



NURSE PRACTITIONERS'
ASSOCIATION OF ONTARIO



Toward a Primary Care Recruitment and Retention Strategy for Ontario:

Costing Analysis

For Ontario's Interprofessional Primary Care Organizations

Report Initially Presented to the Ministry of Health and Long Term Care

June 2013

Updated January 2014

Submitted by:

Association of Family Health Teams of Ontario

Association of Ontario Health Centres

Funding requirements

	Total CURRENT payroll (total FTEs x Max. Ministry scale plus salaried physicians)	Step 1			Step 2	Step 3	Step 4	Total increase over 4 years
		Increased benefits from 20 to 22.5% of salary to enable HOOPP	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by 10%	Close salary gap by 30%	Close salary gap by next 30%	Close salary gap by final 30% to reach Hay 2012 recommendations	
CHCs + AHACs	\$ 258,389,836	\$ 6,459,746	\$ 5,902,705	\$ 3,599,152	\$ 10,797,457	\$ 10,797,457	\$ 10,797,457	\$ 41,894,226
FHTs	\$ 221,252,025	\$ 5,531,301	\$ 6,238,550	\$ 5,182,980	\$ 15,548,939	\$ 15,548,939	\$ 15,548,939	\$ 58,068,346
NPLCs	\$ 18,377,344	\$ 459,434	\$ 1,502,127	\$ 528,456	\$ 1,585,368	\$ 1,585,368	\$ 1,585,368	\$ 6,786,687
Total increment for salaries	n/a	n/a	\$ 13,643,381	\$ 9,310,588	\$ 27,931,763	\$ 27,931,763	\$ 27,931,763	
Total increment for benefits		\$ 12,450,480	\$ 341,085	\$ 232,765	\$ 698,294	\$ 698,294	\$ 698,294	\$ 15,119,212
Total increment		\$ 12,450,480	\$ 13,984,466	\$ 9,543,353	\$ 28,630,058	\$ 28,630,058	\$ 28,630,058	\$ 121,868,471
Total Payroll (Salaries + benefits)	\$ 498,019,206	\$ 510,469,686	\$ 524,454,151	\$ 533,997,504	\$ 562,627,561	\$ 591,257,619	\$ 619,887,676	
Total funding increase required each year			\$35,978,298		\$ 28,630,058	\$ 28,630,058	\$ 28,630,058	\$ 121,868,471

