



State Office of Rural Health Scope of Work and Compensation Survey *Results*



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Overview

In 2017, the NOSORH Board requested NOSORH staff compile financial and compensation information for State Offices of Rural Health (SORH) as potential capacity indicators and to understand the scope of key position responsibilities across the nation. The “Scope of Work and Compensation Survey” explored total budgets, funding sources, roles of SORH Directors and “core position” salaries and/or compensation, as well as general staffing.

Information collected documents the scope of SORH work across the country, how they are resourced, and how Directors spend their time. Results may provide an overview to assist in shaping future programs and will demonstrate the capacity range for SORH nationally. Information provided may help define leadership roles, staffing responsibilities and salary for SORH positions across the nation.

Thirty-five SORH responded to the survey (70% response rate). NOSORH appreciates all who took the time to participate in the survey.

The following report depicts the survey responses in raw form with some narrative provided for context. Any identifiable information has been kept confidential. This data represents one moment in time as SORH staffing is fluid. Actual survey questions are included in the appendix.

Thank you to the Development Committee for their leadership and guidance through this survey and results process.

Please contact Tammy Norville, NOSORH Technical Assistance Director (tammyn@nosorh.org; (888) 391-7258 x105; (919) 689-5110), with questions or for additional information.

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additional information.*

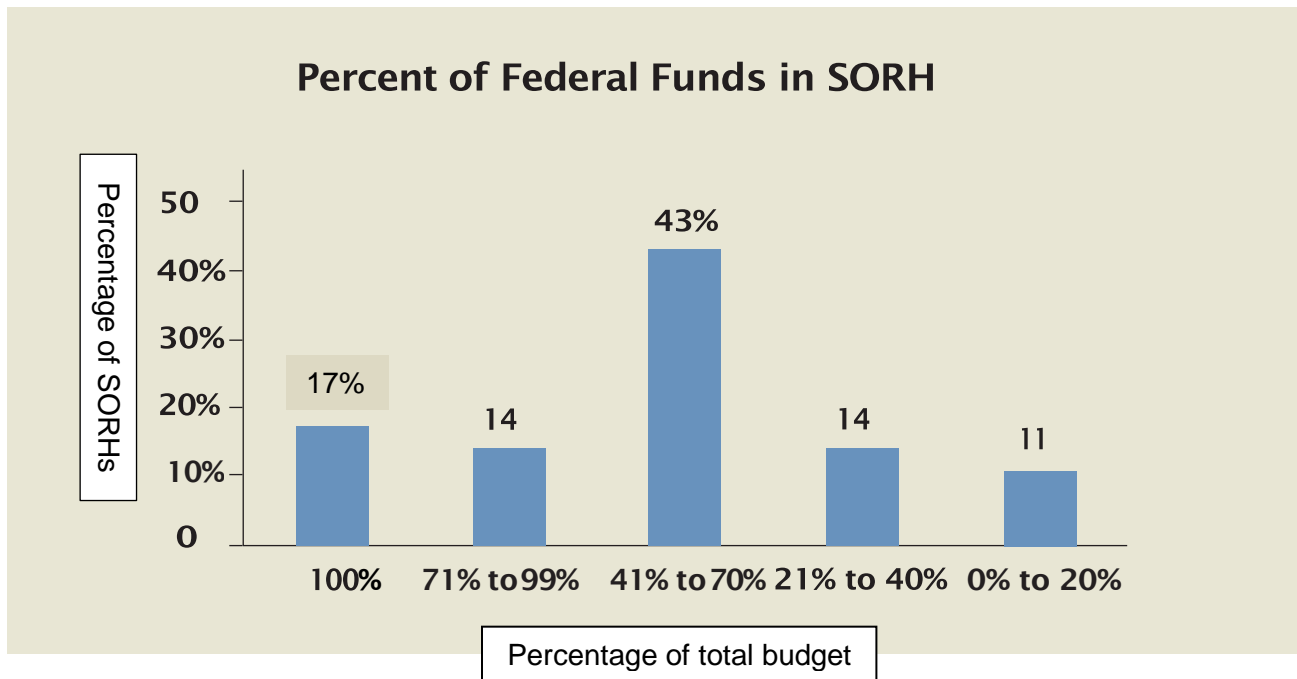
SORH Budget

Total (All Sources of Funds)

The table below depicts the range of State Office of Rural Health total budgets.

