

NWRPCA 2026 Region 10 Health Center Salary, Benefits, Turnover, and Vacancy Survey Instructions

Please refer to these instructions before starting, and while working on, the **2026 Biennial Region 10 Health Center Salary, Benefits, Turnover, and Vacancy Survey Tool**. Contact the Robyn Weiss at rweiss@nwrpca.org with any questions you may have.

Thank you for your participation!

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A. INSTRUCTIONS FOR COMPLETING THE CONTACT/ORGANIZATIONAL INFORMATION (TAB 1)

The Contact and Organizational Information section of this survey, found on **TAB 1** (entitled **1-SurveyTool-ContactOrgInfo**), asks for contact information for the person (or persons) completing this survey at each health center, the date that the survey was completed, and a short list of questions about your organization.

NOTE: All information requested in Tab 1 is REQUIRED.

SURVEY CONTACT INFORMATION (REQUIRED)

Please provide your health center’s name (column A) along with the names, titles, email addresses, and phone numbers of the people completing the survey (columns B-E). Enter the date the survey was completed in column F.

ORGANIZATIONAL INFORMATION INSTRUCTIONS (REQUIRED)

Please provide information about your organization based on the actual day that you are completing the survey.

#1 – 2026 Projected/Budgeted Total Expenses: In the case that your health center is part of a larger public or private entity, please report the projected/budgeted total expenses for the health center only.

#2 – Total Sites: Include ALL administrative and service sites (including permanent and mobile sites) where your staff members work.

#3 – Site Locations: Total sum of sites MUST equal total sites listed in #2.

- **NOTE:** Please use the following definitions:
 - **Urban** – an area encompassing a population of at least 50,000 people
 - **Rural** – an area of less than 50,000 people but more than six people per square mile
 - **Frontier** – an area encompassing a population of six or fewer people per square mile

B. INSTRUCTIONS FOR COMPLETING THE SALARY/BENEFITS DATA SURVEY TOOL (TAB 2a)

The Salary and Benefits Information section of this survey, found on **TAB 2a** (entitled **2a-SurveyTool-SalaryBenefits**), collects salary and benefits dollar amount information about each and every employee in your health center by position title. **TAB 2b** (entitled **2b-SalaryBenefits-TitleJDs**) lists all survey position codes/titles and provides job description summaries to support accurate reporting in TAB 2a.

In the case that your health center is part of a larger public or private entity, please report on the employees for the health center only. Please provide information based on the actual day that you are completing the survey (see more details below).

For confidentiality reasons, please DO NOT provide any individual names or other identifying details.
NOTE: In TAB 2a, columns A-F and S as well as row 14 are hidden for CHAMPS administrative purposes.

Column G – Position Codes/Titles: The position codes/titles portion of the survey utilizes drop-down lists, beginning in row 15, containing Administrative and Clinical Positions. These commonly accepted titles and their survey codes are listed alphabetically within the drop-downs.

- Select the appropriate title from the drop-down menus found in Column G (green-highlighted cells; once a cell is selected, the drop-down arrow will appear to the right of the cell). Note that you can also begin typing the title (e.g., "physician") to see related choices (e.g., "Physician Assistant," "Physician - Family Practice, with OB Duties," etc.).
- Use the **Administrative Positions** to list employees typically without clinical responsibilities.
- Use the **Clinical Positions** to list employees with clinical responsibilities.
- A **complete list of all available position codes/titles** can be found within the drop-down menus, within TAB 2b (Job Description Summaries for all position titles), or within section **G. SUMMARY JOB DESCRIPTIONS** of this instructions document (page 11).
- **Refer to the position title Job Description Summaries** found in TAB 2b and/or section **G. SUMMARY JOB DESCRIPTIONS** of this instructions document (page 11) to ensure you are reporting your employees correctly (e.g., a staff member with a title of "Coordinator" at your organization may need to be reported under a "Manager" position due to that employee's responsibilities).
- **ADDITIONAL DATA ENTRY NOTES:**
 - Once you have selected a title from the drop-down, you can copy and paste and/or click and drag to utilize that same title in multiple rows (to facilitate reporting many employees under the same title).
 - If you have selected the wrong title, either delete it or select a new option from the drop-down menu.
 - If you have a position title that is not listed, use the commonly accepted title or list the position under the available "Other" titles.
 - Please **do not change** the existing position titles.
 - Please list only ONE employee per line (maximum of 1.0 FTE); see Column J below for more details about calculating the appropriate FTE.
 - Once you select a title in Column G, instructions for additional requested information will appear in Column H; for some position titles, you will need to enter additional details in Column I (see below for more details).
 - Note that, for your data entry review purposes, row 12 will indicate how many total Administrative and Clinical titles have been selected (see row 12, Columns M-P).

Column H – Additional Requested Information: Once you have selected a Position Title in Column G, instructions for additional requested information will appear in Column H, detailing what information should be entered in Column I (see below).

Column I – Position Notes (if requested, employee position type, title, and/or credentials): If requested in Column H, please provide details about the reported employee in Column I. These may include the employee's position type, exact title, educational credentials (e.g., RN, LCSW, MD, DO, etc.), etc.

- Please do not use acronyms for position type/title (acronyms are acceptable for credentials).
- If Column H indicates that no additional information is needed, you can leave Column I blank.

Column J – Annual FTE: Please list the **actual annual** Full Time Equivalent (FTE) for each individual as of the day you are completing the survey.

- For example, a full-time, 40 hour/week staff person is a 1.0 FTE, while a part-time 20 hour/week staff person is a 0.5 FTE.

B. Instructions for Completing the Salary/Benefits Data Survey Tool (Tab 2a), continued

Column J – Annual FTE, continued

- Each entry should be calculated to equal the **annual** FTE equivalent; for example, an employee that has worked six eight-hour shifts in the past two months should be calculated as:
 $6 \times 8 = 48$ (hours worked in two months)
 $48 \times 6 = 288$ (hours extrapolated for one year)
 $288 / 2080 = 0.138$ (FTE calculated based on 2,080 hours per year at full-time)
- The maximum FTE listed should be 1.0; if you have more than one employee for any position, please list each employee on a separate line.
- If you have an employee that performs tasks based on different position titles, please split their FTE, salary, and benefits accordingly (e.g., for an employee that spends 40% of their time as a dental assistant, and 60% of their time on reception duties, please list 0.4 FTE under Assistant, Dental with 40% of that person's annual salary and benefits, and 0.6 FTE under Receptionist with 60% of that person's annual salary and benefits).
- Note that, for your data entry review purposes, rows 12 and 13 will indicate the count of individual employees and the sum of the FTEs you have reported, based on your entries in Column J (see rows 12 and 13, Columns I-J).

Column K – Current Hourly BASE SALARY: Please enter the **hourly amount of base pay** paid to each individual, as of the day you are completing the survey.

- Each entry should indicate the **hourly rate of base pay** for that employee; for salaried employees, this can be calculated as:
 $\text{Annual salary} / 2,080$ (number of full-time work hours in a year), e.g.,
 $\$85,000 / 2,080 = \40.87 per hour
- Do NOT include bonuses, incentive payments, differential pay, overtime pay, etc. (these are included in Column M - Current Annual ADDITIONAL PAY).
- Do NOT include items such as parking reimbursement, continuing education pay, dues and licensure payments, relocation costs, etc.

Column L – Current Annual BASE SALARY: This amount, the base salary the employee would earn annually, will auto-calculate based on what has been entered into Column J (Annual FTE) and column K (Current Hourly BASE SALARY).

- Please use this information to **verify** what you have entered in Columns J and K.

Column M – Current Annual ADDITIONAL PAY: Please enter the annual amount of bonuses, incentives, differentials, and/or overtime paid to each individual over the past 12 months.

- Add details about the types of Additional Pay included (e.g., "\$1,000 retention bonus for 10 years of work plus \$1,000 differential for on-call duties") in column R to the right of each entry; this is required if you are reporting Additional Pay in Column M.
- Examples of Additional Pay may include but are not limited to:
 - Bonuses for new hire, retention (monetary increase or lump sum for a certain length of employment), Relative Value Unit (RVU) production, quality-based production, etc.
 - Differential increases for on-call, delivery, bilingual, productivity, procedure ability (c-section, colonoscopy, etc.), isolation, hazard pay, etc.
 - Pay for overtime or extra shifts.
- **Do NOT include items such as parking reimbursement, continuing education pay, dues and licensure payments, relocation costs, etc.**
- Do NOT include any cash-in-lieu payments related to benefits programs (e.g., an employee who declines health insurance may be eligible for an annual lump-sum cash-in-lieu payment); instead, include these payments in the "Current Annual BENEFITS" information (Column O).
- If your organization does not utilize these additional pay categories (or is unable to track them), you may leave this column blank.

Column N – Current Annual TOTAL PAY: This amount, the annual base pay PLUS annual additional pay (e.g., bonuses, incentives, differentials, overtime, etc.) paid to each individual, will auto-calculate based on what appears in Column K (Current Hourly BASE SALARY), Column L (the auto-calculated Current Annual BASE SALARY) and Column M (Current Annual ADDITIONAL PAY).

- Please utilize this information to **verify** the information in Columns K, L, and M.

B. Instructions for Completing the Salary/Benefits Data Survey Tool (Tab 2a), continued

Column O – Current Annual BENEFITS: Please list the dollar amount that only the employer contributes to benefits annually. Include **ONLY employer contributions to health, dental, vision, life, and disability insurance, and retirement/pension plans** (including any cash-in-lieu payments for employees declining participation in these plans).

- Each entry should be calculated to equal the **annual** benefits; for example, an employee that has earned a total of \$3,250 in employer contributions in benefits for the past two months should be calculated as:
 $\$3,250 \times 6 = \$19,500$ (earnings extrapolated for 12 months/one year)
- Please do NOT include items such as parking reimbursement, continuing education pay, dues and licensure payments, relocation costs, vacation/sick/PTO pay, etc.
- If the employer does not make any contributions to these benefits for an employee, enter "zero" in this cell.

Column P – Date of Hire: Please provide the date each employee was hired by the organization (NOT the date they may have been promoted/hired into their current position); provide this date of hire information (mm/dd/yy) for **ALL employees**. If an employee has worked for your organization more than once (e.g., worked at your organization, left employment for some amount of time, and was later re-hired by your organization), please use the hire date for the most recent length of employment.

- The date of hire MUST be the same as, or before, the survey's "date of completion" as indicated on Tab 1 under "SURVEY CONTACT INFORMATION."

Column Q – Member of Executive Team: Please check this column (press any key and hit enter) if the employee is considered a member of your organization's Executive Team, typically top-level administrative and clinical employees that are involved in strategic decision making about the day-to-day operations of your organization. These positions are typically exempt and typically have supervisory responsibilities.

Column R – Describe Additional Pay: Please provide details about the types of bonuses, incentives, differentials, overtime, etc. included in the dollar amount of additional pay indicated in Column M (Current Annual ADDITIONAL PAY). Only complete this cell if you are reporting Additional Pay for the employee in Column M. **If you are reporting Additional Pay for the employee in Column M, this information is required.**

- If the dollar amount reported in Column M represents multiple types of additional pay, include details about the dollar amount for each type (e.g., "\$1,000 retention bonus for 10 years of work plus \$1,000 differential for on-call duties").
- Please do NOT include items such as parking reimbursement, continuing education pay, dues and licensure payments, relocation costs, vacation/sick/PTO pay, etc.

Reminder: TAB 2b (2b-SalaryBenefits-TitleJDs) contains a complete list of all position codes/titles along with Job Description Summaries for each, to ensure you are selecting the most appropriate commonly accepted titles for your employees. You will not enter any data into TAB 2b.

C. INSTRUCTIONS FOR COMPLETING THE EXPANDED BENEFITS SURVEY TOOL (TAB 3)

The Expanded Benefits Information section of this survey, found on **TAB 3** (entitled **3-SurveyTool-ExpandedBenefits**), asks for details about the benefits programs offered by your health center. Please provide information based on policies in place when you are completing the survey.

NOTE: Please report information only for employees that are eligible to receive the type of benefit under consideration (for example, in the health insurance section, do not consider part-time employees that do not meet your organization's FTE eligibility threshold for health insurance benefits).

FTE Threshold/Requirement to Qualify for Benefits: In row 5, please indicate your health center's FTE threshold/requirement for employees to qualify for benefits.

Please continue to the next page for additional instructions related to Expanded Benefits.

C. Instructions for Completing the Expanded Benefits Survey Tool (Tab 3), continued

Part 1 – Health, Dental, Life, Disability, and Retirement: In rows 10-24, please provide information about your organization's benefits relating to health insurance, dental insurance, life insurance, disability insurance, and retirement plan by checking the appropriate box (press any key and hit enter) and providing additional details.

