



ECKLER

**Ontario Community Health
Compensation Market Salary
Review:
Survey Walkthrough**

April 2023

Membership Intro

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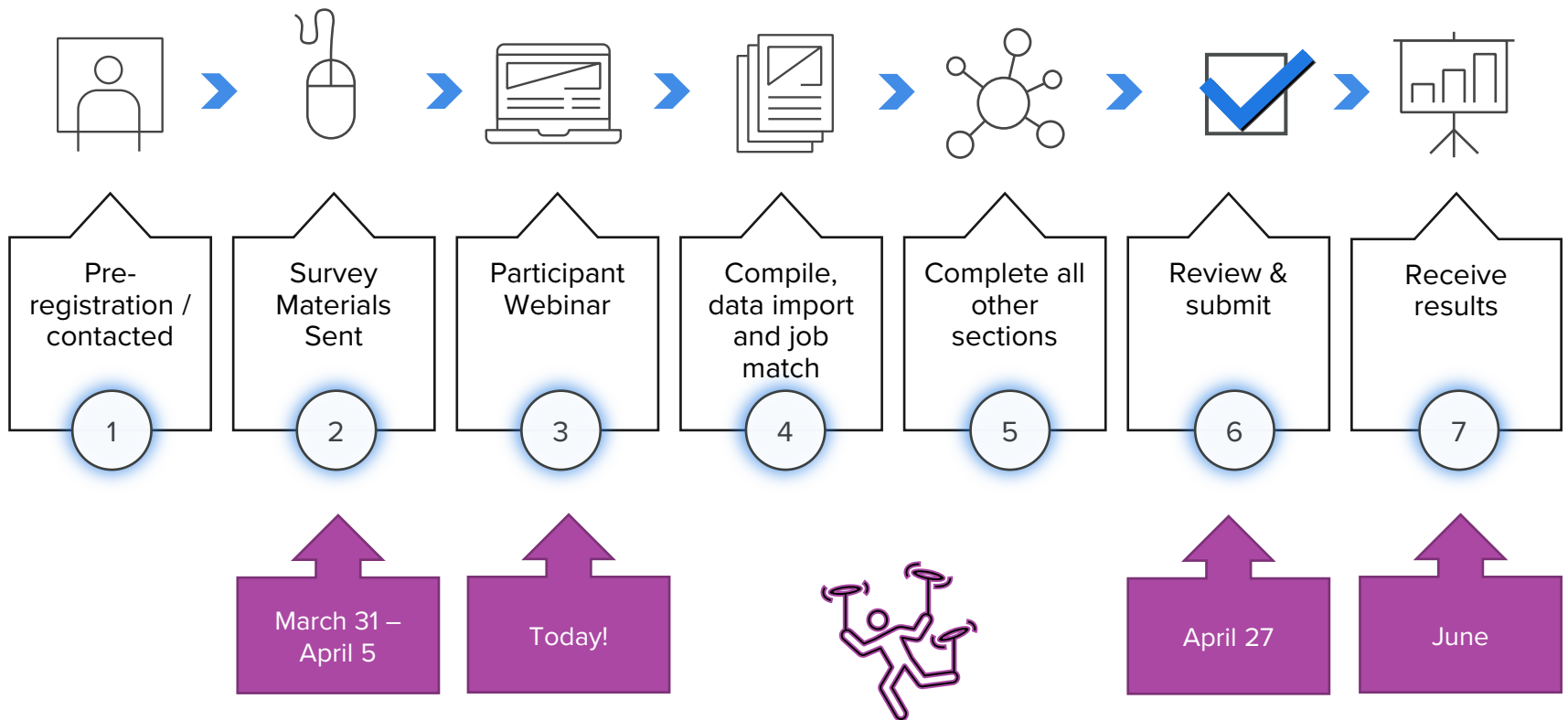
The Survey

- The Ontario Community Health survey is a collaborative effort by 10 provincial associations, to provide insightful data for primary care and community care providers.



- Eckler's role: (1) aligning survey and creation of materials to support the needs of all memberships (2) survey administration, holding data confidential and publishing aggregated information only and (3) reporting of data compiled + additional analytics and research
- Data is inclusive of:
 - Organization metrics, salary administration practices, benefits information and HR issues
 - Job data for 79 benchmark roles
- The survey is being sent to the membership of the 10 provincial associations, **in addition to** other organizations that have similar roles such as children's treatment centres, hospitals, public health units, school boards, unions, etc.
- As a collaborative survey, there is no cost to the organizations participating in the survey – a major benefit as compensation data can be very costly!