Budget Range	Percent of reporting SORH
Less than \$1 million	29%
\$1,000,001 to \$5 million	54%
\$5,000,001 to \$10 million	11%
\$10,000,001 to \$15 million	0
Greater than \$15 million	6%

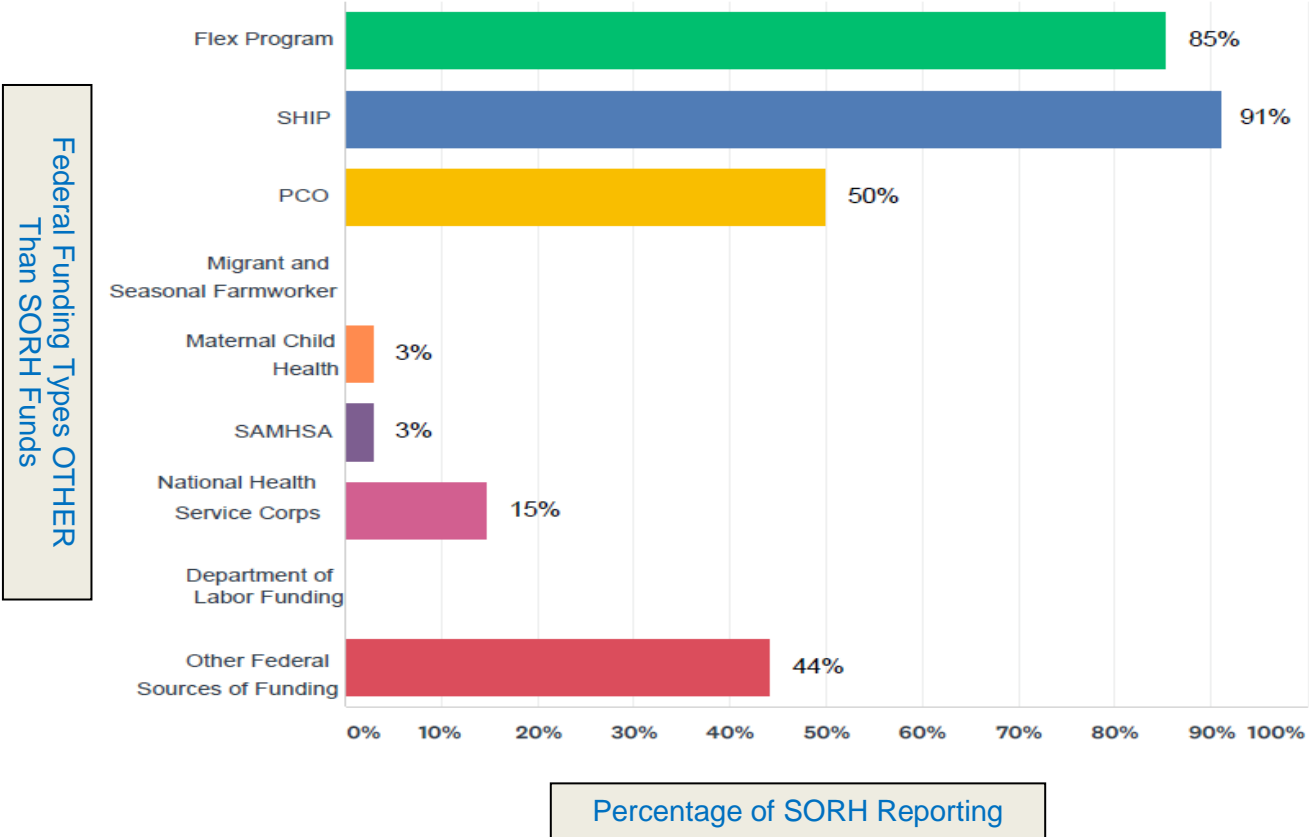
The table below depicts the percent of the total budget that is Federal funds; 43% percent of SORH who responded to the survey report that 41-70% of their budget is federal funds.



Please note: SORH Grant Program funding through FORHP has a 3:1 match requirement. This means for every \$1 of Federal funding contributed there must be an equivalent of \$3 matching funds.