- If your health center does NOT offer employees access to a plan for any employees, check column B.
- If your health center DOES offer employees access to Insurance (rows 10-11 and 15-18), indicate your organization's level of cost sharing for each group of employees (see page 6 for staff type definitions).
 - **FULL** = Health Center covers FULL cost of the benefit.
 - **PARTIAL** = Health Center covers PART of the cost of the benefit.
 - **NONE** = Health Center covers NO cost of the benefit.
- If your health center DOES offer access to health insurance plan(s) with **PARTIAL** coverage of the cost of the benefits, indicate the percentage of premium shared by the organization for employees, spouses, and other dependents in the text boxes in rows 12-14 (e.g., CHC covers 90% of premium for employee only, CHC covers 73%-82% of dependent spouse coverage based on salary tiers, CHC covers 75% for other dependents, etc.).
- In row 20, indicate if your health center does or does not provide retirement or pension plan for employees.
- If yes, use the text boxes in rows 21-24 to describe the major components of the retirement/pension plan:
 - **Type** = Type of offered retirement/pension plan (e.g., Individual Retirement Account (IRA), Pension, 401(a), 401(k), 403(b), Public Employee Retirement System (PERS), etc.)
 - **Eligibility** = Time frame for employee participation in the plan and health center contributions (e.g., employee eligible to contribute on hire, employee eligible to contribute after 1,000 hours of service, health center contribution after one year of service, etc.)
 - **Health Center Contributions** = Type and percentage of health center contributions to employee accounts (e.g., none, 4% of employee annual wage regardless of employee contribution, match employee contribution up to 3% of annual salary, etc.)
 - **Vesting Schedule** = The structure for when employees have access to health center contributions to their account (e.g., 100% vested immediately upon participation, vested 20% per year of employment – five years to full vesting, etc.)

Part 2 – Time Off: Please provide information about your organization's allowed time off **based on your policy for each benefit**, providing a minimum and maximum number of hours per year allowed for vacation leave, sick leave, personal leave, and Paid Time Off (PTO) Bank in rows 28-31, number of paid holidays (not including floating holidays) and paid floating holidays allowed per year in rows 33-34, and details about other types of leave provided in row 35. See below for staff type definitions.

- If your health center does NOT offer a type of time off, check column B.
- If your health center DOES offer a type of time off, indicate the hours/holidays accrued per year based on your policy for the benefit (see below for staff type definitions).
 - **MIN** = The minimum number of hours/holidays per year accrued by eligible members of the staff type for the time off indicated.
 - **MAX** = The maximum number of hours/holidays per year accrued by eligible members of the staff type for the time off indicated.
- For the other types of leave indicated in row 35 (e.g., parental/adoption leave, bereavement leave, mental health leave, emergency leave, jury duty, etc.), provide additional details (e.g., type of leave, if the leave is paid or unpaid, the amount of each type of leave allowed annually, etc.).

Part 3 – Additional Benefits: First, use rows 39-47 to indicate whether your organization provides monetary contribution toward selected additional benefits.

- If your health center does NOT offer monetary contributions to any staff members for a type of benefit, check column B.
- If your health center DOES offer monetary contribution to one or more staff types for a type of benefit, check the "Yes" or "No" box for each staff type (press any key and hit enter within the appropriate cell).

C. Instructions for Completing the Expanded Benefits Survey Tool (Tab 3), continued
Part 3 – Additional Benefits, continued

- If "Yes" for any additional benefit, provide the average dollar amount allowed for employees within that staff type per year based on your policy for that benefit. See below for staff type definitions.
 - **AVG Example** = If your "Dental Provider/Advanced Practice Provider Staff" group consists of Dentists and Dental Hygienists, and Dentists are allowed \$1,000 for continuing education annually, and Dental Hygienists are allowed \$500 for continuing education annually, add \$1,000 plus \$500 and divide by 2 to determine the average for this benefit.

In row 49, indicate the minimum and maximum number of hours per year allowed for continuing professional education for each staff type. If your health center does NOT allow any hours per year for any staff members, check column B.

In row 50, enter details about any additional benefits offered in the text box provided.

Expanded Benefits Staff Type Definitions:

- **Medical Provider/Advanced Practice Provider Staff:** Typically Doctorate- and Master's-prepared medical providers; Family Practitioners, General Practitioners, Internists, OB/GYNs, Pediatricians, Pharmacists, Other Specialists, Certified Nurse Midwives, Nurse Practitioners, Physician Assistants, Other Medical Providers/Advanced Practice Providers; typically Exempt
- **Dental Provider/Advanced Practice Provider Staff:** Typically Doctorate- and Master's-prepared dental providers; Dentists, Dental Therapists; also include Dental Hygienists; typically Exempt
- **Behavioral/Mental Health Provider/Advanced Practice Provider Staff:** Typically Doctorate- and Master's-prepared behavioral and mental health providers; Psychiatrists, Psychologists (PhD, PsyD, EdD), Licensed Clinical Social Workers, Licensed Professional Counselors (includes Clinical), Masters in Social Work, Marriage and Family Therapists, Master's-Level Addiction Counselors, Other Behavioral/Mental Health Providers/Advanced Practice Providers; typically Exempt
- **Clinical Support Staff:** Typically staff with a level of educational attainment at the Bachelor's-level or lower; Addiction Counselors, Case Managers, Dental Assistants, Dental Technicians, Education Specialists, Laboratory Personnel, Registered Nurses, Nurse Assistants, Nutritionists/Dieticians, Outreach Workers, Pharmacy Technicians, X-Ray Personnel, Ultrasound Technicians, Other Enabling Services Personnel, Other Medical/Dental/Behavioral/Mental Health Support Personnel, etc.; typically Non-Exempt
- **Administrative Support Staff:** Billing Personnel, Eligibility Personnel, Facility Staff, Front Desk Personnel, Intake Staff, Medical Records Staff, Registration Personnel, etc.; typically Non-Exempt
- **Administrative Leadership/Management/Supervisory Staff:** Executives, Directors, Managers, Supervisors focusing on Administrative activities/programs within the health center (e.g., CEO, CFO, Operations Director, Human Resources Manager, Billing Supervisor, etc.); typically Exempt
- **Non-Exempt Staff:** Employees eligible for overtime payments for time worked in excess of 40 hours in a workweek
- **Exempt Staff:** Employees exempt from overtime requirements

D. INSTRUCTIONS FOR COMPLETING THE TURNOVER SURVEY TOOL (TAB 4)

The Turnover Information section of this survey, found on **TAB 4** (entitled **4-SurveyTool-Turnover**), asks for your organization's **calendar year 2025** turnover data for **full-time and part-time permanent employees (excluding temporary workers and contractors)**.

NOTE: Columns A-B and row 5 are hidden for CHAMPS administrative purposes.

Follow the steps below when completing the turnover section of the survey.

- **STEP ONE:** Review the definitions below.

D. Instructions for Completing the Turnover Survey Tool (Tab 4), continued
Steps for Completing the Turnover Survey, continued

- **STEP TWO:** Enter **calendar year 2025** turnover data for your health center in the fourth tab of the spreadsheet. Please complete the survey in the electronic format provided.
 - Note that the spreadsheet is designed to compute figures in the gray cells for you, based on your other entries (e.g., Total # of Separations in Column F, Average # of Employees in Column I, Total Turnover Rates in Column J, and the figures for Clinical Provider Staff in row 15, Clinical Advanced Practice Provider Staff in row 20, Clinical Support Staff in row 26, and All Staff in row 28).

Turnover Survey Definitions:

- **Administrative Leadership/Management/Supervisory Staff:** Executives, Directors, Managers, Supervisors focusing on Administrative activities/programs within the health center (e.g., CEO, CFO, Operations Director, Human Resources Manager, Billing Supervisor, etc.); typically Exempt
- **Administrative Support Staff:** Billing Personnel, Eligibility Personnel, Facility Staff, Front Desk Personnel, Intake Staff, Medical Records Staff, Registration Personnel, etc.; typically Non-Exempt
- **Clinical Leadership/Management/Supervisory Staff:** Executives, Directors, Managers, Supervisors for Clinical activities/programs within the health center (e.g., CMO, Clinic Director, Nurse Manager, MA Supervisor, etc.); typically hold clinical credentials; typically Exempt
- **Clinical Provider Staff – Doctorate-prepared providers;** typically Exempt; reported under the following categories:
 - **Medical Provider Staff:** Family Practitioners, General Practitioners, Internists, OB/GYNs, Pediatricians, Pharmacists (including RPh), Other Specialists
 - **Dental Provider Staff:** Dentists
 - **Behavioral/Mental Health Provider Staff:** Psychiatrists, Psychologists (Phd, PsyD, EdD)
- **Clinical Advanced Practice Provider Staff – Typically Master's-prepared providers;** typically Exempt; reported under the following categories:
 - **Medical Advanced Practice Provider Staff:** Certified Nurse Midwives (CNMs), Nurse Practitioners (NPs, not including Psychiatric), Physician Assistants (PAs)
 - **Dental Advanced Practice Provider Staff:** Dental Hygienists, Dental Therapists
 - **Behavioral/Mental Health Advanced Practice Provider Staff:** Licensed Clinical Social Workers (LCSWs), Licensed Professional Counselors (LPCs), Licensed Clinical Professional Counselors (LCPCs), Psychiatric Nurse Practitioners (Psych NPs), Masters in Social Work (MSWs), Marriage and Family Therapists (MFTs), Master's Level Addiction Counselors, Other Master's-prepared Behavioral/Mental Health Providers
- **Clinical Support Staff – Typically staff with a level of educational attainment at the Bachelor's-level or lower;** typically Non-Exempt; reported under the following categories:
 - **Medical Support Staff:** Registered Nurses, Nurse Assistants, Medical Assistants, Laboratory Personnel, Pharmacy Technicians, X-Ray Personnel, Ultrasound Technicians, Other Medical Support Personnel
 - **Dental Support Staff:** Dental Assistants (including Expanded Function), Dental Technicians
 - **Behavioral/Mental Health Support Staff:** Addiction Counselors (CACs), Behavioral Health Assistants, Other Behavioral/Mental Health Support Staff
 - **Other Clinical and Enabling Support Staff:** Case Managers, Education Specialists, Nutritionists/Dieticians, Outreach Workers, Other Enabling Services Personnel
- **All Staff:** Total of all employees, exempt and non-exempt (sum of the six main position groups listed above)
- **Non-Exempt Staff:** Employees eligible for overtime payments for time worked in excess of 40 hours in a workweek
- **Exempt Staff:** Employees exempt from overtime requirements
- **Voluntary Separations:** Employee-initiated terminations, including retirements and deaths; do not include termination of temporary employees or contractors

D. Instructions for Completing the Turnover Survey Tool (Tab 4), continued
Turnover Survey Definitions, continued

- **Involuntary Separations:** Organization-initiated terminations including permanent reductions in workforce; do not include termination of temporary employees or contractors
- **Total Separations:** Sum of voluntary and involuntary separations
- **# of Employees on January 1, 2025:** # of employees in each staff group on January 1, 2025; do not include temporary employees or contractors
- **# of Employees on December 31, 2025:** # of employees in each staff group on December 31, 2025; do not include temporary employees or contractors
- **Average # of Employees in 2025:** Sum of # of employees on January 1, 2025 and # of employees on December 31, 2025, divided by 2
- **Total Turnover Rate:** Total # of separations divided by average # of employees

E. INSTRUCTIONS FOR COMPLETING THE RECRUITMENT & RETENTION INFORMATION SURVEY TOOL (TAB 5)

The Recruitment & Retention Information section of this survey, found on **TAB 5** (entitled **5-SurveyTool-R&RInfo**), asks a list of questions pertaining to your organization's current recruitment and retention issues and practices. Please provide information based on the actual day that you are completing the survey.

#1 – Use of Recruitment Firms/Consultants: Indicate if your organization currently uses external recruitment firms/consultants and, if yes, which firms/consultants, for which specific titles, and how much was spent on these recruitment firms/consultants in the past 12 months.

#2 – Executive Level and Provider/Advanced Practice Provider Openings:

- Please note the following definitions:
 - **Executive/Director Level (Administrative and Clinical)** – CEO, COO, CFO, CIO, HR Director, CMO, CDO, Behavioral Health Director, Pharmacy Director, Nursing Director, etc. (usually administrative and clinical members of your Executive Team)
 - **Provider/Advanced Practice Provider** – physicians (specify specialty, e.g., family practice, pediatrics, etc.), dentists, pharmacists, psychiatrists, psychologists, physician assistants, nurse practitioners, psychiatric nurse practitioners, nurse midwives, dental hygienists, licensed clinical social workers, licensed professional counselors, and marriage and family therapists
- Please select one vacancy that is the highest priority to fill (check box in column G).
- If your health center has no current openings for executive-level or provider/advanced practice provider staff, check the "Check Below if No Vacancies" box.

#3 & #4 – Challenging Recruitment & Challenging Turnover: Indicate the positions that have been challenging for you in terms of either recruitment and/or turnover within the last 12 months. If none have been challenging, check the "Check Below if None" box(es).

#5 – Top Reasons for Voluntary Turnover: Indicate the top reasons for voluntary (employee-initiated) turnover at your health center within the last 12 months. If not applicable, check the appropriate box.