CHC + AHAC

-----Salaries by position -----

INCREMENTAL costs to implement each step

Hay Salary band	Profession list from 2012 Hay report	AVERAGE CURRENT PAY (\$)	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by 10%	Close salary gap by 30%	Close salary gap by 30%	Full Hay 2012 recommendations	Estimated TOTAL approved FTEs for all organizations	Total CURRENT payroll (total FTEs x average current pay)	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by 10%	Close salary gap by 30%	Close salary gap by next 30%	Close salary gap by final 30% to reach Hay 2012 recommendations	
Market exceptions															
	Psychologist	87590	87590		92423	106920	121418	135916	3.9	\$ 341,601		\$ 18,847	\$ 56,541	\$ 56,541	\$ 56,541
	Nurse Practitioner	88936	103322		106581	116360	126138	135916	309.4	\$ 27,516,798	\$ 4,451,028	\$ 1,008,458	\$ 3,025,375	\$ 3,025,375	\$ 3,025,375
	Pharmacist	82228	82228		83355	86737	90118	93500	6.5	\$ 534,482		\$ 7,327	\$ 21,980	\$ 21,980	\$ 21,980
13				0	0	0	0								
	Executive Director	120771	120771		123744	132663	141581	150500	76.7	\$ 9,263,136		\$ 228,021	\$ 684,064	\$ 684,064	\$ 684,064
	Administrative Lead	77367	77367		81630	94420	107210	120000	0	\$ -		\$ -	\$ -	\$ -	\$ -
12	no jobs			0	0	0	0								
11				0	0	0	0								
	Director	87177	87177		89739	97426	105113	112800	104	\$ 9,066,408		\$ 266,479	\$ 799,438	\$ 799,438	\$ 799,438
	Program Director	77562	77562		81086	91657	102229	112800	0	\$ -		\$ -	\$ -	\$ -	\$ -
10				0	0	0	0								
	Manager	88126	88126		89123	92116	95108	98100	120.9	\$ 10,654,433		\$ 120,586	\$ 361,757	\$ 361,757	\$ 361,757
	HR Manager	67290	67290		70371	79614	88857	98100	0	\$ -		\$ -	\$ -	\$ -	\$ -
	Finance Manager	66912	66912		70031	79387	88744	98100	0	\$ -		\$ -	\$ -	\$ -	\$ -
	Traditional Healer	84551	84551		85906	89971	94035	98100	7.8	\$ 659,498		\$ 10,568	\$ 31,705	\$ 31,705	\$ 31,705
9				0	0	0	0								
	Supervisor / Lead	63183	63183		65395	72030	78665	85300	122.2	\$ 7,720,963		\$ 270,270	\$ 810,809	\$ 810,809	\$ 810,809
	Community Health Planner	63716	63716		65874	72349	78825	85300	6.5	\$ 414,153		\$ 14,030	\$ 42,089	\$ 42,089	\$ 42,089
8				0	0	0	0								
	Chiropracist	65567	65567		66560	69540	72520	75500	52.00	\$ 3,409,484		\$ 51,652	\$ 154,955	\$ 154,955	\$ 154,955
	Social Worker – Masters lev	62777	62777		64049	67866	71683	75500	172.9	\$ 10,854,143		\$ 219,981	\$ 659,942	\$ 659,942	\$ 659,942
	Data Management Coordinat	61076	61076		62518	66846	71173	75500	68.9	\$ 4,208,136		\$ 99,381	\$ 298,144	\$ 298,144	\$ 298,144
	Occupational Therapist	65362	65362		66376	69417	72459	75500	22.1	\$ 1,444,500		\$ 22,405	\$ 67,215	\$ 67,215	\$ 67,215
	Physiotherapist	66839	66839		67705	70303	72902	75500	23.4	\$ 1,564,033		\$ 20,267	\$ 60,800	\$ 60,800	\$ 60,800
	Registered Nurse	66377	66377		67289	70026	72763	75500	276.9	\$ 18,379,791		\$ 252,616	\$ 757,848	\$ 757,848	\$ 757,848
	Speech Pathologist	68454	68454		69159	71272	73386	75500	6.5	\$ 444,951		\$ 4,580	\$ 13,740	\$ 13,740	\$ 13,740