Survey Process



Thank you!

Survey Pages/Tabs

- Cover – the title page of the survey
- Welcome – survey details, including deadline for data (April 27, 2023)
- Home Page – a table of contents page that directs to all other pages
- Survey Inputs - all orange tabs
 - 1 – Participant Identification
 - 2 – Job Data Submission
 - 3 – Salary Administration
 - 4 – Benefits Policies
 - 5 – Feedback
- Confidentiality Policy – policy with respect to data privacy, and minimum sample size for publishing aggregated data
- Instructions re: Job Data – full definitions for all headers on tab 2
- Job Descriptions – common alternative titles, illustrative responsibilities and required qualifications for all 79 benchmark roles
- Data File Submission – instructions on how to send the information to Eckler

We will review these tabs in detail – discussing & then reviewing the MS Excel Survey form

Survey Input – Participant Identification

Why are we collecting this information?

To better understand the sample of data we are collecting and to potentially be able to produce additional data “cuts” based upon sample sizes. For example: data for organizations with \$1-2 Million budgets vs \$5+ million budgets.

Basic contact information

- Organization name / address
- Contact providing information / who we should sent the report to

Organization details

- Number of sites / locations
- Designations (Francophone? Indigenous? Charitable?)
- Type (Family Health Team, Home Care, LTC, etc.)

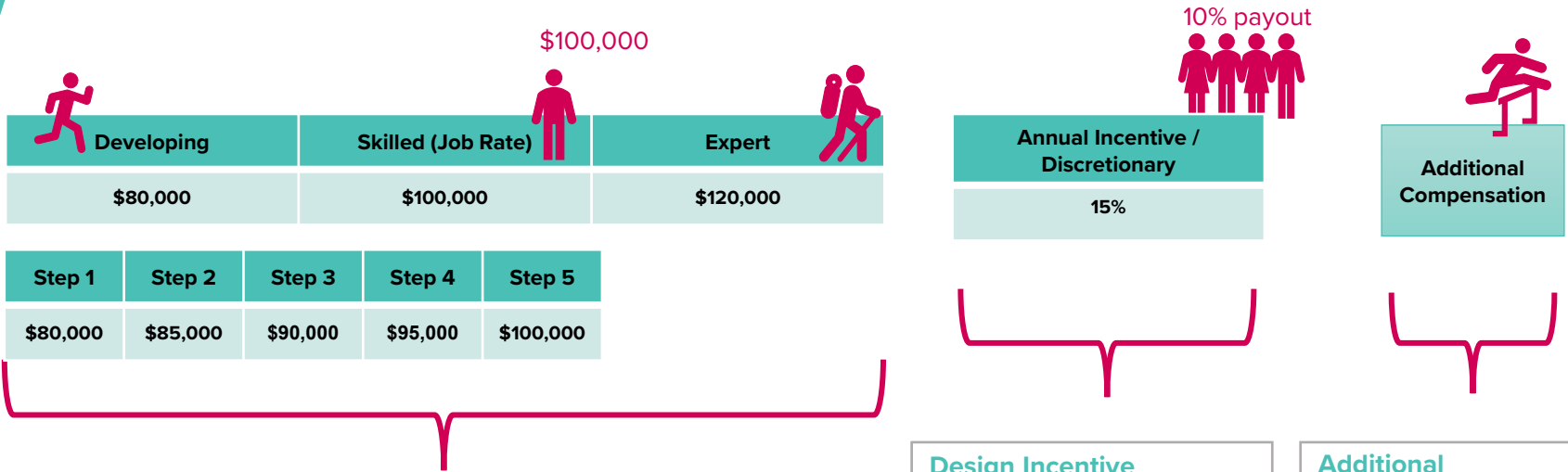
Organization size

- Operating budget
- Employee counts
- Volunteer hours
- Number of people served annually

Additional context

- Environment / risk
- Gender statistics (optional)

What compensation data is collected?



Compensation Design

Data is requested on both salary range, or step rates. The “design” of compensation for specific roles.

Salary ranges can be administered to a job rate, or some organizations may have merit increases that enable above job rate compensation.

Actual Base Salary

Data is requested on actual (annualized) base salary of your incumbent(s).

Design Incentive compensation

Where jobs are eligible for incentive compensation this captures annual incentives or bonuses – which typically have a target level (% or \$).

Actual Incentive compensation

The actual amount provided to incumbents in the past fiscal year.

Additional compensation / Context Details

Other opportunities for an incumbent to receive compensation – overtime or on call compensation.

Plus, context:
Is this a good match or bigger/smaller than the benchmark?