#6 – Top Reasons for Involuntary Turnover: Indicate the top reasons for involuntary (organization-initiated) turnover at your health center within the last 12 months. If not applicable, check the appropriate box.

Please continue to the next page for additional instructions related to questions 7-10 of the Recruitment & Retention Information survey.

E. Instructions for Completing the R&R Information Survey Tool (Tab 5), continued

#7 – Loan Repayment Assistance: Indicate if your health center does, or does not, have someone on staff that is responsible for actively assisting your providers with obtaining state and/or national loan repayment. If yes, please indicate that person’s name and email address.

#8 – Training Opportunities: Indicate if your health center does, or does not, have someone on staff that is responsible for coordinating volunteer opportunities, internships, residencies, clinical rotations, etc. If yes, please indicate that person’s name and email address.

#9 & #10 – Needed Recruitment & Retention Tools: Provide information about tools that you would like to implement to support your recruitment and retention efforts and provide details about what resources you would need in order to implement those tools.

F. INSTRUCTIONS FOR DOUBLE-CHECKING AND SUBMITTING DATA

Before submitting your, please do a review of your entries (the suggestions below are based on the most common data submission errors).

- Make sure you have completely filled in the "Contact and Organizational Information" (Tab 1):
 - All contact information is required.
 - You are REQUIRED to provide the date completed.
 - Responses are REQUIRED for Questions #1, #2, and #3 (the "organizational" questions). Please ensure you have entered your organization's information.
- Double-check your "Salary/Benefits" entries (Tab 2a):
 - Please double-check the titles selected from drop-down menus for all reported employees.
 - If instructed to provide additional details about an employee's position type, title, and/or credentials in Column H, have you reported those details under Position Notes (Column I)?
 - Have you forgotten FTE amounts for any employees?
 - Have you provided an FTE but forgotten to fill in the salary, benefits, etc. information?
 - Is the "Current Annual Benefits" cell (Column O) blank for any reported employee? If so, please change to either the appropriate dollar amount, or to the word "zero" as needed.
 - Did you provide a date of hire (mm/dd/yy) in Column P for all reported employees? Do any of those dates look odd, indicating a possible entry error?
 - Have you identified members of your Executive Team by checking the appropriate boxes in Column Q?
 - If you provided a dollar amount for Additional Pay (in Column M), have you provided details describing the type of additional pay in Column R?
- Double-check your "Expanded Benefits" entries (Tab 3):
 - Make sure you are reporting based on your organization's overall policies relating to each type of benefit, not on what any individual employees may be entitled to.
- Double-check your "Turnover" entries (Tab 4):
 - Use the auto-calculated "Total # of Separations" column to double-check your entries for the "Voluntary" and "Involuntary" subgroups.
 - Use the auto-calculated "Average # of Employees" column to double-check your entries for the "Employees on January 1" and "Employees on December 31" subgroups.
 - Use the auto-calculated "All Staff" row to double-check your entries for the six staffing groups, remembering that all full-time and part-time permanent employees should be reported within one of the staffing groups shown in the spreadsheet.
- Double-check your "R&R" entries (Tab 5):
 - Have you provided information under the additional R&R questions? Please note that "unknown" is an acceptable answer.

When you are finished, and by Wednesday, April 29, 2026, email your completed spreadsheet to Robyn Weiss at NWRPCA at rweiss@nwrpca.org.

G. SUMMARY JOB DESCRIPTIONS

INTRODUCTION

The following summary job descriptions are provided to ensure health centers are A) reporting employee data under the most appropriate titles and B) referring to the most appropriate titles when utilizing final salary and benefits data to design compensation structures. Job description summaries can also be found on TAB 2b (entitled **2b-SalaryBenefits-TitleJDs**).

Note that each title has an associated numeric position code that will remain constant from year to year of the survey.

- All information provided represents **typical/preferred** information and is not meant to represent exact position requirements; exact duties, responsibilities, education, experience, etc. will vary from health center to health center (e.g., in most cases, various combinations of education and experience may be accepted).
Also note:
 - **Supervisory Responsibility:** Indicates whether this title is typically required to supervise one or more other employees.
 - **Budget Responsibility:** Indicates whether this title typically has oversight responsibility for staying within a set budget (although they might not have created that budget themselves).
- As titles can vary widely from health center to health center, please review the parameters for the following position levels, utilized throughout the survey:
 - **Assistant:** "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.
 - **Coordinator:** "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.
 - **Supervisor:** "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team. "Supervisor" positions are typically exempt and typically have supervisory responsibilities.
 - **Manager:** "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.
 - **Director:** "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.
 - **Other:** "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other." If used, provide information about the employee's position type, exact title, and/or credentials in the Position Notes column (column F).

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CLINICAL TITLES	Pages 29-45

G. Summary Job Descriptions, continued

ADMINISTRATIVE TITLES

1000: Accountant

Typical Core Duties: Prepares accounting documentation and entries. Maintains internal control reviews over selected financial activities including accounts payable, purchasing, payroll, property management, general ledger, and bank transactions. Assists with budget preparation and monitoring, account analyses, internal, and external reports. Assists with the audit and preparation of state and federal financial filings.

Supervisory Responsibility: Maybe **Budget Responsibility:** Limited

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 3-5 years of experience in accounting; no licenses/certifications, CPA or CPA eligible preferred

Possible Titles/Variations: Accounting Associate, Senior Accountant, Staff Accountant

1010: Accounting Clerk/Bookkeeper

Typical Core Duties: Maintains records of financial transactions. Reconciles and balances accounts. Performs various other support duties pertaining to payroll, accounts payable, accounts receivable, etc.

Supervisory Responsibility: No **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 0-2 years of experience; no licenses/certifications

Possible Titles/Variations:, Accounts Payable Specialist, Payroll Clerk

1020: Administrator, Information Technology

Typical Core Duties: Responsible for designing, planning, developing, installing, configuring, maintaining, and supporting network software, hardware, infrastructure, and communication functions. Addresses security issues, including HIPAA security. Assists with the development and implementation of IT-related disaster recovery procedures. May have overlap with "Manager, Information Technology".

Supervisory Responsibility: Maybe **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 3-5+ years of experience; valid state's driver's license; may require platform-specific certification, computer repair certification, etc.

Possible Titles/Variations: IT Network Administrator, IT Systems Administrator, Systems Administrator

1030: Assistant, Administrative

Typical Core Duties: Administrative support for the organization or department, which may include filing and record keeping, preparing materials for staff meetings, handling routine correspondence, ordering supplies, coordinating maintenance of administrative equipment, etc.

Supervisory Responsibility: No **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1-2 years of experience; no licenses/certifications

Possible Titles/Variations: Secretary

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

1040: Assistant, Executive

Typical Core Duties: Provides administrative support to the Chief Executive Officer/Executive Director (CEO/ED) and other administrative and/or clinical executive staff, which may include facilitating scheduling and travel, maintaining calendars, preparation of materials and other planning for health center board meetings/retreats/etc., producing reports, memos, and other senior level correspondence, maintaining filing systems, taking meeting minutes, etc. May have additional duties (e.g., publication design, website content update, etc.).

Supervisory Responsibility: No **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree; 2+ years of experience with executive support; no licenses/certifications

Possible Titles/Variations: None indicated

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

G. Summary Job Descriptions, Administrative Titles, continued

1050: Assistant, Human Resources

Typical Core Duties: Responsible for supporting the Human Resources Department, which may include day-to-day clerical support, data entry, assistance with administration of benefits programs and/or payroll system, assisting with provider credentialing/privileging, attendance monitoring, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 0-1 years of experience; no licenses/certifications

Possible Titles/Variations: Credentialing Assistant, Payroll Assistant

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

1060: Assistant, Other (Administrative)

Use this title for any other administrative assistant titles (please review all other "Assistant" titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Accounting Assistant, Development Assistant, Grant Specialist, Marketing Assistant, Program Assistant, Shop Assistant

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

1070: Billing Staff/Patient Accounts

Typical Core Duties: Initiates billing to maximize reimbursement from Private Insurance, Medicaid, Medicare, etc. Follows-up on claims including processing cross-over claims as needed. Prepares electronic billing of all claims and reviews to ensure accuracy, including working errors and denials. Enters adjustments if appropriate and generates refund requests. Consistently follows-up and re-bills claims as needed so revenue loss is minimal. Generates related reports. May act as a liaison between health center and outside billing contractor. May have coding responsibilities but is not a Certified Professional Coder (CPC). May have responsibilities for credentialing providers with insurance companies.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1-3 years of experience; no licenses/certifications

Possible Titles/Variations: Accounts Receivable (AR) Coordinator, Billing Clerk, Billing and Collections Specialist, Billing Representative, Insurance and Billing Processor, Patient Accounts Specialist, Revenue Cycle Specialist

1080: Call Center Representative

Typical Core Duties: Responsible for answering incoming calls, updating patient information, scheduling appointments, and responding to caller requests for additional information for multiple service sites. May have additional limited responsibilities relating to referrals, patient satisfaction surveys, etc. The call center is typically removed from the front desk/reception area, so staff typically do not have face-to-face contact with patients.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1+ years of experience; no licenses/certifications

Possible Titles/Variations: Call Center Attendant, Customer Care Center Representative, Communications Specialist

1090: Care Coordinator/Patient Navigator

Typical Core Duties: Provides day-to-day patient care coordination activities which may include pre-visit planning, tracking of required patient paperwork, case management, assisting patients with enrollment in public benefits, conducting/processing referral/lab/radiology follow-ups, referencing patient-centered/self-managed care plans, implementing quality improvement and evaluation activities, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED required, Associate's degree preferred; 2-3 years of experience; licenses/certifications typically not required; employee may be required to be bilingual

Possible Titles/Variations: Access Navigator, Care Team Navigator, Customer Care Representative, Group Visit Coordinator, Health Coach, Health Navigator, Resource Coordinator

Note: Do not use this title for "Community Health Worker" or clinically credentialed (e.g., RN) "Case Manager" employees (listed separately).

G. Summary Job Descriptions, Administrative Titles, continued

1100: Clerk, Medical Records

Typical Core Duties: Responsible for maintaining the medical records of the clinic and responding to requests for records from internal and external sources. May be responsible for reviewing records for completeness, accuracy, and compliance with regulations. May have cross-over duties with Information Technology Support Staff.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED or Associate's degree required, Bachelor's degree preferred; 2-3 years of experience; no licenses/certifications

Possible Titles/Variations: Health Information Clerk, Medical Records Technician, Records Specialist

1110: Clerk, Purchasing

Typical Core Duties: Assists with purchase order requisitioning, receiving, and delivery of goods and services.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1+ years of experience; no licenses/certifications

Possible Titles/Variations: Purchasing Agent, Purchasing Assistant, Purchasing Specialist

1120: Coder

Typical Core Duties: Inputs, edits, and posts patient visit information into computerized database. Reviews and inputs encounters with appropriate CPT and ICD-9/10 codes. Reviews and balances edit report. Posts encounters to patient accounts. Files all postings by month. *If using this title, please enter the employee's type of certification (if any) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1-2 years of experience; Certified Professional Coder (CPC)

Possible Titles/Variations: Coding Associate, Medical Billing Coder, Medical Coder, Revenue Cycle Coder

1130: Community Health Worker

Typical Core Duties: Serves as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality/cultural competency of service delivery. Builds individual and community capacity through activities including outreach, community education, informal counseling, social support, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 2 years of experience; may require state certification; fluency in a second language generally preferred; valid state's driver's license; Basic Life Support (BLS) certification may be preferred

Possible Titles/Variations: Peer Health Educator, Peer Specialist, Promotor(a) de Salud

Note: *Do not use this title for related coordinators or managers, instead use the administrative "Coordinator, Program; e.g., Homeless, Migrant, Volunteer, etc." and "Manager, Program; e.g. Homeless, Migrant, Volunteer, etc." titles. Also review the job description summary for the administrative "Outreach Staff, Homeless/Migrant/Etc." to determine the most appropriate title.*

1140: Controller

Typical Core Duties: Maximizes return and limits risk on financial assets by establishing financial policies, procedures, controls, and reporting systems. Guides financial decisions, protects assets, monitors financial condition, and provides information to external auditors. Prepares budgets, collects/analyzes financial data, and recommends plans.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's or Master's degree in Accounting, Business Administration, or Finance; 3-5 years of experience in the finance function with responsibilities of business operations, accounting, cost analysis and control, etc.; Certified Public Accountant (CPA) preferred

Possible Titles/Variations: None indicated

Note: *Do not use this title for Director-level employees ("Director, Fiscal/CFO" and "Director, Fiscal (Other)" listed separately).*

G. Summary Job Descriptions, Administrative Titles, continued

1150: Coordinator, Communications/Marketing

Typical Core Duties: Responsible for initiating, developing, and implementing day-to-day and long-term communications and/or marketing strategies, which may include community and patient outreach, event planning and marketing, website development and maintenance, social media coordination, public relations outreach to local media, production of collateral and promotional materials, development of newsletters, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 2+ years of experience

Possible Titles/Variations: Community Outreach Specialist, Health Communications Coordinator, Marketing and Communications Specialist, Marketing Project Specialist

Note(s) about Position Level: "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.