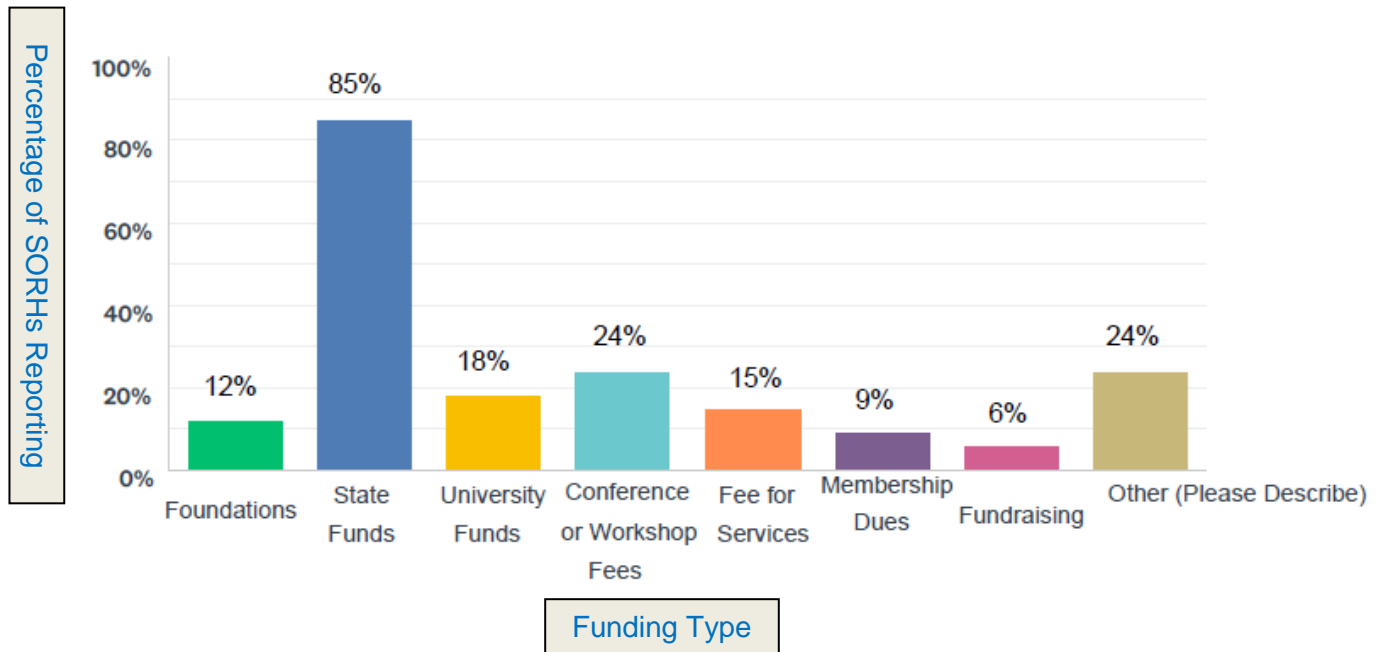
Other Federal Funds

Some State Offices receive funds from Federal sources other than the SORH Grant Program. The following chart depicts examples of these Federal funding sources and the percentage of reporting SORHs that receive those funds. These funds include the Flex program, SHIP, PCO funds, and other programs.



Other Sources of Funds

In addition to the funding for the SORH Grant Program and other Federal programs listed above, some State Offices receive funds from other non-federal sources. The following chart depicts examples of these funding source types and the percentage of reporting SORHs that receive those funds. Fund sources include foundations, state appropriation, membership dues and others.



Examples of other funds include matching funds for loan repayment or other programs, tobacco funds, contract funding.

SORH Staffing

State Office staffing was examined in two areas – budget and staffing level as full-time equivalents (FTE). As you will see, the functions of SORH Directors and other key positions vary greatly across the organizational types of SORH as well as office size.

Office FTEs ranged from 1 to 65 with 294 total FTEs reported from the 35 participating SORH. The average number of FTEs per SORH is 8.4

The survey focused on four key position types:

SORH Director - Supervises all fiscal and human resource functions for the office. Responsible for administrative leadership of grant programs.

