Hospital	CT
Marlborough Hospital	MA
Massachusetts Eye and Ear Infirmary	ME
Massachusetts General Hospital	MA
Massachusetts Institute of Technology	MA
McLean Affiliates, Inc	CT
Memorial Hospital of Rhode Island	RI
Mercy Hospital	ME
Middlesex Hospital	CT
Midstate Medical Center	CT

Organization	State
Milford Hospital	CT
Milford Regional Medical Center	MA
Mount Auburn Hospital	MA
Natchaug Hospital	CT
New England Baptist Hospital	MA
New Milford Hospital	CT
Newport Hospital	RI
North Shore Medical Center - Salem Hospital	MA
North Shore Medical Center - Union Hospital	MA
Northeast Health	MA
Norwalk Hospital	CT
Partners Community Physicians Organization	MA
Partners Healthcare System	MA
Reliant Medical Group	MA
Rhode Island Hospital	RI
Rushford	CT
Saint Mary's Hospital	CT
Sebasticook Valley Hospital	ME
Signature Healthcare	MA
Silver Hill Hospital	CT
Sisters of Providence Health System	MA
South County Hospital	RI
South Shore Health & Educational Corporation	MA
Southcoast Health	MA
Southern New Hampshire Health	NH
Southington Care Center	CT

Organization	State
St Vincent's Health Services	CT
St. Francis Hospital & Medical Center	CT
Stamford Hospital	CT
Sturdy Memorial Hospital	MA
Sweetser	ME
The Aroostook Medical Center	ME
The Hospital of Central CT	CT
The Miriam Hospital	RI
The Westerly Hospital	RI
The William W. Backus Hospital	CT
Tufts Medical Center	MA
Tufts University	MA
Uconn Health - JDH	CT
UMASS Medical School	MA
UMass Memorial Health Care	MA
University of Vermont Medical Center	VT
VNA Home Health & Hospice	ME
Waldo County General Hospital	ME
Waterbury Hospital	CT
Wentworth-Douglass Hospital	NH
Western CT Health Network (Danbury)	CT
Winchester Hospital	MA
Windham Hospital	CT
Women and Infants Hospital	RI
Woodlake at Tolland	CT
Yale New Haven Hospital	CT

# 2016 New England Healthcare Compensation Survey

## Gallagher Surveys

### Nurse Manager - All

Jobcode 1.8

Plan, organize and manage all activities of a single or multiple nursing units. This is a "roll up" job that includes all Nurse Managers.

#### All

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low
<u>Org.</u>	99	\$46.61	\$50.05	\$53.92	\$55.94	\$61.91	\$68.65	\$39.12	\$67.36	<u>Lowest</u> \$48.00
<u>Inc.</u>	1263	\$44.95	\$50.85	\$57.69	\$59.22	\$65.34	\$75.55			<u>Highest</u> \$60.71
Shift Diffs (\$)		<u>Eve</u> ***	<u>Night</u> ***		<u>WK Day</u> ***		<u>WK Eve</u> ***		<u>WK Night</u> ***	

#### Connecticut

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low
<u>Org.</u>	31	\$47.30	\$49.55	\$51.83	\$52.35	\$55.26	\$62.03	\$37.76	\$63.82	<u>Lowest</u> \$46.34
<u>Inc.</u>	363	\$46.61	\$51.00	\$55.08	\$55.92	\$60.52	\$65.78			<u>Highest</u> \$58.16
Shift Diffs (\$)		<u>Eve</u> ***	<u>Night</u> ***		<u>WK Day</u> ***		<u>WK Eve</u> ***		<u>WK Night</u> ***	

#### Connecticut Southwest

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low
<u>Org.</u>	15	\$47.61	\$50.40	\$53.74	\$54.86	\$61.91	\$63.36	\$40.39	\$71.88	<u>Lowest</u> \$48.76
<u>Inc.</u>	194	***	***	***	***	***	***			<u>Highest</u> \$57.70
Shift Diffs (\$)		<u>Eve</u> ***	<u>Night</u> ***		<u>WK Day</u> ***		<u>WK Eve</u> ***		<u>WK Night</u> ***	

#### Connecticut Hartford

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low
<u>Org.</u>	16	\$38.23	\$49.38	\$51.16	\$50.00	\$53.10	\$55.41	\$35.83	\$57.91	<u>Lowest</u> \$45.82
<u>Inc.</u>	169	\$44.13	\$49.49	\$52.15	\$52.47	\$55.54	\$60.14			<u>Highest</u> \$58.21
Shift Diffs (\$)		<u>Eve</u> ***	<u>Night</u> ***		<u>WK Day</u> ***		<u>WK Eve</u> ***		<u>WK Night</u> ***	