Standard hours of work.

Any other details.

How many jobs?

- The survey is collecting data on 79 roles in the following groupings:

Job Grouping	# of benchmark jobs
Leadership	4
Management	3
Clinical / Service / Program Delivery	15
Clinical / Service / Program Support	11
Corporate Services	15
Indigenous Roles	14
Regulated Profession	17

- Each benchmark job has a typical title + common alternative titles, in addition to representative activities and qualifications required for the role.

What are the benchmark jobs - 1

Leadership (4)

Executive Director / CEO / NP Lead

Director – Corporate, Operations Director

Director – Clinical / Programming / Mental Health / Service / Care Director / Nursing / Personal Care / Medical Care

Administrator (LTC)

Management (3)

Manager – Corporate / Corporate Services

Manager - Clinical / Program

Supervisor - Clinical / Programming / Mental Health / Service Director

Corporate Services (15)

Receptionist

Administrative Assistant to Manager/Director Level

Administrative Assistant

Executive Assistant

Bookkeeper

Office Administrator

Maintenance Worker

Food Services Worker / Cook

IT Technician

Systems Administrator

Fundraising Manager

Diversity, Equity & Inclusion Specialist

Human Resources Generalist (Transactional Focus)

Human Resources Generalist (Generalist)

Human Resources Generalist (Strategic Business Partner)

What are the benchmark jobs - 2

Clinical / Service / Program Delivery (15)

Counsellor

Personal Support Worker

Community Health Planner

Health Promoter

Community Health Worker

Care Navigators

Community Ambassadors

Case Manager

Recreationist/Program Activationist

Note: Not a Recreation Therapist

Addiction Service Worker

Child and Youth Worker (Residential / day treatment / community)

Overnight Attendant/Worker

Court Support Worker

Housing Support Worker

Recreation Therapist

Clinical / Service / Program Support (11)

Clinical Assistant

Medical Secretary

Volunteer Coordinator / Administrator

Data Management Coordinator

Quality/Decision Improvement Specialist / Lead

Peer Support Worker

Attendant Care

Intake Coordinator

Site Service/Program Coordinator

Driver

Housekeeper

What are the benchmark jobs - 3

Regulated Profession (17)

Registered Practical Nurse (RPN)

Registered Nurse (RN)

Nurse Practitioner (NP)

Social Worker (MSW) *excludes roles performing psychotherapy

Therapist - (Therapist, MSW) inclusive of psychotherapy

Psychologist

Registered Dietitian

Pharmacist

Physician Assistant

Physiotherapist

Occupational Therapist

Kinesiologist

Chiropractor

Speech Pathologist

Respiratory Therapist

Chiropodist

Foot Care Specialist (*Not a Chiropodist)

Indigenous Roles (14)

Traditional Healer

Traditional Helpers

Spiritual Advisors

Natural Helpers (Aunties and Uncles)

Knowledge Keeper

Cultural Artists (language, regalia making, music, arts, storytelling, crafts, etc.)

Land-based Programmer

Traditional Medicine Keeper and Knowledge Teacher

Language Holder and Keeper

Cultural Safety Trainer

Cultural Safety Curriculum Developer

Indigenous Trauma-Informed Specialists

Culture-based Midwife and Traditional Delivery Supports

Indigenous Patient Navigator

Survey Input – Salary Administration & Benefits Policies

Why are we collecting this information?

To better understand salary trends (past, current and future projections) and, outside influences on the salary budgets. For example: what pay premiums were implemented for COVID19 or legislative restraint has impacted your organization?

In addition, understanding hours of work and policies with respect to overtime, time in lieu and on call can assist in how to compare/contrast data.



Salary Adjustment History / Projections

- Influences on salary budgeting



HR Policies

- Standard hours of work
- Overtime / on call / time in lieu policies
- HR strategies – responding to COVID-19 & Market Pressures
- Agency usage / details
- Talent challenges



Benefits Policies

- Provision of benefits (Benefits, flexible, pension plan – type, savings plans – type)
- If provided: Defined Benefit pension plan details
- Cost of benefits
- Training & development – membership, certifications and professional development

Survey Input – Feedback / Submission

Why are we collecting this information?