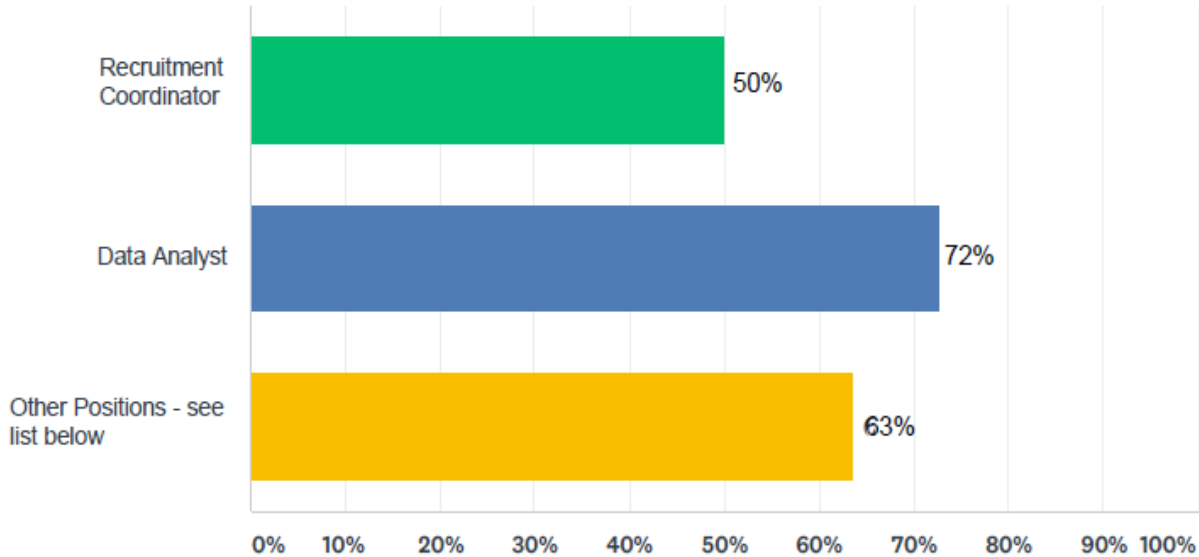
Program Director – Oversees grant program activities including providing education and technical assistance to CAHs/RHCs regarding certification, state and federal regulations, coding and billing compliance and quality issues.

Project Coordinator - Develops, coordinates, and carries out programmatic components of work plan including coordinating quality improvement and financial and operational performance improvement projects.

Administrative Assistant - Responsible for administrative and clerical functions for the grant program including correspondence, scheduling meetings, and conference calls, answering phones, etc.

In addition to the Key Positions defined above, SORH also reported other positions within their offices. Notice that many SORH report a Recruitment Coordinator and Data Analyst as part of the core team. However, there is significant variety in the number and title of “Other Positions” across SORH.

Other Staff Positions



Other positions include:

1. Data Analyst/Administrative Assistant
2. Public Health Epidemiologist
3. Rural Health Epidemiologist - Financial/Office Manager - Student intern (paid),
4. Manager of RHC Services; Quality Improvement Advisor; Manager of Education Services
5. Immigration Specialist - Grants Coordinator - Community Coordinator
6. Not at this time
7. Communication manager and specialist - web team lead - web specialist - graphic designer - research specialist - finance manager - human resource - grants manager - grants specialist - accounting/grants specialist
8. Quality Improvement Specialist - CAH Program Manager - HIT Program Manager - Jr. Accountant - Finance Manager - Events Coordinator - Clinics Program Manager - HR Manager - Emergency Preparedness Manager
9. Numerous
10. Director of Field Services - Deputy Director
11. Director and Outreach Associate Professor of Health Policy and Administration – Rural Health Systems Manager and Deputy Director – Outreach Coordinator – Rural Health Farm Worker Protection Safety Specialist – Dental Delivery Systems Coordinator – Budget/Staff Assistant Quality Improvement Coordinator
12. PH Data Analyst III (workforce data)
13. J-1 Visa Program Manager - Rural Epidemiologist
14. Program Evaluation

SORH Director Position Duties

SORH Directors shared the following quantitative “ranking” regarding position duties:

SORH Compensation Survey 2017															
Please provide an approximate quantitative overview of your SORH Director duties regarding the activities listed below.															
% Time	5% or less	10%	20%	30%	40%	50% or more	NA	Total							
Public relations, spokesperson or visibility management	28.57%	10	40.00%	14	17.14%	6	11.43%	4	0.00%	0	2.86%	1	0.00%	0	35
Advocacy or policy development	39.39%	13	27.27%	9	24.24%	8	3.03%	1	0.00%	0	0.00%	0	6.06%	2	33
Visioning or new program development	22.86%	8	48.57%	17	17.14%	6	5.71%	2	5.71%	2	0.00%	0	0.00%	0	35
Human resources or supervision	27.27%	9	27.27%	9	30.30%	10	0.00%	0	3.03%	1	3.03%	1	9.09%	3	33
Budget tracking and development	37.14%	13	28.57%	10	22.86%	8	2.86%	1	0.00%	0	8.57%	3	0.00%	0	35
Performance measurement or evaluation	41.18%	14	32.35%	11	20.59%	7	2.94%	1	2.94%	1	0.00%	0	0.00%	0	34
Partnership development or maintenance	5.71%	2	34.29%	12	31.43%	11	17.14%	6	5.71%	2	5.71%	2	0.00%	0	35
Board, advisory committee, state, federal, university relations	41.18%	14	41.18%	14	5.88%	2	2.94%	1	5.88%	2	2.94%	1	0.00%	0	34
Environmental scanning, regulatory monitoring, reading etc...	47.06%	16	29.41%	10	17.65%	6	2.94%	1	2.94%	1	0.00%	0	0.00%	0	34
Consultant, contractor or sub-contract management	44.12%	15	29.41%	10	11.76%	4	2.94%	1	5.88%	2	2.94%	1	2.94%	1	34
Other (please specify)															4
													Answered		35
													Skipped		0

Responses indicated the four SORHs with highest percentage of Director time spent on partnership development do not have the highest budgets nor do they offer the highest Director salaries.

Top 5 things SORH directors spend 30% or more of their time doing:

- Partnership development or maintenance
- Public relations, spokesperson or visibility management
- Visioning or new program development
- Budget tracking or development
- Board, advisory committee, state, federal university relations