	Registered Dietitian	62908	66568		67461	70141	72820	75500	154.7	\$ 9,731,868	\$ 566,202	\$ 138,178	\$ 414,534	\$ 414,534	\$ 414,534
	Health Promoter / Educator	59546	66568		67461	70141	72820	75500	126.1	\$ 7,508,751	\$ 885,474	\$ 112,633	\$ 337,898	\$ 337,898	\$ 337,898
7				0	0	0	0								
	IT specialist	57029	57029		58066	61177	64289	67400	33.8	\$ 1,927,580		\$ 35,054	\$ 105,162	\$ 105,162	\$ 105,162
	Respiratory Therapist	66000	66000		66140	66560	66980	67400	14.3	\$ 943,800		\$ 2,002	\$ 6,006	\$ 6,006	\$ 6,006
6				0	0	0	0								
	Counselor	56267	56267		56710	58040	59370	60700	110.5	\$ 6,217,504		\$ 48,985	\$ 146,954	\$ 146,954	\$ 146,954
	Community Health Worker	51412	51412		52341	55127	57914	60700	192.4	\$ 9,891,669		\$ 178,701	\$ 536,103	\$ 536,103	\$ 536,103
	Office Administrator	53038	53038		53804	56103	58401	60700	44.2	\$ 2,344,280		\$ 33,866	\$ 101,598	\$ 101,598	\$ 101,598
	Early Childhood Developm	47620	47620		48928	52852	56776	60700	61.1	\$ 2,909,582		\$ 79,919	\$ 239,756	\$ 239,756	\$ 239,756
	Early Childhood Developm	53633	53633		54340	56460	58580	60700	0	\$ -		\$ -	\$ -	\$ -	\$ -
	Executive Assistant	49903	49903		50983	54222	57461	60700	35.1	\$ 1,751,595		\$ 37,897	\$ 113,692	\$ 113,692	\$ 113,692
	Volunteer Coordinator	50935	50935		51912	54841	57771	60700	20.8	\$ 1,059,448		\$ 20,311	\$ 60,934	\$ 60,934	\$ 60,934
5				0	0	0	0								
	RPN	47312	47312		48021	50147	52274	54400	110.5	\$ 5,227,976		\$ 78,322	\$ 234,967	\$ 234,967	\$ 234,967
	Bookkeeper	47285	47285		47997	50131	52266	54400	49.4	\$ 2,335,879		\$ 35,148	\$ 105,444	\$ 105,444	\$ 105,444
	Administrative Assistant	44302	44302		45312	48341	51371	54400	97.5	\$ 4,319,445		\$ 98,456	\$ 295,366	\$ 295,366	\$ 295,366
4	no jobs			0	0	0	0								
3				0	0	0	0								
	Medical Secretary	42151	42151		42336	42891	43445	44000	205.4	\$ 8,657,815		\$ 37,978	\$ 113,935	\$ 113,935	\$ 113,935
	Clinical Assistant	38393	38393		38954	40636	42318	44000	20.8	\$ 798,574		\$ 11,663	\$ 34,988	\$ 34,988	\$ 34,988
	Secretary	40647	40647		40982	41988	42994	44000	44.2	\$ 1,796,597		\$ 14,820	\$ 44,461	\$ 44,461	\$ 44,461
2				0	0	0	0								
	Receptionist	39098	39098		39148	39299	39449	39600	133.9	\$ 5,235,222		\$ 6,722	\$ 20,165	\$ 20,165	\$ 20,165
	Medical Record Clerk	37166	37166		37409	38140	38870	39600	16.9	\$ 628,105		\$ 4,113	\$ 12,340	\$ 12,340	\$ 12,340
1				0	0	0	0								
	Maintenance Worker	33362	33362		33626	34417	35209	36000	33.8	\$ 1,127,636		\$ 8,916	\$ 26,749	\$ 26,749	\$ 26,749
				0	0	0	0								
				0	0	0	0								
				0	0	0	0								
	Case Worker/Manager	59137	59137		60773	65682	70591	75500	0	\$ -		\$ -	\$ -	\$ -	\$ -
	Social Worker/Mental Health	66568	66568		67461	70141	72820	75500	0.0	\$ -		\$ -	\$ -	\$ -	\$ -
	Other IHP	66568	66568		67461	70141	72820	75500	0	\$ -		\$ -	\$ -	\$ -	\$ -
	Program Coordinator	67290	67290		70371	79614	88857	98100	0	\$ -		\$ -	\$ -	\$ -	\$ -
	Other administrative roles	0	0		0	0	0		0	\$ -		\$ -	\$ -	\$ -	\$ -
Total FTEs								2886.00							