1160: Coordinator, Human Resources/HR Specialist

Typical Core Duties: Often works in one specialized area of HR, e.g., recruitment, compensation and benefits, HRIS, employee relations, training and development, payroll, etc., but may also (or instead) perform a variety of general HR duties, e.g., administration of and employee assistance with benefit programs, hiring/onboarding activities, maintaining required documents, assisting with staff training, assisting with documenting and tracking various HR functions, etc. May have overlap with the "Assistant, Human Resources" position.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 2+ years of experience; PHR preferred

Possible Titles/Variations: Benefits Analyst, Benefits Coordinator, Credentialing Coordinator, Onboarding Coordinator, Payroll Coordinator, Recruiter, Talent Acquisition Specialist

Note(s) about Position Level: "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.

1170: Coordinator, Program (e.g., Homeless, Migrant, Volunteer, etc.)

Typical Core Duties: Coordinates one administrative program for the health center (e.g., Homeless, Migrant, Volunteer, etc.). Works to meet program objectives. May track program expenses in accordance with the program budget. Evaluates program results and prepares reports for program management. *If using this title, please enter additional identifying details about the employee (e.g., exact title, type of program, etc.) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: No

Budget Responsibility: Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 1-5 years of experience; no licenses/certifications

Possible Titles/Variations: None indicated

Note(s) about Position Level: "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.

Note: *Do not use this title for related community workers or managers, instead use the administrative "Community Health Worker," "Outreach Staff, Homeless/Migrant/Etc.," or "Manager, Program; e.g. Homeless, Migrant, Volunteer, etc." titles (listed separately).*

1180: Coordinator, Quality Improvement

Typical Core Duties: Coordinates daily activities relating to one or more of the organization's quality improvement programs, which may include efforts relating to accreditation, clinical measures, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 2+ years of experience; may require nursing or other clinical licensure

Possible Titles/Variations: Population Health Specialist, QI Specialist, Quality Assurance Specialist

Note(s) about Position Level: "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.

G. Summary Job Descriptions, Administrative Titles, continued

1190: Coordinator, Referral

Typical Core Duties: Responsible for receiving, processing, scheduling and following up on all medical referral requests from assigned care team clinicians, including in-house and outside referrals for diagnostic testing, medical specialists, or other providers.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED required, Associate's degree preferred; 1+ years of experience in the medical field preferred; Medical Assistant (MA) graduation/certification preferred

Possible Titles/Variations: Referral Case Manager, Referral Specialist, Transitions Coordinator

Note(s) about Position Level: "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.

1200: Coordinator, Risk/Compliance

Typical Core Duties: Coordinates daily activities relating to one or more of the organization's quality assurance programs, which may include efforts relating to risk management, corporate compliance, HIPAA privacy, emergency preparedness, safety, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 2+ years of experience; no licenses/certifications

Possible Titles/Variations: Risk Management Coordinator, Safety Program Coordinator

Note(s) about Position Level: "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities.

1210: Coordinator, Other (Administrative)

Use this title for any other administrative coordinator titles (please review all other "Coordinator" titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Clinic Operations Specialist, Clinical Coordinator, Development Coordinator, Facilities Coordinator, Health Equity Coordinator, Operations Coordinator

Note(s) about Position Level: "Coordinator" position titles are used for employees that coordinate a specific program for the organization or a department. "Coordinator" positions are typically non-exempt and do not have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

1220: Data Analyst

Typical Core Duties: Works with users throughout the organization in coordinating the collection, analysis, integration, and exchange of data. Creates reports and helps bridge the gap between users requesting reports and the technical resources needed to create the reports.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree or equivalent experience required, Bachelor's degree preferred; 3+ years of experience; no licenses/certifications

Possible Titles/Variations: Business Analyst, HRIS Analyst, Informatics Technician, Information Specialist

1230: Data Entry

Typical Core Duties: Responsible for daily data entry into the health center's electronic records system. Assists with the collection and compilation of data for periodic patient care reviews.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED or Associate's degree required, Bachelor's degree preferred; 1+ years of experience; no licenses/certifications required, although Medical Assistant certification (or similar) may be preferred

Possible Titles/Variations: Data Entry Specialist

G. Summary Job Descriptions, Administrative Titles, continued

1240: Director, Development/Grants

Typical Core Duties: Oversees all aspects of the annual planning cycle including assessment of unmet needs and opportunities, developing and maintaining community relationships, grant writing and management for all federal, non-federal, foundation, and other sources, including ensuring compliance with funding sources, and solicitation of charitable contributions. Develops and implements annual development plan, including marketing, public relations, and fund-raising activities. Typically has additional marketing and public relations duties. Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 3-5 years of experience; no licenses/certifications

Possible Titles/Variations: Chief Development Officer, Director of Annual Campaign, Director of Marketing and Public Relations, Director of Planning and Development, Major Gifts Director, Vice President of Development

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1250: Director, Executive/CEO

Typical Core Duties: Responsible for the ongoing success of the health center. Provides vision and leadership to plan, administer, implement, direct, and monitor all aspects of the organization in accordance with Board-developed policies, strategic goals, and objectives. Monitors national, state, and local political environment. Establishes and maintains strategic relationships. Assures adherence to all regulatory, funding, and operating requirements for the establishment and continued accreditation as a Health Center Program Grantee/FQHC Look-Alike. Assures all operations are financially viable, consistent with mission, strategic plan, applicable laws and regulations, and principles of professional and business ethics. Acts as non-voting, ex-officio member of the health center Board of Directors; accountable to Board. Supervises upper-level health center leadership.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 5-10 years of experience in upper-level management preferred, including 2+ years of experience in a health care facility (health center preferred); no licenses/certifications

Possible Titles/Variations: Chief Executive Director, Chief Executive Officer, Executive Director, President

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1260: Director, Fiscal/CFO

Typical Core Duties: The organization's top financial leader, responsible for overseeing business operations and administrative functions typically related to fiscal control of budgets, supervision of purchasing, grants, property, inventory, billing, insurances, payroll, property management, cash disbursements and receipts, accounts receivable, financial statements, and related statistical systems. Prepares federal and other grant budgets and financial status reports. Develops financial analyses and forecasts to support future planning. Provides Board of Directors with relevant financial data for budgetary and financial governing decisions. Supervises business and accounting staff. May be responsible for additional functions (e.g., Human Resources). Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's or Master's degree in Accounting, Business Administration, or Finance; 5+ years of experience in the finance function with responsibilities of business operations, accounting, cost analysis and control, etc.; Certified Public Accountant (CPA) preferred

Possible Titles/Variations: Chief Financial Officer, Director of Business Operations, Director of Finance, Executive Vice President of Finance, Vice President of Finance

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

Note: Do not use this title for non-Director "Controller" employees (listed separately).

G. Summary Job Descriptions, Administrative Titles, continued

1270: Director, Fiscal (Other)

Typical Core Duties: Second tier of financial leadership, under the direction of the senior Director, Fiscal/CFO. Responsible for one or more financial programs within a larger system. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's or Master's degree in Accounting, Business Administration, or Finance; 3-5 years of experience in the finance function with responsibilities of business operations, accounting, cost analysis and control, etc.; Certified Public Accountant (CPA) preferred

Possible Titles/Variations: Assistant Financial Officer, Associate Vice President of Finance, Director of Accounting, Director of Billing Services, Director of Finance, Director of Financial Planning, Director of Revenue Cycle

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

Note: Do not use this title for non-Director "Controller" employees (listed separately).

1280: Director, Human Resources/CWO

Typical Core Duties: The organization's top human resources/workforce leader, responsible for providing leadership, oversight, evaluation, and direction for the general administrative and human resources services and programs of the organization through planning, organizing, and directing the various HR functions, which may include oversight of policies and procedures, employment, compensation, benefits, employee health and safety programs, employee education and training opportunities, ensuring compliance with state, federal, and municipal statutes and regulations, and supervision/oversight of the Human Resources department. Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 5+ years of experience; Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR); Certified Compensation Professional (CCP), Certified Benefits Professional (CBP), Compensation Management Specialist (CMS) preferred

Possible Titles/Variations: Chief Workforce Officer, Human Resources Director, Human Resources Officer, Recruitment Intervention Director, Senior Director of Employee Experience, Vice President of Human Resources

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1290: Director, Human Resources (Other)

Typical Core Duties: Second tier of human resources/workforce leadership, under the direction of the senior Director, Human Resources/CWO. Responsible for one or more human resources/workforce programs within a larger system. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 3-5 years of experience; Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR); Certified Compensation Professional (CCP), Certified Benefits Professional (CBP), Compensation Management Specialist (CMS) preferred

Possible Titles/Variations: Credentialing Director, Director of Talent and Engagement, Recruitment Director, Senior HR Business Partner, Training Director

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

G. Summary Job Descriptions, Administrative Titles, continued

1300: Director, Information Technology/CIO

Typical Core Duties: The organization's top Information Technology (IT) leader, overseeing all IT department activities including installation and maintenance of networks, hardware, software, telecommunications systems, and office equipment. Updates IT infrastructure. Oversees system security and user training activities. Directs related projects and planning, supervises department staff, develops and manages departmental budget, and implements and oversees new applications (e.g., EMR). Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 5+ years of experience; valid state's driver's license; may require platform-specific certification

Possible Titles/Variations: Chief Information Officer, Director of Information Technology, Health Information Technology Director, Information Technology Director, MIS/Information Systems Director, Vice President of Information Systems

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1310: Director, Information Technology (Other)

Typical Core Duties: Second tier of Information Technology (IT) leadership, under the direction of the senior Director, Information Technology/CIO. Responsible for one or more IT areas within a larger system. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 3-5 years of experience; valid state's driver's license; may require platform-specific certification

Possible Titles/Variations: Assistant Director of Information Technology, Director of Infrastructure, EHR Director

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

1320: Director, Operations/COO

Typical Core Duties: The organization's top Operations leader. Responsible for directing the operation of health care services and programs to meet productivity, customer service, and quality standards. Supervises department and clinic managers and oversees the development of high quality, cost effective, and integrated clinical services and the systems to support this care. Responsible for direct oversight of the effective operation of quality assessment and improvement programs, emergency preparedness program, and for operational policy and procedure development and implementation. May be responsible for additional functions (e.g., Finance, Human Resources, etc.). Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 5+ years of experience; no licenses/certifications

Possible Titles/Variations: Chief Operating Officer, Chief Patient Services Officer, Operations Director, Operations Officer, Vice President of Operations

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

G. Summary Job Descriptions, Administrative Titles, continued

1330: Director, Operations (Other)

Typical Core Duties: Second tier of Operations leadership, under the direction of the senior Director, Operations/COO. Responsible for one or more operations programs and/or sites within a larger system. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 3-5+ years of experience; no licenses/certifications

Possible Titles/Variations: Associate Director of Operations, Business Operations Director, Director of Ambulatory Clinic Operations, Director of Clinical Operations, Operations Director, Site Operations Director

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

1340: Director, Program (e.g., Homeless, Migrant, Volunteer, etc.)

Typical Core Duties: Responsible for the overall design and direction of one of the health center's administrative programs and related staff (e.g., Homeless, Migrant, Volunteer, etc.). Oversees planning, implementation, budgeting, evaluation, and supervision of all program components and staff. *If using this title, please enter additional identifying details about the employee (e.g., exact title, type of program, etc.) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 3-5+ years of experience; no licenses/certifications

Possible Titles/Variations: Director of Community Programs, Director of Nutrition Services, Health Care for the Homeless Director, Housing Counseling Director, SUD Services Director, Learning Partners Director, Vice President of Education

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1350: Director, Quality Improvement

Typical Core Duties: Creates overall strategy and sets health center programming for quality improvement programs, including efforts relating to quality accreditation (via The Joint Commission, National Committee for Quality Assurance [NCQA], etc.), any state-required quality improvement programs, monitoring performance on and reporting of clinical measures, etc. Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 4+ years of experience; may require nursing or other clinical licensure; familiarity with applicable HRSA and other related expectations

Possible Titles/Variations: Director of Quality, Quality Improvement Director, Vice President of Process Improvement

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1360: Director, Risk/Compliance

Typical Core Duties: Creates overall strategy and sets health center programming for risk and compliance programs, including efforts relating to quality assurance, risk assessment and management, corporate compliance, health information privacy and security, emergency preparedness, safety, etc. Typically a member of the senior management team.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 4+ years of experience; no licenses/certifications; familiarity with applicable HRSA, state, federal, and local regulations

Possible Titles/Variations: Corporate Compliance Director, Chief Compliance Officer, Director of Compliance, Organizational Safety Director, Quality Assurance Director, Risk and Safety Director, VP of Quality Assurance

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

G. Summary Job Descriptions, Administrative Titles, continued

1420: Information Technology Support Staff

Typical Core Duties: Responsible for one or more components of staff training, software troubleshooting, and installation, repair, configuration, and modification of, and technical assistance with, computer hardware, software, and network systems. May also provide basic programming and support for telephone, voicemail, and other communications needs.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED or Associate's degree required, Bachelor's degree preferred; 1-3 years of experience; valid state's driver's license; may require platform-specific certification, computer repair certification, etc.

