



NATIONAL CENTER FOR  
**HOUSING**  
**+ HEALTH**



# Supportive Housing Compensation: Key Findings & Implications

March 2026



# An Overview of Mission-Driven, Market Challenged: A Compensation Review of the Supportive Housing Industry

CSH believes that quality supportive housing relies on a well-paid and supported workforce. With this commitment in mind, CSH sponsored the ***Mission-Driven, Market Challenged: A Compensation Review of the Supportive Housing Industry*** as a resource to funders, leaders, providers, advocates, and others seeking to understand and improve compensation in the supportive housing field.

The study's findings confirm what many have long suspected: as a whole, the supportive housing field struggles to provide adequate compensation. At the same time, the data reveal significant variation by organization, geography, and role. We invite organizations to use this study as an opportunity to review how they fund or pay people working in supportive housing. How does your organization compare to peers or related industries?

This study is also a resource to help funders and leaders understand real pay and benefit gaps. Our goal is to help leaders work locally to increase competition for critical supportive housing roles. In the coming months, CSH will be sharing additional materials to support the use of the compensation study as a practical tool.

We encourage you to read the [full study](#); below are a few highlights to get you started.

<h2>How the Study Worked</h2>	<ul style="list-style-type: none"> <li>• Data were collected from 75 supportive housing organizations across the United States.</li> <li>• More than 6,000 workers across 48 job roles were included.</li> <li>• Additional national surveys were analyzed and compared with this data.</li> <li>• Pay and benefits were evaluated compared to living wages and other industries.</li> </ul>
<h2>Main Findings About Pay</h2>	<ul style="list-style-type: none"> <li>• Many lower-paid workers earn less than a living wage, especially in high-cost areas.</li> <li>• The lowest-paid roles include front desk staff, administrative assistants, janitors, peer support specialists, and case managers.</li> <li>• Compensation in supportive housing is generally lower than for similar roles in healthcare, government, and the private sector.</li> <li>• Executive pay is modest. CEOs earn about 4.4 times as much as the lowest-paid workers.</li> </ul>
<h2>Regional Differences</h2>	<ul style="list-style-type: none"> <li>• Living wage gaps are larger in the Northeast and West.</li> <li>• As household size increases, pay often falls further behind living wage levels.</li> <li>• Where someone lives strongly affects whether compensation meets basic living costs.</li> </ul>
<h2>Benefits Findings</h2>	<ul style="list-style-type: none"> <li>• Health insurance and retirement benefits are weaker than those offered in related industries.</li> <li>• Paid time off is a strength and is often more generous than average.</li> <li>• Most organizations offer Employee Assistance Programs for mental health and personal support.</li> </ul>
<h2>Key Challenges</h2>	<ul style="list-style-type: none"> <li>• Funding levels are too low for organizations to provide competitive wages.</li> <li>• Low pay leads to burnout, turnover, and financial stress.</li> <li>• Some workers rely on public assistance to meet basic needs even though they work full time.</li> <li>• Slow wage growth can cause a “benefits cliff,” where public assistance is lost before earnings are sufficient.</li> <li>• Many organizations or funder contracts do not yet have clear or transparent pay ranges.</li> </ul>



## Report Recommendations



**1. Increase funding and educate funders about the true cost of staffing supportive housing.**

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**2. Provide funding levels to pay workers at least a local living wage.**

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**3. Create clear, transparent pay ranges.**

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**4. Support investment in both wages and benefits, especially for lower-paid positions.**



Supportive housing helps people thrive and strengthens communities. At the heart of this success are the people who work in supportive housing. This report confirms that far too often, especially in critical frontline roles, workers are not paid enough. This is a significant challenge facing the field that we must all act urgently to address. Without increased funding levels and stronger compensation, organizations will continue to face staff shortages and instability.

**This report is a resource that can support collaboration among funders, providers, and people with lived experience as we work together to preserve and strengthen supportive housing.**

## About Us



CSH (Corporation for Supportive Housing) advances affordable and accessible housing aligned with services by advocating for effective policies and funding, investing in communities, and strengthening the supportive housing field. Since our founding in 1991, CSH has been the only national nonprofit intermediary focused solely on increasing the availability of supportive housing. Over the course of our work, we have created more than 512,500 units of affordable and supportive housing and invested more than \$2.2 billion in communities. Our workforce is central to accomplishing this work. We employ approximately 170 people across 30 states and U.S. Territories. As an intermediary, we do not directly develop or operate housing but center our approach on collaboration with a wide range of people, partners, and sectors. Learn more at [www.csh.org](http://www.csh.org).



The National Center for Housing + Health (NCH+H) is an innovative resource dedicated to advancing the alignment between affordable housing and healthcare. The Center brings together innovations, proven models, and practical strategies and policies that help housing providers, healthcare organizations, policymakers, and community and system leaders work better together — and make a bigger difference for people and communities. Learn more at [www.housinghealthcenter.org](http://www.housinghealthcenter.org)