Not clear where these ones fit:

FHT

-----Salaries by position -----

INCREMENTAL costs to implement each step

Hay Salary band	Profession list from 2012 Hay report	Max of MOHLTC rate for FHT + NPLC (\$)	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by 10%	Close salary gap by 30%	Close salary gap by 30%	Full Hay 2012 recommendations	Estimated TOTAL approved FTEs for all organizations	Total CURRENT payroll (total FTEs x average current pay)	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by 10%	Close salary gap by 30%	Close salary gap by next 30%	Close salary gap by final 30% to reach Hay 2012 recommendations	
Market exceptions															
	Psychologist	135916	135916	135916	135916	135916	135916	21.93	\$ 2,980,638		\$ -	\$ -	\$ -	\$ -	
	Nurse Practitioner	89203	103322	106581	116360	126138	135916	383.09	\$ 34,172,777	\$ 5,408,848	\$ 1,248,644	\$ 3,745,931	\$ 3,745,931	\$ 3,745,931	
	Pharmacist	88869	88869	89332	90721	92111	93500	83.59	\$ 7,428,560		\$ 38,711	\$ 116,132	\$ 116,132	\$ 116,132	
13				0	0	0					\$ -	\$ -	\$ -	\$ -	
	Executive Director	104550	104550	109145	122930	136715	150500	178.15	\$ 18,625,583		\$ 818,599	\$ 2,455,798	\$ 2,455,798	\$ 2,455,798	
	Administrative Lead no jobs	77367	77367	81630	94420	107210	120000	9.5	\$ 734,987		\$ 40,501	\$ 121,504	\$ 121,504	\$ 121,504	
12				0	0	0					\$ -	\$ -	\$ -	\$ -	
11				0	0	0					\$ -	\$ -	\$ -	\$ -	
	Director	77562	77562	81086	91657	102229	112800		\$ -		\$ -	\$ -	\$ -	\$ -	
	Program Director	77562	77562	81086	91657	102229	112800		\$ -		\$ -	\$ -	\$ -	\$ -	
				0	0	0					\$ -	\$ -	\$ -	\$ -	
	Manager	67289.9	67289.9	70371	79614	88857	98100	263.42	\$ 17,725,505		\$ 811,600	\$ 2,434,799	\$ 2,434,799	\$ 2,434,799	
	HR Manager	67289.9	67289.9	70371	79614	88857	98100		\$ -		\$ -	\$ -	\$ -	\$ -	
	Finance Manager	66912	66912	70031	79387	88744	98100	24.67	\$ 1,650,719		\$ 76,941	\$ 230,822	\$ 230,822	\$ 230,822	
	Traditional Healer	65000	65000	68310	78240	88170	98100	0.3	\$ 19,500		\$ 993	\$ 2,979	\$ 2,979	\$ 2,979	
9				0	0	0					\$ -	\$ -	\$ -	\$ -	
	Supervisor / Lead	65000	65000	67030	73120	79210	85300	36.8	\$ 2,392,000		\$ 74,704	\$ 224,112	\$ 224,112	\$ 224,112	
	Community Health Plann	65000	65000	67030	73120	79210	85300		\$ -		\$ -	\$ -	\$ -	\$ -	
8				0	0	0					\$ -	\$ -	\$ -	\$ -	
	Chiropracist	66568	66568	67461	70141	72820	75500	25.39	\$ 1,690,162		\$ 22,678	\$ 68,035	\$ 68,035	\$ 68,035	
	Social Worker - Masters	66568	66568	67461	70141	72820	75500	321.91	\$ 21,428,905		\$ 287,530	\$ 862,590	\$ 862,590	\$ 862,590	
	Data Management Coorc	65000	65000	66050	69200	72350	75500	0.6	\$ 39,000		\$ 630	\$ 1,890	\$ 1,890	\$ 1,890	
	Occupational Therapist	66568	66568	67461	70141	72820	75500	19.1	\$ 1,271,449		\$ 17,060	\$ 51,180	\$ 51,180	\$ 51,180	
	Physiotherapist	66568	66568	67461	70141	72820	75500	0	\$ -		\$ -	\$ -	\$ -	\$ -	
	Registered Nurse	66568	66568	67461	70141	72820	75500	560.16	\$ 37,288,731		\$ 500,335	\$ 1,501,005	\$ 1,501,005	\$ 1,501,005	