#### Rhode Island

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low
<u>Org.</u>	13	\$45.86	\$46.83	\$50.05	\$50.45	\$52.60	\$58.52	\$37.58	\$62.72	<u>Lowest</u> \$43.72
<u>Inc.</u>	184	***	***	***	***	***	***			<u>Highest</u> \$55.23
Shift Diffs (\$)		<u>Eve</u> ***	<u>Night</u> ***		<u>WK Day</u> ***		<u>WK Eve</u> ***		<u>WK Night</u> ***	

# 2016 New England Healthcare Compensation Survey

## Gallagher Surveys

### Nurse Manager - All

Jobcode 1.8

#### Massachusetts

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	41	\$50.34	\$56.16	\$61.53	\$61.75	\$67.62	\$74.61	\$40.95	\$72.54	<u>Lowest</u>	\$54.00
<u>Inc.</u>	550	\$52.85	\$59.65	\$64.71	\$66.90	\$73.17	\$85.38			<u>Highest</u>	\$66.70
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Massachusetts Boston

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	17	\$50.47	\$56.96	\$68.65	\$66.82	\$74.61	\$84.01	\$44.10	\$79.22	<u>Lowest</u>	\$56.32
<u>Inc.</u>	237	\$59.48	\$68.09	\$74.44	\$75.19	\$83.82	\$92.54			<u>Highest</u>	\$74.53
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Massachusetts Northeast

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	7	***	\$57.55	\$61.97	\$61.46	\$63.49	***	\$38.12	\$72.20	<u>Lowest</u>	\$50.00
<u>Inc.</u>	119	\$52.88	\$57.70	\$62.50	\$62.07	\$65.38	\$69.74			<u>Highest</u>	\$67.18
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Massachusetts Southeast

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	8	***	\$50.09	\$58.90	\$56.57	\$61.16	***	\$37.72	\$68.98	<u>Lowest</u>	\$48.77
<u>Inc.</u>	99	***	***	***	***	***	***			<u>Highest</u>	\$64.14
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Massachusetts Central

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	7	***	\$51.20	\$55.99	\$55.95	\$62.98	***	***	***	<u>Lowest</u>	\$51.00
<u>Inc.</u>	78	***	***	***	***	***	***			<u>Highest</u>	\$57.37
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

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## Gallagher Surveys

### Nurse Manager - All

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#### Massachusetts West

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	5	***	\$43.87	\$53.92	\$53.49	\$62.90	***	\$39.57	\$62.17	<u>Lowest</u>	\$48.79
<u>Inc.</u>	44	***	***	***	***	***	***			<u>Highest</u>	\$57.59
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Southern New England

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	85	\$47.13	\$50.36	\$53.92	\$56.59	\$62.29	\$69.08	\$39.23	\$67.76	<u>Lowest</u>	\$48.76
<u>Inc.</u>	1097	\$44.98	\$51.44	\$59.18	\$60.17	\$66.30	\$76.80			<u>Highest</u>	\$61.58
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### New Hampshire

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	7	***	\$52.97	\$55.74	\$55.41	\$58.94	***	\$40.06	\$65.78	<u>Lowest</u>	\$48.32
<u>Inc.</u>	74	***	***	***	***	***	***			<u>Highest</u>	\$59.90
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Maine

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	6	***	\$36.95	\$43.78	\$46.90	\$59.96	***	\$35.88	***	<u>Lowest</u>	\$40.55
<u>Inc.</u>	67	***	***	***	***	***	***			<u>Highest</u>	\$46.97
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Northern New England

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	14	\$36.95	\$43.78	\$53.50	\$51.97	\$58.63	\$65.13	\$38.51	\$65.08	<u>Lowest</u>	\$47.82
<u>Inc.</u>	166	\$43.20	\$48.05	\$52.74	\$53.00	\$57.85	\$61.23			<u>Highest</u>	\$56.91
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

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#### FTEs Under 1000

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	38	\$37.94	\$47.13	\$50.80	\$49.57	\$52.90	\$57.39	\$35.10	\$56.46	<u>Lowest</u>	\$45.80
<u>Inc.</u>	174	\$40.28	\$44.66	\$50.12	\$49.63	\$55.05	\$57.72			<u>Highest</u>	\$55.05
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### FTEs 1000 to 2500

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	34	\$49.42	\$51.92	\$58.55	\$58.16	\$62.70	\$70.26	\$39.64	\$70.67	<u>Lowest</u>	\$48.89
<u>Inc.</u>	367	\$46.61	\$51.27	\$56.64	\$57.78	\$63.40	\$72.11			<u>Highest</u>	\$64.10
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### FTEs Over 2500

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	27	\$48.63	\$55.26	\$61.53	\$62.10	\$66.17	\$78.85	\$42.38	\$73.60	<u>Lowest</u>	\$50.00
<u>Inc.</u>	722	\$46.59	\$52.96	\$61.34	\$62.27	\$68.66	\$82.40			<u>Highest</u>	\$74.52
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Operating Budget Under 150M