It's always a good idea to solicit constructive feedback! We may learn:

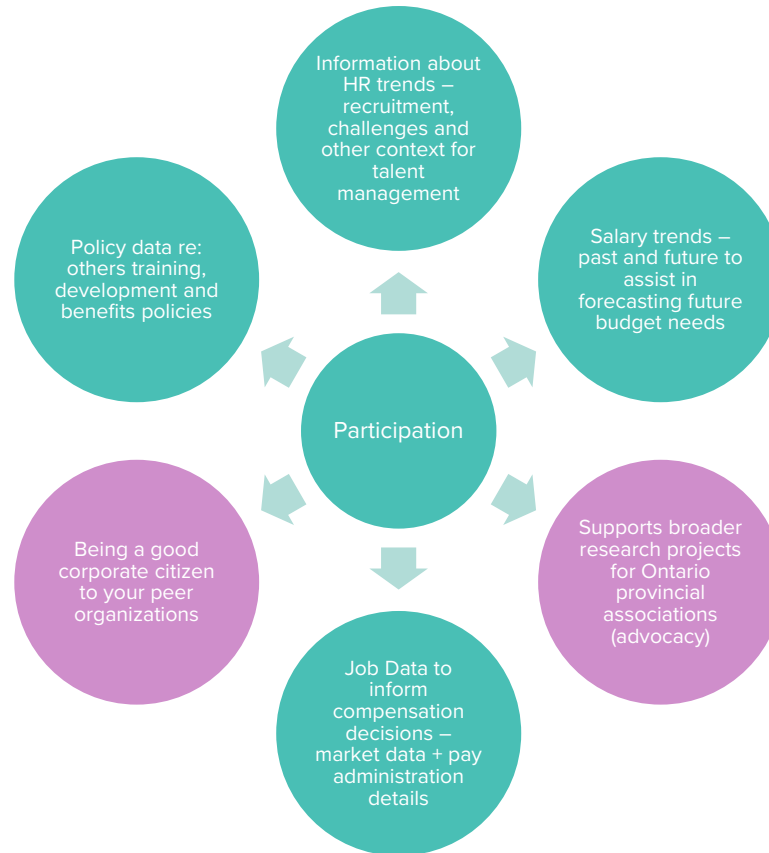
- Suggestions on improving the survey
- Additional context items that are impacting compensation / organizations that were not covered by the questions within the survey

Survey Submission

- Participants simply need to save the MS Excel file and email to Eckler (**compconsulting@eckler.ca**).
- We suggest placing a password on the file and sending that password to Eckler in a separate note for an additional level of data security; if you would prefer to send via a secure file transfer, please contact Eckler for set up.
- We will track participant surveys received and provide an update of surveys to the compensation working group (weekly).

Survey FAQ - 1

Question	Answer
Why should I participate?	Effort and time taken to complete the survey is supporting hundreds of other organizations and the results will be shared with you for your organization's use!



Survey FAQ - 2

Question	Answer
But - I don't match all the jobs!	We don't expect all organizations to match to all jobs - simply provide data where you do have a match.
Is my data protected? Will everyone see my data?	<p>Only the compensation team at Eckler will have the data and our compilation is completed on secure servers hosted in Canada. Data is aggregated based upon minimum sample sizes to protect from identifying individual organization data (4 minimum to publish).</p> <p>The only information that will be shared publicly is your organizations name as a survey contributor.</p>
Who's doing the survey?	<p>All of the organizations jointly supporting this effort will be invited and we hope many participate – this is over 1200 organizations consisting of: 302 primary care organizations comprised of Community Health Centres, Family Health Teams, Nurse Practitioner-Led Clinics, Indigenous Primary Health Care Organizations; 225 home and community care organizations, 90 publicly funded child and youth mental health agencies, 175 community mental health and addiction organizations, 30 local branches of the Canadian Mental Health Association, 42 Family Service member agencies, 221 long-term care homes (charitable, not-for-profit, and municipal), 91 housing members and 95 community support service agencies.</p> <p>In addition, other organizations such as children's treatment centres, hospitals, district health units, municipalities, agencies and union groups will also be invited to participate which will round out the data with additional information. Invitations will be going out to Ontario based organizations, as well as organizations identified outside the province that may also have relevant survey jobs in their organizations.</p>

Survey FAQ - 3

Question	Answer
I want to discuss the survey with someone / I need help – who can I contact?	Eckler Survey Lead: Tiffney Hill thill@eckler.ca 416-696-4099
When do I get the results?	The survey launched in March 2023, and we are hoping all data is collected by end of April 2023. May will be dedicated to developing the report and aggregating the data, targeting to release the results of the survey in June 2023.
Job Data – should I provide by incumbent data or average if I have multiple people in the same role?	The survey enables both options – so you can complete information in whichever way is easier for you by inputting 1 for by incumbent data or the # of incumbent in the designated column. If there is a difference in how jobs are paid though – for example if you have two salary ranges because the job that works in Northern site has an additional allowance, we would ask that you separate the roles.
Job Data – my role is vacant, what should I do?	Please provide the match title / details and the compensation design (assuming there is a range or step rate associated with the role). Leave actual compensation data blank and input “vacant” in the column provided for notes.
Job Data – I have hybrid roles, how do I match these?	Ideally you would match to the one that is most like your role and a solid match – if the role is a hybrid and fits both, you can match to multiple roles but please indicate you have done so by providing comment.
Job Data – do I report contract/casual staff?	If they are a match, please do!