	Speech Pathologist	66568	66568	67461	70141	72820	75500	1	\$ 66,568		\$ 893	\$ 2,680	\$ 2,680	\$ 2,680	
	Registered Dietitian	62219	66568	67461	70141	72820	75500	151.38	\$ 9,418,712	\$ 658,352	\$ 135,213	\$ 405,638	\$ 405,638	\$ 405,638	
	Health Promoter / Educa	62219	66568	67461	70141	72820	75500	39.4	\$ 2,451,429	\$ 171,351	\$ 35,192	\$ 105,576	\$ 105,576	\$ 105,576	
7				0	0	0					\$ -	\$ -	\$ -	\$ -	
	IT specialist	58485	58485	59377	62051	64726	67400	1.5	\$ 87,728		\$ 1,337	\$ 4,012	\$ 4,012	\$ 4,012	
	Respiratory Therapist	58485	58485	59377	62051	64726	67400	8.92	\$ 521,686		\$ 7,952	\$ 23,857	\$ 23,857	\$ 23,857	
6				0	0	0					\$ -	\$ -	\$ -	\$ -	
	Counselor	53633	53633	54340	56460	58580	60700	4.4	\$ 235,985		\$ 3,109	\$ 9,328	\$ 9,328	\$ 9,328	
	Community Health Works	53633	53633	54340	56460	58580	60700	1.2	\$ 64,360		\$ 848	\$ 2,544	\$ 2,544	\$ 2,544	
	Office Administrator	50184	50184	51236	54390	57545	60700	28.8	\$ 1,445,299		\$ 30,286	\$ 90,858	\$ 90,858	\$ 90,858	
	Early Childhood Develop	47054	47054	48419	52512	56606	60700	0	\$ -		\$ -	\$ -	\$ -	\$ -	
	Early Childhood Develop	53633	53633	54340	56460	58580	60700	0	\$ -		\$ -	\$ -	\$ -	\$ -	
	Executive Assistant	50184	50184	51236	54390	57545	60700	0	\$ -		\$ -	\$ -	\$ -	\$ -	
	Volunteer Coordinator	50184	50184	51236	54390	57545	60700	0	\$ -		\$ -	\$ -	\$ -	\$ -	
5				0	0	0					\$ -	\$ -	\$ -	\$ -	
	RPN	47117	47117	47845	50030	52215	54400	81.53	\$ 3,841,449		\$ 59,378	\$ 178,135	\$ 178,135	\$ 178,135	
	Bookkeeper	44230.76	44231	45248	48298	51349	54400	0	\$ -		\$ -	\$ -	\$ -	\$ -	
	Administrative Assistant no jobs	43911	43911	44960	48107	51253	54400	134.38	\$ 5,900,760		\$ 140,951	\$ 422,854	\$ 422,854	\$ 422,854	
4				0	0	0					\$ -	\$ -	\$ -	\$ -	
3				0	0	0					\$ -	\$ -	\$ -	\$ -	
	Medical Secretary	35788	35788	36609	39073	41536	44000		\$ -		\$ -	\$ -	\$ -	\$ -	
	Clinical Assistant	35788	35788	36609	39073	41536	44000		\$ -		\$ -	\$ -	\$ -	\$ -	
	Secretary	35788	35788	36609	39073	41536	44000	941.08	\$ 33,679,371		\$ 772,815	\$ 2,318,445	\$ 2,318,445	\$ 2,318,445	
2				0	0	0					\$ -	\$ -	\$ -	\$ -	
	Receptionist	36593	36593	36894	37796	38698	39600		\$ -		\$ -	\$ -	\$ -	\$ -	
	Medical Record Clerk	36593	36593	36894	37796	38698	39600		\$ -		\$ -	\$ -	\$ -	\$ -	
1				0	0	0					\$ -	\$ -	\$ -	\$ -	
	Maintenance Worker	34500	34500	34650	35100	35550	36000		\$ -		\$ -	\$ -	\$ -	\$ -	
				0	0	0					\$ -	\$ -	\$ -	\$ -	
				0	0	0					\$ -	\$ -	\$ -	\$ -	
Not clear where these ones fit:															
	Case Worker/Manager	59137	59137	60773	65682	70591	75500	12.5	\$ 739,213		\$ 20,454	\$ 61,361	\$ 61,361	\$ 61,361	
	Social Worker/Mental He	66568	66568	67461	70141	72820	75500	15.3	\$ 1,015,162		\$ 13,621	\$ 40,864	\$ 40,864	\$ 40,864	
	Other IHP	66568	66568	67461	70141	72820	75500	8.25	\$ 549,186		\$ 7,369	\$ 22,107	\$ 22,107	\$ 22,107	
	Program Coordinator	67289.9	67290	70371	79614	88857	98100	4.75	\$ 319,627		\$ 14,635	\$ 43,904	\$ 43,904	\$ 43,904	