Possible Titles/Variations: Help Desk Support Specialist, IS Help Desk Technical Support Specialist, IT Technician

Note: Do not use this title for "Specialist, Electronic Health Records" (listed separately).

1430: Information Technology, Other

Typical Core Duties: Use this for any other Information Technology-related staff not otherwise listed. See "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Programmer, Web Developer

Note(s) about Position Level: "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

Note: Do not use this title for "Administrator, Information Technology," "Data Analyst," "Data Entry," "Director, Information Technology/CIO," "Informaticist," "Information Technology Support Staff," "Manager, Information Technology," or "Specialist, Electronic Health Records" (listed separately).

1440: Intern, Administrative

Typical Core Duties: Provides part-time, temporary support for a specific administrative organizational event, program, or department. *If using this title, please enter additional identifying details about the intern (e.g., internship department) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED preferred; working toward a college or advanced degree in a related administrative field; internship may be a requirement for an educational program; work and/or volunteer experience in a related field may be preferred

Possible Titles/Variations: Marketing Intern, Social Media Intern, Special Events Intern

Note: Report only paid positions using this title; unpaid positions should not be included in this survey.

1450: Interpreter

Typical Core Duties: Facilitates communication between patients with limited English proficiency (LEP) and health center staff. Responsible for providing face-to-face interpreting between patients and providers, and may also work with other individuals, such as family members or a patient representative. May provide cultural information to facilitate support for a treatment plan. May produce written and/or audio statements in languages other than English for unique listening and/or reading audiences. May perform Reception/Front Desk/Appointment Clerk duties for LEP patients.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 2+ years of experience preferred; Test of English as a Foreign Language (TOEFL) score may apply; Certified Interpreter classification may apply

Possible Titles/Variations: Translator

1460: Janitor/Custodian/Housekeeping

Typical Core Duties: Performs general cleaning including sweeping/vacuuming floors, removing wastepaper and other refuse, dusting furniture/fixtures, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 0-2 years of experience; no licenses/certifications

Possible Titles/Variations: None indicated

G. Summary Job Descriptions, Administrative Titles, continued

1470: Maintenance/Facilities

Typical Core Duties: Provides hands on maintenance and preventive repair services for all clinic facilities, including compliant functionality of facility equipment. Maintains building and entry/exit appearance, services and maintains equipment records, and fulfills facility work orders. May include responsibilities relating to moving/maintaining furniture/equipment, HVAC work, locksmith, ice melt, snow removal, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 0-2 years of experience; valid state's driver's license

Possible Titles/Variations: Facilities Technician, HVAC, Maintenance Technician

1480: Manager, Clinic Operations (Administrative, if multiple sites)

Typical Core Duties: Responsible for the effective, efficient operation of the clinic that results in excellence in customer service and clinical care and provides a medical home to its patients; supervises, hires, trains, and evaluates administrative (typically front office) staff, typically for one site (or closely located sites) and not for the entire organization. Establishes administrative procedures. May maintain supplies and equipment. May maintain vendor records.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree or Bachelor's degree; 1-2+ years of experience; no licenses/certifications

Possible Titles/Variations: Front Office Manager, Integrated Practice Manager, Clinical Operations Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

1490: Manager, Eligibility

Typical Core Duties: Oversees activities relating to health insurance outreach and enrollment, including supervision of Outreach/Enrollment Staff. Works with all health center staff to ensure processes are developed, implemented, and effective at identifying uninsured patients and enrolling them in insurance for which they qualify. Acts as internal expert for enrollment practices and insurance marketplace systems including knowledge of required laws and regulations. Responsible for data collection, tracking, and reporting as needed for enrollment efforts. May also oversee enabling activities.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 3-5 years of experience preferred; valid state's driver's license

Possible Titles/Variations: Access Manager, Eligibility and Enrollment Manager, Outreach and Enrollment Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

1500: Manager, Finance (Other)

Use this title for any other finance-related manager; see "Note about Position Level" below. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: 340B Program Manager, Accounting Manager, Business Intelligence Manager, Business Manager, Finance Manager, Patient Accounts Manager, Payroll Manager, Revenue Manager, Revenue Cycle Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

Note: Do not use this title for "Controller" employees (listed separately).

G. Summary Job Descriptions, Administrative Titles, continued

1510: Manager, Human Resources/HR Generalist

Typical Core Duties: Responsible for implementing the day to day operations of the HR Department, which may include acting as an HR resource for leadership and staff, administering benefits and/or credentialing programs, developing and maintaining recruitment activities, developing and administering orientation, onboarding, and retention activities, managing FMLA, Worker's Compensation and unemployment programs, assisting with HR-related reporting, managing attendance programs, etc. May provide input regarding strategic planning for HR programs to the HR Director.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree preferred; 3-5 years of experience; Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR) preferred

Possible Titles/Variations: Credentialing and Privileging Manager, Credentialing Manager, Senior Talent Acquisition Partner, Staff Engagement Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

1520: Manager, Information Technology

Typical Core Duties: Responsible for managing the organization's network and communication infrastructure, computer hardware, operating system, and software applications. Supervises Information Technology support staff and/or contractors. May have overlap with "Administrator, Information Technology."

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree preferred; 3-5 years of experience; valid state's driver's license; may require platform-specific certification, computer repair certification, etc.

Possible Titles/Variations: Clinic Applications Manager, EHR Project Manager, IT Data Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

1530: Manager, Maintenance/Facilities

Typical Core Duties: Oversees the maintenance, restoration, renovation, and upkeep of the organization's buildings, mechanical systems, and grounds for all sites, including supervision of maintenance/facilities and janitorial/housekeeping staff, facility compliance audits, management of relationships with external contractors/subcontractors for additional maintenance work, processing of internal and external facility work orders, ordering/maintenance of cleaning/maintenance supplies, etc.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree or Bachelor's degree; 2+ years of experience; valid state's driver's license

Possible Titles/Variations: Facilities and Grounds Manager, Facilities and Safety Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

G. Summary Job Descriptions, Administrative Titles, continued

1540: Manager, Program (e.g., Homeless, Migrant, Volunteer, etc.)

Typical Core Duties: Manages ones of the health center's administrative programs and related staff (e.g., Homeless, Migrant, Volunteer, etc.). Ensures the program meets objectives. Evaluates program performance and reports program activities. Controls program expenditures in accordance with program budget. *If using this title, please enter additional identifying details about the employee (e.g., exact title, type of program, etc.) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree required, Master's degree preferred; 3-5 years of experience; Licensed Clinical Social Worker (LCSW) or Licensed Professional Counselor (LPC) may be required.

Possible Titles/Variations: Family Support Services Manager, Housing Manager, Residential Services Manager, Vocational Services Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

Note: *Do not use this title for related community workers or coordinators, instead use the administrative "Community Health Worker," "Outreach Staff, Homeless/Migrant/Etc.," or "Coordinator, Program; e.g. Homeless, Migrant, Volunteer, etc." titles.*

1550: Manager, Quality Improvement

Typical Core Duties: Manages activities relating to the organization's quality programs, which may include efforts relating to quality improvement, accreditation, clinical measures, etc. Includes the development and implementation of related programs and oversight of related data collection, tracking, and reporting. Provides input regarding strategic planning for QI/Quality programs to the QI/Quality Director.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree or Bachelor's degree required, Master's degree may be preferred; 3+ years of experience; may require nursing or other clinical licensure

Possible Titles/Variations: Optimization Manager, Quality and Operations Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

1560: Manager, Risk/Compliance

Typical Core Duties: Manages activities relating to the organization's risk and compliance programs, which may include efforts relating to quality assurance, risk assessment and management, corporate compliance, health information privacy and security, emergency preparedness, safety, etc. Includes related tracking and reporting. Provides input regarding strategic planning for risk/compliance programs to the Risk/Compliance Director.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree or Bachelor's degree required, Master's degree may be preferred; 3+ years of experience; no licenses/certifications

Possible Titles/Variations: Compliance Manager, Risk and Compliance Manager, Risk Management Manager, Safety Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

G. Summary Job Descriptions, Administrative Titles, continued

1570: Manager, Other (Administrative)

Use this title for any other administrative manager titles (please review all other "Manager" titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Marketing Manager, Development Manager, Grants Manager, Purchasing Manager, Safety Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

1580: Outreach Staff, Homeless/Migrant/Etc.

Typical Core Duties: Provides outreach services including health education, support, etc. to persons in the community (typically offsite). Activities may include case management, crisis intervention, provision of basic needs, facilitation of access to shelter, transportation, etc. *If using this title, please enter additional identifying details about the focus group for the employee's outreach services (e.g., homeless, migrants, general community, etc.) and/or the employee's title in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: No **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 2 years of experience; valid state's driver's license; may require state Healthcare Assistant license; Basic Life Support (BLS) certification may be preferred

Possible Titles/Variations: Community Wellness Specialist, Refugee Health Specialist, Resource Support Specialist, Ryan White Outreach

Note: *Do not use this title for related coordinators or managers, instead use the administrative "Coordinator, Program; e.g., Homeless, Migrant, Volunteer, etc." and "Manager, Program; e.g. Homeless, Migrant, Volunteer, etc." titles. Also review the job description summary for the administrative "Community Health Worker" to determine the most appropriate title. Do not use this title to report staff primarily engaged in health insurance outreach and enrollment; instead, use the "Outreach/Enrollment Staff" title (listed separately).*

1590: Outreach/Enrollment Staff

Typical Core Duties: Conducts activities to identify, contact, and enroll uninsured patients and community members into health insurance coverage. Assists new and existing patients and community members in the correct completion of health insurance applications, which may include Medicaid, CHIP, Health Insurance Marketplaces, etc. Educates patients and community members about the Affordable Care Act (ACA) and enrollment processes. Builds/strengthens enrollment collaborations with local partner organizations. Assists all health center staff with processes that identify uninsured patients and enroll them in insurance for which they qualify. Tracks/reports on related activities. Maintains expertise in current eligibility and enrollment program requirements and regulations.

Supervisory Responsibility: No **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED required, Associate's or Bachelor's degree preferred; 1-3 years of experience preferred; valid state's driver's license

Possible Titles/Variations: Certified Application Counselor, Eligibility Coordinator, Eligibility Program Specialist, Eligibility Technician, Enrollment Specialist, Health Coverage Guide, Marketplace Manager, Outreach and Enrollment Specialist, Outreach Representative

1600: Patient Representative/Financial Counselor

Typical Core Duties: Conducts financial screening and gathers patient documentation to determine qualification for payment programs. Registers patients into billing systems, including status change updates. Performs eligibility screenings including paperwork and follow-up. May have partial responsibility for Medicaid program enrollment and insurance verification.

Supervisory Responsibility: No **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1+ years of experience; no licenses/certifications

Possible Titles/Variations: Financial Navigator, Financial Screener, Patient Account Representative, Patient Advocate

G. Summary Job Descriptions, Administrative Titles, continued

1610: Receptionist/Front Desk/Appointment Clerk

Typical Core Duties: Responsible for patient check-in and check-out, including greeting and registering patients, screening visitors, answering phones, responding to requests for information, assisting visitors with ambulatory difficulties, completing patient registration paperwork, inputting data including insurance information, managing provider schedules, and collecting co-pays and payment plan payments. May have cross-over Cashier duties. May have additional duties relating to collecting/entering patient satisfaction data.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 0-2 years of experience; no licenses/certifications

Possible Titles/Variations: Communications Specialist, Greeter, Office Technician, Operator, Patient Access Specialist, Patient Services Representative, Scheduler

Note: Do not use this title for "Call Center Representative" (listed separately).

1620: Security

Typical Core Duties: Guards organization's property, including making periodic rounds to inspect protection devices, fire control equipment, and check for any irregularities. May enforce regulations relating to personnel, visitors, and premises. May maintain various records, prepare reports, and perform miscellaneous clerical, simple maintenance, and comparable tasks. Unarmed; does not include off-duty Police Officers.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 2+ years of experience; no licenses/certifications

Possible Titles/Variations: Guard, Security Officer

1630: Specialist, Electronic Health Records

Typical Core Duties: Responsible for application support, training, and improvements to the Electronic Health Records (EHR) system and workflows; creates related documentation and instructions, trains new system users, provides ongoing continuing education to staff, makes updates to the EHR and workflows, collaborates with all staff members and departments to ensure accurate documentation, learns and implements new features of the EHR, troubleshoots software problems, etc. May assist the IT department with maintenance and implementation of systems and technologies that support staff and partner organizations. May have overlap with "Information Technology Support Staff."