Survey FAQ – From Webinar (1)

Question	Answer
What if our job title isn't there?	Many jobs have some alternative / commonly used titles - we tried to capture the most common in the benchmark title but please check the job descriptions tab for alternative common titles. It is possible also that we don't have a match for all your roles (sorry!)
What if one job matches but they have a higher title because of their work?	In the survey you can indicate the quality of match if your job is bigger / equal / smaller in addition to adding comments in the last column to the right which provide explanatory notes.
I have a budget of less than a million, how should this be entered?	Example: \$600,000 can be entered as 0.6
What is the largest budget size you will be using? What sectors will be used for data cuts?	The data cuts will be determined after the data has been collected and compiled, but we will do our best to provide relevant cuts for as many participants as possible.
I have a site that is both Northern and Rural – how do I indicate this?	Indicate in both categories please
Is this like the CMHA Ontario Survey?	We appreciate that many of you may have already just completed a survey – and sincerely hope that some of the work you did for that one can be borrowed for this one and you'll still be participating. This is a different survey.
What is Full Time Equivalent?	This is the mix of all your full time, part time, and casual employees – for example: 5 full time, 6 staff 3 day a week part time and a casual employee at one day a week = $(5 \times 1) + (6 \times 0.5) + (1 \times 0.2) = 8.2$ FTEs

Survey FAQ – From Webinar (2)

Question	Answer
Is the FTE budgeted or employed?	Budgeted please – also there is a spot just below that asks for current vacancies so we can get a sense of the gap between budgeted vs employed (great question!)
How many hours is FTE?	This is based on your individual organization – there is a question later on in the survey that requests information on how you define your standard hours in a week
Does volunteer count include Board / students?	Board members should be excluded from the volunteer count. Students can be included.
Is the survey available in French?	No, this survey is not available in French.
NPLC Admin lead – where should this job be matched?	Please match this job under Leadership and indicate that the portfolio is Administration.
When should the data be for?	We are collecting job data effective March 1 please – this ensures all participants are on the “same timing”
For this survey should we be including employees and self-employed contractors or should it be just employees?	Employees. If you utilize agency staff or outside contractors there are few questions about that in the survey later on.
Some positions have multiple funders, should we include the full salary?	Yes please, full salaries

Survey FAQ – From Webinar (3)

Question	Answer
What constitutes a high risk site? Can you clarify high risk?	A few examples are provided in the question but ultimately it is up to you to define – there is a request to describe why the site is considered high risk that we will assess all responses to. This will help us then provide that aggregated response of what all the organizations out there consider high risk, and why.
In the job data how should we report NPLC lead stipends?	Please consider as part of the base salary.
For NPLCs, is the affiliated Physicians the same as collaborative MDs?	Yes.
How should pay equity adjustments be recorded?	We are really glad to hear that organizations are maintaining pay equity! If you could place that in the discretionary box with a comment in the last column that it's a pay equity adjustment that would be great - thank you!
Can you estimate the average or range of time to complete this survey?	<p>Sorry to provide an imprecise answer but: it depends! The larger your organization with more matches to roles and strategies adopted in the past few years, the longer it may take you to respond. Similarly pulling the job data can be more or less onerous depending upon if there is any HRIS system in place that helps that.</p> <p>We would budget at least 2-3 hours at a minimum. We know this is a big ask, but we hope to be able to also deliver great data back!</p>
Can we submit partial surveys?	While we can take your submission in multiple parts, we would prefer the whole survey back together.

Survey FAQ – From Webinar (4)

Question	Answer
What are flexible benefits?	When there are options – for example, you can select coverage levels based upon your needs or have flexible credits to pick and choose what you want more or less of
If we don't have union employees, can we leave that part blank?	Yes, absolutely!
Staff have a pension plan but we have some grandfathered – how should we answer this question?	Please provide the current plan(s).
If an employee is virtual what postal code should we use in the job data?	Your head office location please.

Questions?

- Q&A
- Open comment/discussions
- A copy of this presentation/recording will be available to access. The link will be sent out following this webinar.