Other administrative role:	0	0	0	0		\$ -	\$ -	\$ -	\$ -	\$ -
Total					3362.95					
Salaried Physicians	179,559.69		n/a	n/a	75	\$ 13,466,977				
(Salary is midpoint from Sept.2011 MOHLTC bulletin. Staff # is guesstimate from Membership data)										
Total						\$221,252,025	\$6,238,550	\$5,182,980	\$15,548,939	\$15,548,939

-----Salaries by position-----

INCREMENTAL costs to implement each step

Hay Salary band	Profession list from 2012 Hay report	Max of MOHLTC rate for FHT + NPLC (\$)	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by 10%	Close salary gap by 30%	Close salary gap by 30%	Close salary gap by 30%	Full Hay 2012 recommendations	Estimated TOTAL approved FTEs for all organizations	Total CURRENT payroll (total FTEs x average current pay)	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by 10%	Close salary gap by 30%	Close salary gap by next 30%	Close salary gap by final 30% to reach Hay 2012 recommendations
Market exceptions															
	Psychologist	135916	135916	135916	135916	135916	135916	135916	0	0		\$ -	\$ -	\$ -	\$ -
	Nurse Practitioner	89203	103322	106581	116360	126138	135916	135916	101	9009503	\$ 1,426,019	\$ 329,199	\$ 987,598	\$ 987,598	\$ 987,598
	Pharmacist	88869	88869	89332	90721	92111	93500	93500	4.79	425682.51		\$ 2,218	\$ 6,655	\$ 6,655	\$ 6,655
13				0	0	0						\$ -	\$ -	\$ -	\$ -
	Executive Director	104550	104550	109145	122930	136715	150500	150500	0.5	52275		\$ 2,298	\$ 6,893	\$ 6,893	\$ 6,893
	Administrative Lead	77367	77367	81630	94420	107210	120000	120000	20	1547340		\$ 85,266	\$ 255,798	\$ 255,798	\$ 255,798
12				0	0	0						\$ -	\$ -	\$ -	\$ -
11				0	0	0						\$ -	\$ -	\$ -	\$ -
	Director	77562	77562	81086	91657	102229	112800	112800				\$ -	\$ -	\$ -	\$ -
	Program Director	77562	77562	81086	91657	102229	112800	112800	1.5	116343		\$ 5,286	\$ 15,857	\$ 15,857	\$ 15,857
10				0	0	0						\$ -	\$ -	\$ -	\$ -
	Manager	67289.9	67289.9	70371	79614	88857	98100	98100				\$ -	\$ -	\$ -	\$ -
	HR Manager	67289.9	67289.9	70371	79614	88857	98100	98100	0	0		\$ -	\$ -	\$ -	\$ -
	Finance Manager	66912	66912	70031	79387	88744	98100	98100	0	0		\$ -	\$ -	\$ -	\$ -
	Traditional Healer	65000	65000	68310	78240	88170	98100	98100				\$ -	\$ -	\$ -	\$ -
9				0	0	0						\$ -	\$ -	\$ -	\$ -
	Supervisor / Lead	65000	65000	67030	73120	79210	85300	85300				\$ -	\$ -	\$ -	\$ -
	Community Health Planner	65000	65000	67030	73120	79210	85300	85300				\$ -	\$ -	\$ -	\$ -
8				0	0	0						\$ -	\$ -	\$ -	\$ -
	Chiroprapist	66568	66568	67461	70141	72820	75500	75500	0	0		\$ -	\$ -	\$ -	\$ -
	Social Worker - Masters level	66568	66568	67461	70141	72820	75500	75500	18.1	1204880.8		\$ 16,167	\$ 48,501	\$ 48,501	\$ 48,501
	Data Management Coordinator	65000	65000	66050	69200	72350	75500	75500	0	0		\$ -	\$ -	\$ -	\$ -
	Occupational Therapist	66568	66568	67461	70141	72820	75500	75500	0	0		\$ -	\$ -	\$ -	\$ -
	Physiotherapist	66568	66568	67461	70141	72820	75500	75500				\$ -	\$ -	\$ -	\$ -