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED required, Associate's degree or technical certification in computer-related field preferred; 2+ years of experience

Possible Titles/Variations: EHR Support Agent, EHR System Specialist, Technology and Software Trainer

1640: Supervisor, Billing

Typical Core Duties: Responsible for revenue maximization for all assigned receivables; develops and maintains reports regarding accounts receivables. Establishes and maintains reporting and departmental policies and procedures to ensure quality and effectiveness of work completed. Supervises billing and coding personnel. May have responsibilities for credentialing providers with insurance companies. Assists in the establishment and implementation of annual operating, capital budget, and departmental goals.

Supervisory Responsibility: Yes

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree; 3-5 years of experience; Certified Professional Coder (CPC) preferred

Possible Titles/Variations: Billing Coordinator, Revenue Cycle Supervisor

Note(s) about Position Level: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team. "Supervisor" positions are typically exempt and typically have supervisory responsibilities.

G. Summary Job Descriptions, Administrative Titles, continued

1650: Supervisor, Finance (Other)

Use this title for any other finance-related supervisor; see "Notes about Position Level" below. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Payroll Supervisor, Accounting Supervisor

Note(s) about Position Level: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team.

"Supervisor" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

Note: Do not use this title for "Supervisor, Billing" (listed separately).

1660: Supervisor, Medical Records

Typical Core Duties: Responsible for ensuring the privacy, safety, and security of medical records. Establishes and maintains departmental policies and procedures to ensure quality and effectiveness of work completed. Supervises Medical Records personnel and provides backup on duties as needed. May spearhead projects dealing with the implementation/enhancement of electronic medical records. Identifies, compiles, and abstracts information as requested from electronic system for reporting purposes. Processes and prepares related business and/or governmental forms.

Supervisory Responsibility: Yes

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 3-5 years of experience; no licenses/certifications

Possible Titles/Variations: None indicated

Note(s) about Position Level: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team.

"Supervisor" positions are typically exempt and typically have supervisory responsibilities.

1670: Supervisor, Reception/Front Office

Typical Core Duties: Oversees the day-to-day activities of reception/front desk, work production and flow of patient registration, patient check-out, insurance and discount eligibility, and onsite fee payment. Supervises reception/front office staff, including interviewing, orientation, training, and evaluation. Hires staff with leadership approval. Undertakes staff quality control audits. Backs up staff as needed.

Supervisory Responsibility: Yes

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 2+ years of experience preferred; no licenses/certifications

Possible Titles/Variations: Administrative Supervisor, Office Technician Supervisor, Patient Services Supervisor

Note(s) about Position Level: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team.

"Supervisor" positions are typically exempt and typically have supervisory responsibilities.

1680: Supervisor, Other (Administrative)

Use this title for any other administrative supervisor titles (please review all other "Supervisor" titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Call Center Supervisor, Clerical Supervisor, Determination Supervisor, Facilities Supervisor

Note(s) about Position Level: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team.

"Supervisor" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

G. Summary Job Descriptions, Administrative and Clinical Titles, continued

1690: Trainer

Typical Core Duties: Responsible for the effective development, coordination, presentation, and evaluation of employee training and development programs. Responsible for analyzing corporate training needs and arranging suitable training solutions. Coordinates training design and delivery including curriculum development, educational materials, facilities scheduling and setup, selecting subject matter experts when appropriate, evaluating training resources, and scheduling employees.

Supervisory Responsibility: No

Budget Responsibility: Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree preferred; 2+ years of experience; certification in training system utilized by health center preferred; Certified Professional of Learning and Performance (CPLP) preferred

Possible Titles/Variations: Training Coordinator, Workforce Development Specialist

1700: Transcriptionist

Typical Core Duties: Responsible for converting provider recorded reports into written and/or electronic records.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED required; Associate's degree preferred; 1+ years of experience; may require certification in medical transcription

Possible Titles/Variations: None indicated

1710: Women, Infants, and Children (WIC) Educator

Typical Core Duties: Plans, implements, and evaluates the Supplemental Nutrition Assistance Program for the Women, Infants and Children (WIC) Program. Delivers non-clinical nutrition education to WIC participants. Distributes vouchers to WIC participants. Schedules WIC participants for clinical appointments. Serves as a team member in the health center's broader nutrition and health program area.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree preferred; Registered Dietician preferred; 1+ years of related experience; no licenses/certifications

Possible Titles/Variations: WIC Secretary

1720: Other Administrative

Use this title for any other administrative titles that do not fit into the titles provided (please review all existing administrative titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Attorney, Cashier, Map Technician, Scribe, Well Child Attendant

Note(s) about Position Level: "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

CLINICAL TITLES

1730: Assistant, Behavioral Health

Typical Core Duties: Responsible for supporting the Behavioral Health Department and providers, which may include responding to patient inquiries, providing related health education to patients and families including connections to community resources, reconciling medication lists, rooming patients, coordinating paperwork, etc. May have additional scheduling responsibilities.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

HS diploma or equivalent; 1+ years of experience; Basic Life Support (BLS) certification preferred; may require additional certification (e.g., Medical Assistant, Certified Nursing Assistant, Certified Addiction Counselor, etc.)

Possible Titles/Variations: Behavioral Health Advocate, Behavioral Health Integration Specialist

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

G. Summary Job Descriptions, Clinical Titles, continued

1740: Assistant, Dental

Typical Core Duties: Responsible for the sterilization of dental instruments, dental equipment maintenance, dental room turnover (cleaning/stocking), and performing chair side dental assisting duties.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1+ years of experience; Dental Assistant certification from accredited Dental Assistant program, state registration may be required; radiology license may be preferred; Basic Life Support (BLS) certification preferred

Possible Titles/Variations: None indicated

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

Note: Do not use this title for "Assistant, Dental - Expanded Function" (listed separately).

1750: Assistant, Dental – Expanded Function

Typical Core Duties: Responsible for the sterilization of dental instruments, dental equipment maintenance, patient preparation, chair side support to dental providers and dental hygienist, and clinic flow.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1+ years of experience; Expanded Function Dental Assistant (EFDA) certification from accredited Dental Assistant program, state license may be required; radiology license may be preferred; Basic Life Support (BLS) certification preferred

Possible Titles/Variations: Expanded Duty Dental Assistant, Registered Dental Assistant with Expanded Functions

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

Note: Do not use this title for "Assistant, Dental" (non-EFDA, listed separately).

1760: Assistant, Lab

Typical Core Duties: Performs non-clinical lab duties, which may include a variety of customer service and clerical tasks.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1-3 years of experience; licensure/certification not typically required

Possible Titles/Variations: None indicated

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

1770: Assistant, Pharmacy

Typical Core Duties: Performs non-clinical pharmacy duties, which may include a variety of customer service and clerical tasks.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1-3 years of experience; state Pharmacy Assistant certification/licensure

Possible Titles/Variations: Refill Specialist

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

Note: Do not use this title for assistants working for a non-pharmacy dispensary; instead, report these employees under "Assistant, Other (Clinical)" and provide additional identifying details in the Position Notes column of the Salary/Benefits tool.

G. Summary Job Descriptions, Clinical Titles, continued

1780: Assistant, Other (Clinical)

Typical Core Duties: Use this title for any other clinical assistant titles (please review all other "Assistant" titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about the employee, including title and any credentials, in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Clinical Assistant, Dispensary Assistant, Physical Therapist Assistant, Radiology Assistant, Retinal Project Assistant, Ultrasound Assistant

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

1790: Behavioral Health, Other

Typical Core Duties: Use this title for any other behavioral health titles (please review all related titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about the employee, including title and credentials, in the Position Notes column of the Salary/Benefits tool.*

Possible titles/Variations: Behavioral Health Advocate, Behavioral Health Care Manager, Co-Responder Therapist, Therapist-Unlicensed, Crisis Clinician, Peer Recovery Specialist

Note(s) about Position Level: "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

Note: Do not use this title for "Case Manager," "Counselor, Addiction," "Counselor, Licensed Professional," "Director, Behavioral Health," "Pre-Licensure Behavioral Health Provider" "Psychiatric Nurse Practitioner," "Psychiatrist," "Psychologist, Clinical," "Social Worker – Licensed Clinical," or "Therapist, Marriage and Family" (listed separately).

1800: Case Manager

Typical Core Duties: Provides case management services to patients, which may include brief psychosocial assessments, referral to community resources, case coordination among providers/agencies, health education, etc.; may work with one or more groups of patients or organizational programs (e.g., women's health, drug and alcohol, mental health, prescription assistance, etc.). *If using this title, please enter the employee credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: No **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's or Bachelor's degree required, Master's degree preferred; 2+ years of experience; related state licensure may be required (social work, registered nurse, counseling, etc.); Basic Life Support (BLS) certification may be required

Possible Titles/Variations: Diabetes Case Manager, Family and Vets Case Manager, Maternal Child Health Case Manager, Medical Home Case Manager, Prenatal Case Manager

1810: Certified Nurse Midwife

Typical Core Duties: Provides primary care medical services, including prenatal and post-partum care, women's health care and family planning, and care of infants. Functions as an educational resource to patients, the health center, students, and the community.

Supervisory Responsibility: No **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited nurse midwifery program; experience preferred, but will hire new graduates; national nurse-midwife certification, state Nurse Midwife license or Nursing license with Certified Nurse Midwife authority; current DEA (prescriptive authority); may require a state-controlled substance clearance; valid state's driver's license; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

G. Summary Job Descriptions, Clinical Titles, continued

1870: Dentist

Typical Core Duties: Provides direct patient oral health care.

Supervisory Responsibility: Maybe **Budget Responsibility:** Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited dental school with a Doctor of Dental Surgery (DDS) or Doctor of Dental Medicine (DMD) degree; 0-2 years of experience; state dental license; current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

1880: Dentist Resident

Typical Core Duties: Responsible for assisting experienced dental providers with delivering oral health care to patients.

Supervisory Responsibility: No **Budget Responsibility:** No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited dental school with a degree of Doctor of Dental Surgery (DDS) or Doctor of Dental Medicine (DMD); participation in a related residency program; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

Note: Report only paid resident positions using this title; unpaid positions should not be included in this survey.

1890: Director, Behavioral Health/CBHO

Typical Core Duties: The organization's top behavioral health leader, responsible for oversight, evaluation, and delivery of the organization's behavioral/mental health programs. Works collaboratively to provide integrated and comprehensive mental health treatment. May provide psychiatric care to patients. Provides mental health consultation internally, recruits/hires/assures training for related staff, supervises related staff/students/interns, maintains related community relationships, etc. Typically a member of the senior management team. *If using this title, please enter the employee credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes **Budget Responsibility:** Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Typically requires Master's or Doctorate degree in behavioral/mental health with related licenses/certifications; 5+ years of experience

Possible Titles/Variations: Behavioral Health System Director, Director of Integrated Behavioral Health, Director of Mental Health, Director of Psychiatry, Substance Treatment Services Director

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1900: Director, Behavioral Health (Associate/Other)

Typical Core Duties: Second tier of behavioral health leadership, under the direction of the senior Behavioral Health Director/CBHO. Responsible for one or more behavioral health programs and/or sites within a larger system. Typically has administrative and clinical responsibilities. *If using this title, please enter the employee's exact title and credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes **Budget Responsibility:** Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Typically requires Master's or Doctorate degree in behavioral/mental health with related licenses/certifications; 5+ years of experience

Possible Titles/Variations: Associate Behavioral Health Director, Site Behavioral Health Director

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

G. Summary Job Descriptions, Clinical Titles, continued

1910: Director, Dental/CDO

Typical Core Duties: The organization's top dental leader, responsible for all dental services, including authority to oversee all aspects of dental care delivery at all dental clinic sites including planning, budgeting/resource allocation, growth and development, regulatory compliance, quality, efficiency and the supervision of dental supervisors, dentists, and dental hygienist staff. Facilitates communication with local oral health community. Position includes clinical and administrative responsibilities. Typically a member of the senior management team. *If using this title, please enter the employee credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited dental school with a Doctor of Dental Surgery (DDS) or Doctor of Dental Medicine (DMD) degree; 3-5 years of experience; state dental license; current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: Chief Dental Officer, Dental Director, Executive Vice President of Dental Services, Oral Health Director, Vice President of Dental Services

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1920: Director, Dental (Associate/Other)

Typical Core Duties: Second tier of dental leadership, under the direction of the senior Dental Director/CDO. Responsible for one or more dental programs and/or sites within a larger system. Typically has administrative and clinical responsibilities. *If using this title, please enter the employee's exact title and credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited dental school with a Doctor of Dental Surgery (DDS) or Doctor of Dental Medicine (DMD) degree; 2-3 years of experience; state dental license; current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: Assistant Dental Director, Regional Dental Director, Site Dental Director