Two things SORH directors spend less than 30% of their time doing

- Environmental scanning
- Performance measurement or evaluation

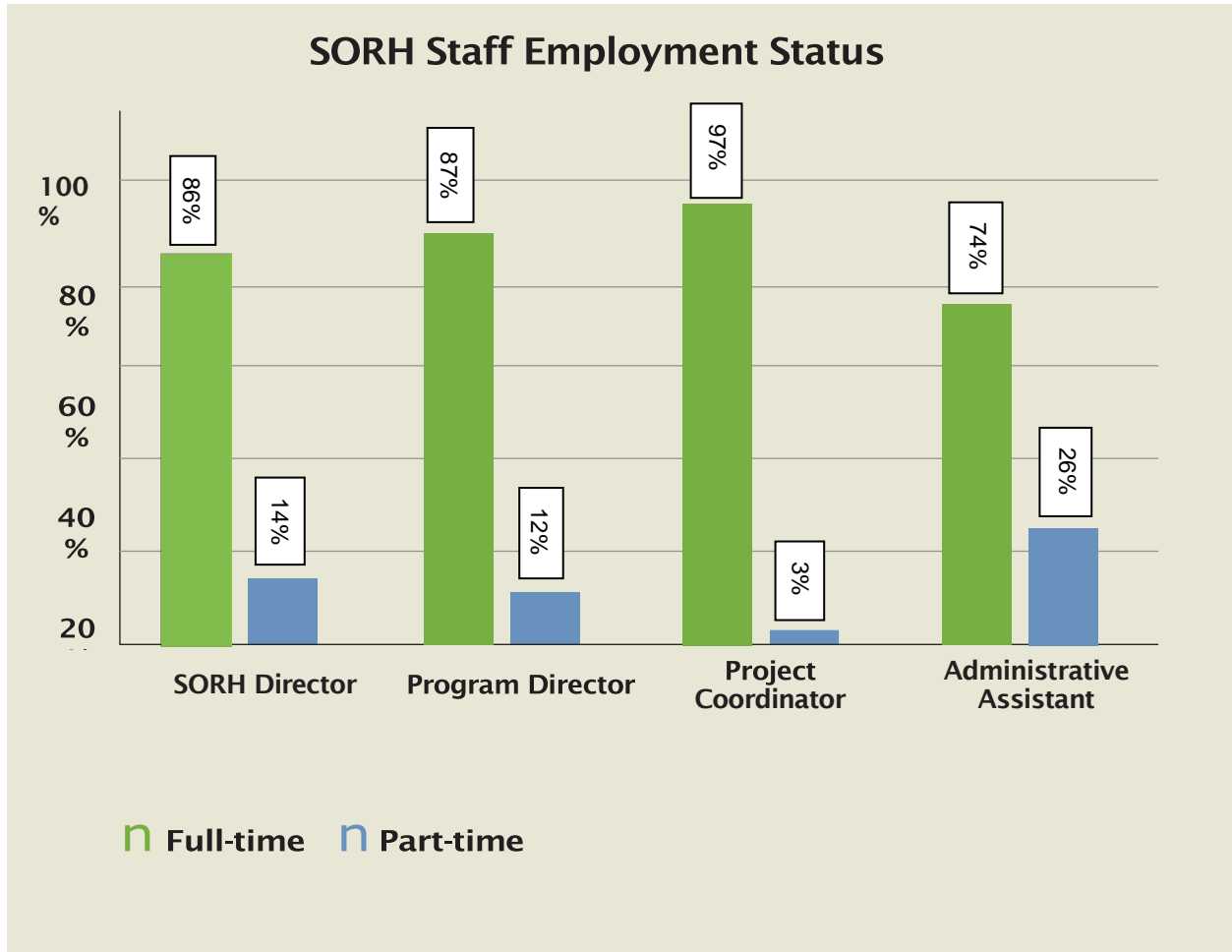
Years of Experience

The chart below documents years of experience in SORH Directors.

	Years in current leadership position	Years working in a SORH
Range	1 month – 18 years	1 month – 25 years
Less than 5 years	34%	31%
5 to 9 years	17%	14%
10 – 19 years	31%	31%
20 years or more	23%	23%

Employment Status

Of the four key position types, the employment status, defined as full-time or part-time, is depicted in the table below.



SORH Compensation

Base salaries for these key personnel positions vary greatly as do actual duties and responsibilities as noted previously.

	Under \$40,000	\$40,001 - \$50,000	\$50,001 - \$60,000	\$60,001 - \$70,000	\$70,001 - \$80,000	\$80,001 - \$90,000	\$90,001 - \$100,000	\$100,001 - \$110,000	\$110,001 - \$120,000	More than \$120,000
SORH Director - Supervises all fiscal and human resource functions for the office. Responsible for administrative leadership of grant programs.		3%	9%	14%	23%	11%	14%	6%	6%	14%
Program Director – Oversees grant program activities including providing education and technical assistance to CAHs/RHCs regarding certification, state and federal regulations, coding and billing compliance and quality issues.	0	1	3	5	8	9	5	2	2	5
Project Coordinator - Develops, coordinates, and carries out programmatic components of work plan including coordinating quality improvement and financial and operational performance improvement projects	3%	17%	38%	21%	10%	3%	0%	3%	3%	0%
Administrative Assistant - Responsible for administrative and clerical functions for the grant program including correspondence, scheduling meetings, and conference calls, answering phones, etc	1	5	11	6	3	1	0	1	1	0
	59%	37%	4%	0%	0%	0%	0%	0%	0%	0%
	16	10	1	0	0	0	0	0	0	0

Top Highest Salaries Compared to Budget				
Salary Range	# of SORH	Budget \$1-5 million	Budget \$5-10 million	Budget >\$10 million
\$120,000 or more	5	3	2	
\$110,000 to 119,999	2		1	1

*Categories were combined to increase confidentiality due to small sample size.

The responses show five of the 35 responding SORH Directors have base salaries at or greater to \$120,000 per year. Of those five, two have total SORH budgets of \$5 - \$10 million. The other three have budgets of \$1 - \$5 million. Additionally, three of these five are located within Region E and another three of the five have the highest total FTEs working within the SORH.

Two responding Directors earn base salaries of \$110,000 - \$120,000 per year. Both of these Directors are located in Region C and of these two, one has a total SORH budget at

or above \$30 million. One of these two is in the top five highest total FTEs working within the SORH.

Of the two SORH responses of Directors earning base salaries of \$100,00 – 109,999, one had the smallest reported budget and lowest total FTEs while the other reported the second largest budget (\$15 million - \$30 million) with approximately the average number of FTEs.

Twenty of the 35 participating SORH report five or fewer total FTEs working on their programs. Seven (7) of these reported 2 or fewer total FTEs.