	Registered Nurse	66568	66568	67461	70141	72820	75500	75500	35	2329880		\$ 31,262	\$ 93,786	\$ 93,786	\$ 93,786
	Speech Pathologist	66568	66568	67461	70141	72820	75500	75500				\$ -	\$ -	\$ -	\$ -
	Registered Dietitian	62219	66568	67461	70141	72820	75500	75500	13	808847	\$ 56,537	\$ 11,612	\$ 34,835	\$ 34,835	\$ 34,835
	Health Promoter / Educator	62219	66568	67461	70141	72820	75500	75500	4.5	279985.5	\$ 19,571	\$ 4,019	\$ 12,058	\$ 12,058	\$ 12,058
7				0	0	0						\$ -	\$ -	\$ -	\$ -
	IT specialist	58485	58485	59377	62051	64726	67400	67400	0	0		\$ -	\$ -	\$ -	\$ -
	Respiratory Therapist	58485	58485	59377	62051	64726	67400	67400				\$ -	\$ -	\$ -	\$ -
6				0	0	0						\$ -	\$ -	\$ -	\$ -
	Counsellor	53633	53633	54340	56460	58580	60700	60700	0	0		\$ -	\$ -	\$ -	\$ -
	Community Health Worker	53633	53633	54340	56460	58580	60700	60700	0.5	26816.5		\$ 353	\$ 1,060	\$ 1,060	\$ 1,060
	Office Administrator	50184	50184	51236	54390	57545	60700	60700	8	401472		\$ 8,413	\$ 25,238	\$ 25,238	\$ 25,238
	Early Childhood Develop1 Worker 1	47054	47054	48419	52512	56606	60700	60700	0	0		\$ -	\$ -	\$ -	\$ -
	Early Childhood Develop1 Worker 2	53633	53633	54340	56460	58580	60700	60700	0	0		\$ -	\$ -	\$ -	\$ -
	Executive Assistant	50184	50184	51236	54390	57545	60700	60700				\$ -	\$ -	\$ -	\$ -
	Volunteer Coordinator	50184	50184	51236	54390	57545	60700	60700				\$ -	\$ -	\$ -	\$ -
5				0	0	0						\$ -	\$ -	\$ -	\$ -
	RPN	47117	47117	47845	50030	52215	54400	54400	11	518287		\$ 8,011	\$ 24,034	\$ 24,034	\$ 24,034
	Bookkeeper	44230.76	44230.76	45248	48298	51349	54400	54400	0	0		\$ -	\$ -	\$ -	\$ -
	Administrative Assistant	43911	43911	44960	48107	51253	54400	54400	10	439110		\$ 10,489	\$ 31,467	\$ 31,467	\$ 31,467
4				0	0	0						\$ -	\$ -	\$ -	\$ -
3				0	0	0						\$ -	\$ -	\$ -	\$ -
	Medical Secretary	35788	35788	36609	39073	41536	44000	44000	7	250516		\$ 5,748	\$ 17,245	\$ 17,245	\$ 17,245
	Clinical Assistant	35788	35788	36609	39073	41536	44000	44000				\$ -	\$ -	\$ -	\$ -
	Secretary	35788	35788	36609	39073	41536	44000	44000				\$ -	\$ -	\$ -	\$ -
2				0	0	0						\$ -	\$ -	\$ -	\$ -
	Receptionist	36593	36593	36894	37796	38698	39600	39600	25.5	933121.5		\$ 7,668	\$ 23,004	\$ 23,004	\$ 23,004
	Medical Record Clerk	36593	36593	36894	37796	38698	39600	39600				\$ -	\$ -	\$ -	\$ -
1				0	0	0						\$ -	\$ -	\$ -	\$ -
	Maintenance Worker	34500	34500	34650	35100	35550	36000	36000				\$ -	\$ -	\$ -	\$ -
Not clear where these ones fit:															
	Case Worker/Manager	59137	59137	60773	65682	70591	75500	75500	0	0		\$ -	\$ -	\$ -	\$ -
	Social Worker/Mental Health Worker	66568	66568	67461	70141	72820	75500	75500	0.5	33284		\$ 447	\$ 1,340	\$ 1,340	\$ 1,340
	Other IHP	66568	66568	67461	70141	72820	75500	75500	0	0		\$ -	\$ -	\$ -	\$ -
	Program Coordinator	67289.9	67290	70371	79614	88857	98100	98100	0	0		\$ -	\$ -	\$ -	\$ -
	Other administrative roles	0							2	0		\$ -	\$ -	\$ -	\$ -
Total									262.89	\$18,377,344	\$1,502,127	\$528,456	\$1,585,368	\$1,585,368	\$1,585,368