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1930: Director, Medical/CMO

Typical Core Duties: The organization's top medical leader, responsible for providing clinical and administrative leadership for the medical department, including oversight, evaluation, and direction for the department's various functions at all sites. Responsibility includes primary care, and may also include specialty care, behavioral/mental health care, dental care, eye care, pharmacy, diagnostic services, etc. Guiding participant in the organization's clinical quality improvement programs. Engages in clinical practice with patients. Typically a member of the senior management team. You may have two employees of equal status (co-leaders) in this position – in this case, list both employees under this title. *If using this title, please enter the employee credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an appropriate accredited school, typically a medical or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO), but may include accredited Nurse Practitioner (NP) or Physician Assistant (PA) programs; may prefer additional degree (e.g., Master's in Public Health); 5+ years of experience; appropriate board eligibility/certification and state license; current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: Chief Medical Officer, Clinical Director, Executive Vice President of Medical, Medical Director, Vice President of Clinical Services, Vice President of Medical, Vice President of Medical Services

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

G. Summary Job Descriptions, Clinical Titles, continued

1940: Director, Medical (Associate/Other)

Typical Core Duties: Second tier of medical leadership, under the direction of the senior Medical Director/CMO. Responsible for one or more medical programs and/or sites within a larger system. Typically has administrative and clinical responsibilities. *If using this title, please enter the employee's exact title and credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited medical or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); 3-5 years of experience; appropriate board eligibility/certification, state Physician license, current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: Assistant Medical Director, Regional Medical Director, Site Medical Director

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1950: Director, Nursing

Typical Core Duties: Responsible for all nursing services, including authority to oversee development, implementation, and evaluation of related policies and procedures, hiring of related staff, etc. Participates in organization's clinical quality improvement programs. May have clinical responsibilities. Typically a member of the senior management team. *If using this title, please enter the employee credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree in Nursing required, Master's degree preferred; 5+ years of experience; state Registered Nurse license; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1960: Director, Pharmacy

Typical Core Duties: Responsible for the oversight, evaluation, and delivery of the pharmacy program including clinical operation of the pharmacy program, directing pharmacist providers, development of related protocols, providing drug counseling and advice to patients and internal contacts, etc. Typically a member of the senior management team. *If using this title, please enter the employee credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's, Master's, or Doctorate degree in Pharmacy from an accredited School of Pharmacy; 3-5+ years of experience; state Pharmacist license

Possible Titles/Variations: Vice President of Pharmacy

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities.

1970: Director, Other (Clinical)

Use this title for any other clinical director titles (please review all other "Director" titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about this employee, including title and credentials, in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Clinical Quality Care Director, Lab Director, Physical Therapy Director, Public Health Director

Note(s) about Position Level: "Director" position titles are used for upper-level employees that are directly involved in making strategic decisions about the operations of the organization. "Director" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

G. Summary Job Descriptions, Clinical Titles, continued

1980: Health Educator (with clinical duties)

Typical Core Duties: Position with clinical duties. Coordinates patient and/or community education activities about behaviors that promote wellness. Develops and implements strategies to improve health. Develops education programs and/or events. May act as a Certifier for the Women, Infants, and Children (WIC) Program.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Certified Medical Assistant (MA) or Registered Nurse (RN); 1+ years of experience preferred; health education certification requirement may apply; related MA/RN licenses/certifications may be required

Possible Titles/Variations: Education Specialist, Nurse Educator, WIC Certifier

Note: Do not use this title for health educators without clinical duties. Instead, use the administrative "Health Educator (administrative duties only)" title.

1990: Intern, Clinical

Typical Core Duties: Provides part-time, temporary support for a specific clinical department, possibly in order to fulfill educational requirements. *If using this title, please enter additional identifying details about the intern (e.g., internship department, title, and current level of education) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; working toward a college or advanced degree in a related clinical field; internship may be required for an educational program; work and/or volunteer experience in a related field may be preferred

Possible Titles/Variations: Psychology Intern, Nursing Intern, Nurse Practitioner Intern

Note: Report only paid positions using this title; unpaid positions should not be included in this survey. Do not use this title for Behavioral Health providers with completed graduate-level degrees working toward licensure; instead, use the "Behavioral Health Provider, Pre-Licensure" title.

2000: Licensed Practical Nurse

Typical Core Duties: Provides basic nursing care under the supervision of, and clinical support to, health center nurses, providers, etc. May have additional cross-over clerical duties.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED, graduate of an accredited Licensed Practical Nursing program; 1-2 years of experience; state Licensed Practical Nurse license; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

2010: Manager, Lab

Typical Core Duties: Provides lab services at all sites, including coordination and management of all lab staff and operations.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

May require Lab Technician with related education/licenses/certifications; 3-5 years of experience; appropriate state certification/licensure

Possible Titles/Variations: None indicated

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

2020: Manager, Medical/Dental Clinic (if multiple sites)

Typical Core Duties: Supervises, hires, trains, and evaluates clinical support (typically back office) staff, typically for one site, not for the entire organization. Establishes procedures relating to clinical support staff. *If using this title, please enter the employee credentials in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree or Bachelor's degree; 1-2+ years of experience; Certified Medical Assistant (CMA), Certified Dental Assistant, Licensed Practical Nurse (LPN), or Registered Nurse (RN) preferred

Possible Titles/Variations: Back Office Manager, Clinic Nurse Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

G. Summary Job Descriptions, Clinical Titles, continued

2030: Manager, Nursing

Typical Core Duties: Responsible for implementing the day-to-day operations of nursing services, including coordination and management of all nursing staff and operations (e.g., may include responsibilities for coordination between front office, medical records, clinical support, and providers). Oversees scheduling to ensure adequate staffing. May provide nursing services as needed.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree in nursing; 3-5 years of experience; state Registered Nurse license; Basic Life Support (BLS) certification

Possible Titles/Variations: Nursing Services Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

2040: Manager, Pharmacy

Typical Core Duties: Provides pharmacy services at sites, including coordination and management of all pharmacy staff and operations.

Supervisory Responsibility: Yes

Budget Responsibility: Yes

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

May require a Pharmacy Technician or a Pharmacist, with related education/licenses/certifications; 3-5 years of experience; appropriate state certification/licensure

Possible Titles/Variations: None indicated

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities.

2050: Manager, Other (Clinical)

Use this title for any other clinical manager titles (please review all other "Manager" titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about this employee, including title, in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Clinical Manager, Clinical Program Manager

Note(s) about Position Level: "Manager" position titles are used for employees performing mid-level management tasks for the organization or a department. "Manager" positions are not directly involved in strategic decisions about the operations of the organization, although they may provide input to the Executive Team. "Manager" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

2060: Medical Assistant, with Credentials

Typical Core Duties: Responsible for supporting providers, nursing staff, and other staff involved in patient care, usually including patient preparation (check-in/-out, documenting vital signs and medical history, etc.), room turnover, and support of laboratory procedures and other clinic operations including entering orders; may have cross-over reception, phlebotomy, and other duties.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED, graduate of an accredited Medical Assistant program; 1+ years of experience; state Medical Assistant license/certification; Basic Life Support (BLS) certification typically required; may require additional certifications (e.g., phlebotomy, EMT, Community Health Aide, etc.)

Possible Titles/Variations: Certified Medical Assistant, Clinic Assistant, Medical Support Associate, Registered Medical Assistant

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

Note: Do not use this title for Medical Assistants without a state Medical Assistant license/certification; instead, use the "Medical Assistant, without Credentials" title.

G. Summary Job Descriptions, Clinical Titles, continued

2070: Medical Assistant, without Credentials

Typical Core Duties: Responsible for supporting providers, nursing staff, and other staff involved in patient care, usually including patient preparation (check-in/-out, documenting vital signs and medical history, etc.), room turnover, and support of laboratory procedures and other clinic operations; may have cross-over reception, phlebotomy, and other duties. Does not enter orders.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED, graduate of an accredited Medical Assistant program; 1+ years of experience; Basic Life Support (BLS) certification typically required; may require additional certifications (e.g., phlebotomy, EMT, Community Health Aide, etc.)

Possible Titles/Variations: Clinic Assistant, Medical Assistant

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

Note: Do not use this title for Medical Assistants with a required state Medical Assistant license/certification; instead, use the "Medical Assistant, with Credentials" title.

2080: Nurse Practitioner

Typical Core Duties: Delivers primary care to patients, including health promotion/maintenance, counseling and education, assessment, acute/chronic care, and consultation/collaboration with supervising physician, other health care professionals, and community resources. May focus on a specific sub-set of patients (e.g., pediatrics, geriatrics, etc.).

Supervisory Responsibility: Maybe

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited Nurse Practitioner program; experience preferred, but will hire new graduates; state Nurse Practitioner license, current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

Note: Do not use this title to report "Psychiatric Nurse Practitioner" or "Nurse Practitioner Resident" employees (listed separately).

2090: Nurse Practitioner Resident

Typical Core Duties: Responsible for assisting experienced medical providers with delivering primary care to patients.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited Nurse Practitioner program; participation in a related residency program; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

Note: Report only paid resident positions using this title; unpaid positions should not be included in this survey.

2100: Nursing Aide/CNA

Typical Core Duties: Provides assistance to patients in nursing areas of the health center. Assists medical, nursing, and other staff involved in patient care. May have additional cross-over clerical duties.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED, graduate of an accredited Nursing Assistant program; 0-2 years of experience; state health care assistant certification may be required; Basic Life Support (BLS) certification preferred

Possible Titles/Variations: None indicated

Note(s) about Position Level: "Assistant" position titles are used for support-level employees performing support tasks for the organization or a department. "Assistant" positions are typically non-exempt and do not have supervisory responsibilities.

G. Summary Job Descriptions, Clinical Titles, continued

2110: Nutritionist/Dietitian

Typical Core Duties: Provides nutrition services for patients, including client screening, assessment, surveillance, health education, and care management. May be responsible for creating high risk care plans. May act as a Certifier for the Women, Infants, and Children (WIC) Program.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree or higher with Registered Dietitian credential; 1+ years of experience; state Dietitian certification, Basic Life Support (BLS) certification may be required

Possible Titles/Variations: Registered Dietitian

2120: Pharmacist

Typical Core Duties: Compounds and dispenses drugs according to prescriptions issued by medical and dental providers. Directs pharmacy employees engaged in mixing/packaging/labeling pharmaceuticals. Provides drug counseling to patients and practitioners. Maintains related files.

Supervisory Responsibility: Yes

Budget Responsibility: Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's or Doctorate degree in Pharmacy; experience preferred, but will hire new graduates; state Pharmacist license

Possible Titles/Variations: None indicated

Note: Do not use this title to report Clinical Pharmacists; instead, use the "Pharmacist, Clinical" title.

2130: Pharmacist, Clinical

Typical Core Duties: In collaboration with other health center providers, performs comprehensive medication therapy management during pharmacist-patient appointments, including therapeutic assessment, selected disease management, patient education, monitoring patient data on drug therapy outcomes, reactions, and errors, etc. Provides medical-related information and education for providers and other health center staff. May also undertake Pharmacist responsibilities.

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Doctorate degree in Pharmacy preferred; Bachelor's degree may be accepted; board eligible/certified in Pharmacy Specialties, state Pharmacist license; accredited clinical pharmacy residency training or equivalent post-licensure experience; 1-3 years of experience preferred

Possible Titles/Variations: None indicated

2140: Pharmacist Resident

Typical Core Duties: Responsible for assisting experienced pharmacists with pharmacy clinical projects and other duties.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited school of Pharmacy; participant in a related residency program

Possible Titles/Variations: None indicated

Note: Report only paid resident positions using this title; unpaid positions should not be included in this survey.

2150: Phlebotomist

Typical Core Duties: Collects blood from patients for testing, primarily via venipunctures or fingersticks. Provides additional support to providers as required. May have cross-over Laboratory Assistant duties.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1+ years of experience; state Phlebotomist or Phlebotomy Technician certificate may be required; Basic Life Support (BLS) certification may be required

Possible Titles/Variations: None indicated

G. Summary Job Descriptions, Clinical Titles, continued

2160: Physician – Family Practice, with OB duties

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care, including OB responsibilities (e.g., low risk obstetric care, including prenatal care, routine deliveries, and post-partum). Based on needs, may be responsible for OB-related surgery (typically limited).

Supervisory Responsibility: Maybe **Budget Responsibility:** Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited allopathic or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); experience preferred, but will hire new graduates; board eligible/certified in Family Practice, state Physician license, current DEA (prescriptive authority); may require a state-controlled substance clearance; valid state's driver's license; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

2170: Physician – Family Practice, without OB duties

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care. Is not responsible for OB duties (e.g., deliveries).

Supervisory Responsibility: Maybe **Budget Responsibility:** Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited allopathic or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); experience preferred, but will hire new graduates; board eligible/certified in Family Practice, state Physician license, current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

2180: Physician – Geriatrician

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care, with a focus on services for aging patients.

Supervisory Responsibility: Maybe **Budget Responsibility:** Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited allopathic or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO) with emphasis in geriatric medicine; experience preferred, but will hire new graduates; board eligible/certified in Family Practice or Internal Medicine with a certification or specialty in Geriatrics, state Physician license, current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

2190: Physician – Internal Medicine

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care.