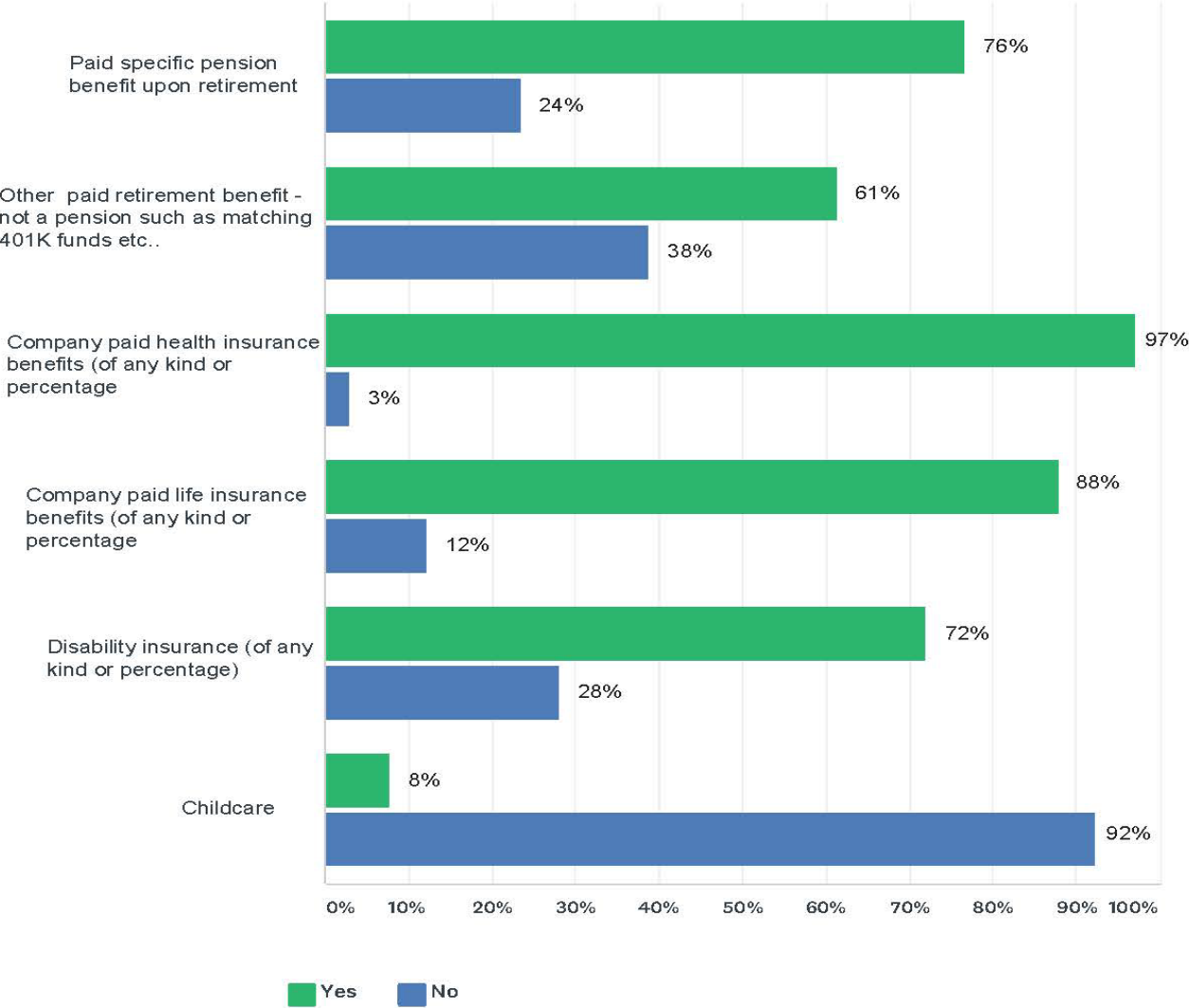
Salary Increases

The following table exhibits salary increases as reported by participating SORH within the period between 2015 and 2017.

PERCENT INCREASE	RESPONSES	
0-2%	34%	12
2-4%	46%	16
4-6%	9%	3
6-8%	9%	3
8-10%	3%	1
Greater than 10%	0%	0
TOTAL		35

Other Benefits

Compensation packages include benefits that are perceived as adding value to the position. The following table outlines benefits offered to key positions. Not all benefits listed apply to each key position.