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	36	\$37.94	\$47.13	\$50.36	\$49.32	\$52.74	\$56.96	\$35.41	\$55.93	<u>Lowest</u>	\$46.68
<u>Inc.</u>	162	\$40.21	\$44.49	\$49.90	\$49.36	\$55.00	\$57.70			<u>Highest</u>	\$54.72
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Operating Budget 150M to 499M

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	37	\$49.42	\$51.92	\$57.55	\$57.93	\$62.29	\$70.26	\$39.27	\$70.11	<u>Lowest</u>	\$48.56
<u>Inc.</u>	405	\$46.66	\$51.47	\$56.53	\$57.63	\$63.19	\$71.53			<u>Highest</u>	\$65.25
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***



# 2016 New England Healthcare Compensation Survey

## Gallagher Surveys

### Nurse Manager - All

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#### Operating Budget Over 500M

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	26	\$48.63	\$54.64	\$62.09	\$62.27	\$67.41	\$78.85	\$42.33	\$73.78	<u>Lowest</u>	\$50.00
<u>Inc.</u>	696	\$46.32	\$52.94	\$61.59	\$62.45	\$69.13	\$82.62			<u>Highest</u>	\$74.65
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Urban Teaching

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	17	\$48.34	\$57.20	\$68.65	\$66.71	\$74.61	\$84.01	\$42.49	\$79.95	<u>Lowest</u>	\$55.29
<u>Inc.</u>	418	\$44.21	\$53.89	\$66.23	\$65.87	\$76.65	\$87.77			<u>Highest</u>	\$76.44
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Non-Urban Teaching

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	10	\$48.63	\$50.37	\$57.17	\$56.19	\$61.12	\$63.66	\$41.53	\$65.88	<u>Lowest</u>	\$48.50
<u>Inc.</u>	234	\$47.00	\$51.21	\$57.89	\$57.22	\$63.20	\$65.63			<u>Highest</u>	\$61.41
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Urban General

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	26	\$46.83	\$49.08	\$54.59	\$55.50	\$61.72	\$65.60	\$38.89	\$67.95	<u>Lowest</u>	\$45.64
<u>Inc.</u>	327	\$44.88	\$50.00	\$56.00	\$56.69	\$63.29	\$68.41			<u>Highest</u>	\$63.79
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

#### Non-Urban General

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	29	\$39.20	\$49.58	\$52.64	\$53.34	\$59.45	\$62.98	\$37.45	\$63.55	<u>Lowest</u>	\$48.56
<u>Inc.</u>	206	\$44.66	\$50.13	\$54.94	\$54.82	\$60.47	\$63.99			<u>Highest</u>	\$57.70
Shift Diffs (\$)		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***

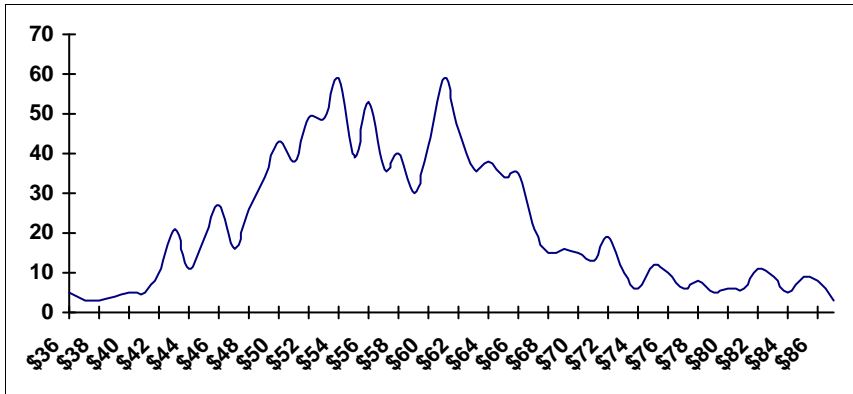
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Nurse Manager - All

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**Specialty**

	#	10th	25th	50th	Average	75th	90th	Range Min	Range Max	High/Low	
<u>Org.</u>	17	\$37.23	\$46.94	\$51.44	\$50.13	\$52.51	\$61.61	\$36.68	\$57.72	<u>Lowest</u> \$47.12	
<u>Inc.</u>	78	\$42.00	\$46.00	\$51.66	\$51.92	\$57.05	\$60.73			<u>Highest</u> \$54.42	
<b>Shift Diffs (\$)</b>		<u>Eve</u>	***	<u>Night</u>	***	<u>WK Day</u>	***	<u>WK Eve</u>	***	<u>WK Night</u>	***



<b>Matched Sample</b>		<b>Average Per Diem Rate</b>
<b>Average</b>	1.1%	
<b>Median</b>	1.1%	***
<b>Exempt</b>	58.0%	
<b>Union</b>	3.0%	