Supervisory Responsibility: Maybe **Budget Responsibility:** Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited allopathic or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); experience preferred, but will hire new graduates; board eligible/certified in Internal Medicine, state Physician license, current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

2200: Physician – OB/GYN

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care, with a focus on tasks relating to pregnancy and the female reproductive systems, including prenatal care, deliveries, OB-related surgery, and post-partum care.

Supervisory Responsibility: Maybe **Budget Responsibility:** Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited allopathic or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); experience preferred, but will hire new graduates; board eligible/certified in OB/GYN, state Physician license, current DEA (prescriptive authority); may require a state-controlled substance clearance; valid state's driver's license; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

G. Summary Job Descriptions, Clinical Titles, continued

2210: Physician – Pediatrics

Typical Core Duties: Responsible for provision of comprehensive primary and preventive care, with a focus on services for infants, children, and adolescents.

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited allopathic or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); experience preferred, but will hire new graduates; board eligible/certified in General Pediatrics, state Physician license, current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

2220: Physician Resident

Typical Core Duties: Responsible for assisting experienced physicians with examining, treating, and educating patients. May also help develop and implement training programs for other residents and medical students.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited allopathic or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO); participation in a related residency program; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

Note: Report only paid resident positions using this title; unpaid positions should not be included in this survey.

2230: Physician – Other

Use this title for any other types of physicians (please review all "Physician" titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about this employee, including credentials and information about area of specialization, in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Naturopath, Ophthalmologist, Optometrist, Podiatrist

Note(s) about Position Level: "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

2240: Physician Assistant

Typical Core Duties: Delivers primary care to patients, including health promotion/maintenance, counseling and education, assessment, acute/chronic care, and consultation/collaboration with supervising physician, other health care professionals, and community resources. May focus on a specific sub-set of patients (e.g., pediatrics, geriatrics, etc.).

Supervisory Responsibility: Maybe

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited Physician Assistant program; experience preferred, but will hire new graduates; state Physician Assistant license, current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

2250: Pre-Licensure Behavioral Health Provider

Typical Core Duties: Use this title for employees with Master's and Doctorate level degrees in behavioral health (e.g., counseling, therapy, social work, psychiatry, etc.) that are currently gaining the experience necessary to obtain state licensure. *If using this title, please enter additional identifying details about the employee, including title and credentials, in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Master's or Doctorate degree; must be in the process of obtaining appropriate state licensure.

Possible Titles/Variations: Candidate Counselor/Social Worker, Clinical Therapist in Training, Provisional Behavioral Health Therapist

Note: Do not use this title for unlicensed behavioral health staff that are not currently working toward licensure; instead, use the "Case Manager," "Counselor, Addiction," or "Behavioral Health, Other" titles. Do not use this title to report Master's and Doctorate level behavioral health providers who have already obtained licensure; instead use the "Counselor, Licensed Professional," "Psychiatric Nurse Practitioner," "Psychiatrist," "Psychologist, Clinical," "Social Worker – Licensed Clinical," "Therapist, Marriage and Family," or "Behavioral Health, Other" titles.

G. Summary Job Descriptions, Clinical Titles, continued

2260: Psychiatric Nurse Practitioner

Typical Core Duties: Diagnoses, triages, provides medications, and monitors medications for patients with medical and behavioral health problems. Provides intervention strategies and develops treatment plans. Collaborates and consults with primary care providers, mental health staff, and other partners.

Supervisory Responsibility: Maybe

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Master's degree in nursing focusing on Psychiatry; 3+ years of experience; state Psychiatric Nurse Practitioner license; current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: Mental Health Nurse Practitioner

2270: Psychiatrist

Typical Core Duties: Provides psychiatric and medical assessment and treatment, clinical consultation, education, and training of team members.

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Graduate of an accredited medical or osteopathic school with a degree of Doctor of Medicine (MD) or Doctor of Osteopathy (DO), completion of an accredited residency program in psychiatry; experience preferred, but will hire new graduates; board eligible/certified in Psychiatry, state Physician license, current DEA (prescriptive authority); may require a state-controlled substance clearance; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

2280: Psychologist, Clinical

Typical Core Duties: Identifies, triages, evaluates, and co-manages patients with medical and behavioral health problems. Provides related patient education. Develops treatment plans.

Supervisory Responsibility: Maybe

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Doctorate degree in clinical psychology (PsyD); experience preferred; state Psychologist license

Possible Titles/Variations: None indicated

2290: Registered Nurse

Typical Core Duties: Provides nursing services including screenings, assessments, and education as directed by supervising medical provider. May have Quality Improvement responsibilities.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred, graduate of an accredited school of Nursing; 1-3 years of experience; state Registered Nurse license; Basic Life Support (BLS) certification

Possible Titles/Variations: None indicated

2300: Social Worker, Licensed Clinical (LCSW)

Typical Core Duties: Works with primary care providers to provide assessments and related diagnoses, consultation, education, brief therapeutic interventions, and referral/linkage for individuals with emotional, behavioral, mental health, and substance use issues.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Master's degree plus post-Master's supervised experience; 2-5 years of experience; state Licensed Clinical Social Worker (LCSW) license

Possible Titles/Variations: None indicated

Note: Do not use this title to report unlicensed social workers; instead, use the "Behavioral Health Provider, Pre-Licensure" or "Case Manager" titles.

G. Summary Job Descriptions, Clinical Titles, continued

2310: Supervisor, Dental Assistant

Typical Core Duties: Supervises the Dental Assistants and ensures that dental operations meet all internal and external requirements. Manages day-to-day operations of the dental clinic, including implementation of practice objectives, policies, and procedures, participating in interview and hiring of dental assistants, orienting and training personnel, maintaining office inventory, etc. May provide dental assistant services as needed.

Supervisory Responsibility: Yes **Budget Responsibility:** Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred; 3-5 years of experience; Dental Assistant certification from accredited Dental Assistant program, state registration may be required; radiology license may be preferred; Basic Life Support (BLS) certification preferred

Possible Titles/Variations: Dental Assistant Team Manager, Dental Supervisor

Note(s) about Position Level: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team.

"Supervisor" positions are typically exempt and typically have supervisory responsibilities.

2320: Supervisor, Medical Assistant

Typical Core Duties: Supervises the Medical Assistants and ensures that medical support operations meet all internal and external requirements. Assists clinical Managers/Directors with managing day-to-day operations including workflow, staffing, training, and patient care issues. Implements related policies and procedures, participates in interviewing and hiring Medical Assistant staff, orients and trains related personnel, etc. May provide Medical Assistant duties as needed

Supervisory Responsibility: Yes **Budget Responsibility:** Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Bachelor's degree preferred, graduate of an accredited Medical Assistant program (other clinical programs may apply, e.g., Registered Nurse); 2-3 years of experience; appropriate state licensure/certification (e.g., Medical Assistant, Registered Nurse, etc.); Basic Life Support (BLS) certification typically required

Possible Titles/Variations: Clinical Supervisor, MA Team Manager

Note(s) about Position Level: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team.

"Supervisor" positions are typically exempt and typically have supervisory responsibilities.

2330: Supervisor, Nursing

Typical Core Duties: Supervises the nursing staff and ensures that nursing operations meet all internal and external requirements. Assists Nursing Manager/Director with managing day-to-day operations including workflow, staffing, training, and patient care issues. Implements related policies and procedures, participates in interviewing and hiring nursing staff, orients and trains related personnel, etc. May provide nursing services as needed.

Supervisory Responsibility: Yes **Budget Responsibility:** Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred, graduate of an accredited school of nursing; 2-3 years of experience; state Registered Nurse or Licensed Practical Nurse licensure; Basic Life Support (BLS) certification; additional certifications may be preferred/required (e.g., radiology, phlebotomy)

Possible Titles/Variations: Nurse Team Manager, RN Supervisor

Note(s) about Position Level: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team.

"Supervisor" positions are typically exempt and typically have supervisory responsibilities.

2340: Supervisor, Other (Clinical)

Use this title for any other clinical supervisor titles (please review all other "Supervisor" titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about this employee, including title, in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Lab Supervisor, Pharmacy Supervisor, EMT Supervisor, Phlebotomist Supervisor

Note(s) about Position Level: "Supervisor" position titles are used for front-line supervising employees that typically work alongside direct reporting staff. "Supervisor" positions typically are not directly involved in strategic decisions about the operations of the organization, and do not provide input directly to the Executive Team.

"Supervisor" positions are typically exempt and typically have supervisory responsibilities. "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."

G. Summary Job Descriptions, Clinical Titles, continued

2350: Technician, Lab

Typical Core Duties: Performs clinical laboratory duties (e.g., phlebotomy, processing and sending lab specimens, record keeping, quality controls, performance of in-house lab tests, oversight of lab safety regulations, etc.). May provide cross-over Lab Assistant duties.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED, graduate of an accredited clinical laboratory sciences/laboratory technician program preferred; 1-3 years of experience; state Laboratory Technician certification preferred; may require Medical Assistant credentials

Possible Titles/Variations: Medical Laboratory Technician, Medical Technician

2360: Technician, Pharmacy

Typical Core Duties: Performs pharmacy duties (e.g., compounding and dispensing medical prescriptions) under the direct supervision of a Pharmacist. Does not include duties involving drug counseling/education for patients. May provide cross-over Pharmacy Assistant duties.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED; 1-3 years of experience; state Pharmacy Technician certification/licensure

Possible Titles/Variations: None indicated

Note: Do not use this title for technicians working for a non-pharmacy dispensary; instead, report these employees under "Other Clinical" and provide additional identifying details in the Position Notes column of the Salary/Benefits tool.

2370: Technician, Radiology/X-Ray

Typical Core Duties: Produces x-ray images for physicians. Prepares patients for x-ray procedures. Maintains x-ray equipment. Responsible for adhering to related safety regulations.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree, graduate of an accredited Radiology/X-Ray Technician program; 1-3 years of experience; state Radiographic Technician license

Possible Titles/Variations: Imaging Technician, Radiologic Technologist

Note: Do not use this title to report employees primarily performing ultrasounds; instead, use the "Technician, Ultrasound" title.

2380: Technician, Sterilization

Typical Core Duties: Responsible for the sterilization, preparation, and inventory control of dental instruments and supplies. May be responsible for room turn-over and/or for assisting dental providers in the direct provision of primary care dental services to patients. May provide cross-over Dental Assistant duties.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

High school diploma/GED, graduate of an accredited dental assisting program preferred; 1-3 years of experience; Basic Life Support (BLS) certification preferred

Possible Titles/Variations: None indicated

2390: Technician, Ultrasound

Typical Core Duties: Administers ultrasounds to patients for diagnostic purposes.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Associate's degree required, Bachelor's degree preferred, graduate of an accredited Ultrasound Technician program preferred; 1-3 years of experience; certification in Ultrasonography preferred

Possible Titles/Variations: Sonographer, Sonography Technician

G. Summary Job Descriptions, Clinical Titles, continued

2400: Technologist

Typical Core Duties: Technologists are typically responsible for the day-to-day "Technician" duties within their field and are additionally tasked with being experts for their particular field of study. *If using this title, please enter additional identifying details about the employee (e.g., exact title) in the Position Notes column of the Salary/Benefits tool.*

Supervisory Responsibility: Maybe

Budget Responsibility: Maybe

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Typically requires a related Bachelor's degree or higher; typically requires some experience in the field; typically requires state licensing/registration

Possible Titles/Variations: Medical Technologies, Radiology Technologist, Ultrasound Technologist

2410: Therapist, Marriage and Family (MFT)

Typical Core Duties: Responsible for the assessment, diagnosis, and treatment of mental illness and psychological distress within the context of the marriage and family systems; provides counseling services for individuals, couples, and/or families, develops treatment plans, etc.

Supervisory Responsibility: No

Budget Responsibility: No

Preferred/Typical Level of Education, Years of Experience, & Licenses/Certifications:

Master's degree plus post-Master's supervised experience; 2-5 years of experience; state Family Therapy licensure

Possible Titles/Variations: Therapist

2420: Other Allied Health Professionals

Use this title for other allied health professional employees not listed elsewhere in the survey tool, including Acupuncturist, Occupational Therapist, Physical Therapist, Speech Language Pathologist, Speech Therapist, etc. *If using this title, please enter additional identifying details about the employee, including title and credentials, in the Position Notes column of the Salary/Benefits tool.*

Possible Titles/Variations: Acupuncturist, Athletic Trainer, Occupational Therapist, Physical Therapist, Speech Language Pathologist, Speech Therapist

2430: Other Clinical

Use this title for any other clinical titles that do not fit into the titles provided (please review all existing clinical titles before using this "Other" category); see "Note(s) about Position Level" below. *If using this title, please enter additional identifying details about the employee, including title and credentials, in the Position Notes column of the Salary/Benefits tool.*

Note(s) about Position Level: "Other" position titles should be used when the title for an employee cannot be located on the existing list of titles; please review all titles before using "other."