Appendix: Survey Questions

This survey on State Office of Rural Health (SORH) salaries, benefits and responsibilities is being conducted at the request of the NOSORH Board of Directors to provide information to SORH and NOSORH regarding the leadership roles, staffing responsibilities and salary for SORH positions across the nation. Any identifiable information will be kept confidential. The information will be used by NOSORH to plan educational activities and provide SORH with comparative information. The survey should take less than 15 minutes to complete. Summary results are immediately available.

1. In what state is your SORH located?

2. Please provide information on the total budget for your SORH to help us to compare responsibilities and salaries of Directors as they relate to total budget among SORH. Include information on all programs that you define as a part of your office, including the SORH grant, matching funds, Flex, SHIP, and other federal, state or private funds.

- \$500,000 - \$1,000,000
- \$1,000,001 - \$5,000,000
- \$5,000,001 - \$10,000,000
- \$10,000,001 - \$15,000,000
- \$15,000,001 - \$30,000,000
- \$30,000,001 or more
- Other (please specify)

3. What percent of your total budget comes from federal funds?

4. What sources of federal funds, other than the FORHP SORH grant, are included in your SORH budget? Check all that apply.

- Flex program
- SHIP
- PCO
- Migrant and seasonal farmworker grant
- Maternal child health
- SAMHSA
- National Health Service Corps
- Department of Labor funding
- Other federal sources of funds (please describe)

5. What other sources of funds are included in your SORH budget? Check all that apply.

- Foundations
- State funds
- University funds
- Conference or workshop fees
- Fee for services
- Membership dues
- Fundraising
- Other (please describe) – non-federal sources of funds.

6. What is the total FTE for all employees for all programs of your SORH?

7. Please answer each column per job position.

	Employment status	Base salary	Supervise staff?	Oversee services of contractors?
SORH Director - Supervises all fiscal and human resource functions for the office. Responsible for administrative leadership of grant programs.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Program Director – Oversees grant program activities including providing education and technical assistance to CAHs/RHCs regarding certification, state and federal regulations, coding and billing compliance and quality issues.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Project Coordinator - Develops, coordinates, and carries out programmatic components of work plan including coordinating quality improvement and financial and operational performance improvement projects.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Administrative Assistant - Responsible for administrative and clerical functions for the grant program including correspondence, scheduling meetings, and conference calls, answering phones, etc	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

8. Does your staff include any of the additional following positions?

- Recruitment Coordinator
- Data Analyst
- Please provide job titles for other key positions.

9. What has been the average overall percent increase in salaries for all positions since 2015?

- 0-2%
- 2-4%
- 4-6%
- 6-8%
- 8-10%
- Greater than 10%

10. What is your SORH's average fringe rate for full time employees?

11. Does your SORH provide the following:

	Yes	No
Paid specific pension benefit upon retirement.	<input type="radio"/>	<input type="radio"/>
Other paid retirement benefit - not a pension such as matching 401K funds etc...	<input type="radio"/>	<input type="radio"/>
Company-paid health insurance benefits (of any kind or percentage)	<input type="radio"/>	<input type="radio"/>
Company paid life insurance benefits (of any kind or percentage)	<input type="radio"/>	<input type="radio"/>
Disability insurance (of any kind or percentage)	<input type="radio"/>	<input type="radio"/>
Childcare	<input type="radio"/>	<input type="radio"/>

Other (please specify)

12. What percent of your time as SORH Director is spent traveling?

In state

Out of state

13. Please provide an approximate quantitative overview of your SORH Director duties regarding the activities listed below.

	% Time
Public relations, spokesperson or visibility management	<input type="text"/>
Advocacy or policy development	<input type="text"/>
Visioning or new program development	<input type="text"/>
Human resources or supervision	<input type="text"/>
Budget tracking and development	<input type="text"/>
Performance measurement or evaluation	<input type="text"/>
Partnership development or maintenance	<input type="text"/>
Board, advisory committee, state, federal, university relations	<input type="text"/>
Environmental scanning, regulatory monitoring, reading etc...	<input type="text"/>
Consultant, contractor or sub-contract management	<input type="text"/>

Other (please specify)

14. How many years have you been in your current leadership position?

15. How many years have you worked at your SORH?

16. Other comments or information