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	Position Title	MOHLTC rate for FHT + NPLC (based on a 40 hour work week) -- 2013	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by final 33% to reach Hay 2012 recommendations
Hay Salary band		Maximum		Maximum
Market exceptions	Psychologist	135916	135916	135916
	Nurse Practitioner	89203	103322	135916
	Pharmacist	88869	88869	93500
13	Executive Director	104550	104550	150500
	Administrative Lead	77367	77367	120000
12	no jobs			
11	Director	77562	77562	112800
	Program Director	77562	77562	112800
10	Manager	67290	67290	98100
	HR Manager	67290	67290	98100
	Finance Manager	66912	66912	98100
	Traditional Healer	65000	65000	98100
9	Supervisor / Lead	65000	65000	85300
	Community Health Planner	65000	65000	85300
8	Chiropracist	66568	66568	75500
	Social Worker – Masters level	66568	66568	75500
	Data Management Coordinator	65000	65000	75500
	Occupational Therapist	66568	66568	75500
	Physiotherapist	66568	66568	75500
	Registered Nurse	66568	66568	75500
	Speech Pathologist	66568	66568	75500
	Registered Dietitian	62219	66568	75500
	Health Promoter / Educator	62219	66568	75500
7	IT specialist	58485	58485	67400
	Respiratory Therapist	58485	58485	67400
6	Counsellor	53633	53633	60700
	Community Health Worker	53633	53633	60700
	Office Administrator	50184	50184	60700
	Early Childhood Educator (was level 1)	47054	47054	60700
	Early Childhood Educator (was level 2)	53633	53633	60700
	Executive Assistant	50184	50184	60700
	Volunteer Coordinator	50184	50184	60700

	Position Title	MOHLTC rate for FHT + NPLC (based on a 40 hour work week) -- 2013	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by final 33% to reach Hay 2012 recommendations
Hay Salary band		Maximum		Maximum
5	RPN	47117	47117	54400
	Bookkeeper	44231	44231	54400
	Administrative Assistant	43911	43911	54400
4	no jobs			
3	Medical Secretary	35788	35788	44000
	Clinical Assistant	35788	35788	44000
	Secretary	35788	35788	44000
2	Receptionist	36593	36593	39600
	Medical Record Clerk	36593	36593	39600
1	Maintenance Worker	34500	34500	36000
	Case Worker/Manager	59137	59137	75500
	Social Worker/Mental Health Worker	66568	66568	75500
	Other IHP	66568	66568	75500
	Program Coordinator	67290	67290	98100
	Other administrative roles			???