



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 Presented to the Ministry of Health and Long Term Care
June 2013

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	Total increase over 3 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 33%	Close salary gap by next 34%	Close salary gap by final 33% to reach Hay 2012 recommendations	
CHCs + AHACs	\$ 258,389,836	\$ 6,459,746	\$ 5,902,705	\$ 11,877,202	\$ 12,237,117	\$ 11,877,202	\$ 48,353,972
FHTs	\$ 221,252,025	\$ 5,531,301	\$ 6,238,550	\$ 17,103,833	\$ 17,622,131	\$ 17,103,833	\$ 63,599,646
NPLCs	\$ 18,377,344	\$ 459,434	\$ 1,502,127	\$ 1,743,905	\$ 1,796,751	\$ 1,743,905	\$ 7,246,121
Total increment for salaries	n/a	n/a	\$ 13,643,381	\$ 30,724,940	\$ 31,655,999	\$ 30,724,940	
Total increment for benefits		\$ 12,450,480	\$ 341,085	\$ 768,123	\$ 791,400	\$ 768,123	
Total increment		\$ 12,450,480	\$ 13,984,466	\$ 31,493,063	\$ 32,447,399	\$ 31,493,063	\$ 121,868,471
Total Payroll (Salaries + benefits)	\$ 498,019,206	\$ 510,469,686	\$ 524,454,151	\$ 555,947,215	\$ 588,394,613	\$ 619,887,676	
Total funding increase required each year			\$57,928,009		\$ 32,447,399	\$ 31,493,063	\$ 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 33%	Close salary gap by next 33%	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 33%	Close salary gap by next 34%	Close salary gap by final 33% to reach Hay 2012 recommendations
Market exceptions												
	Psychologist	87590	87590	103538	119968	135916	3.9	\$ 341,601		\$ 62,196	\$ 64,080	\$ 62,196
	Nurse Practitioner	88936	103322	114078	125160	135916	309.4	\$ 27,516,798	\$ 4,451,028	\$ 3,327,913	\$ 3,428,758	\$ 3,327,913
	Pharmacist	82228	82228	85948	89780	93500	6.5	\$ 534,482		\$ 24,178	\$ 24,911	\$ 24,178
13				0	0					\$ -	\$ -	\$ -
	Executive Director	120771	120771	130582	140689	150500	76.7	\$ 9,263,136		\$ 752,471	\$ 775,273	\$ 752,471
	Administrative Lead	77367	77367	91436	105931	120000	0	\$ -		\$ -	\$ -	\$ -
12				0	0					\$ -	\$ -	\$ -
11				0	0					\$ -	\$ -	\$ -
	Director	87177	87177	95633	104344	112800	104	\$ 9,066,408		\$ 879,381	\$ 906,029	\$ 879,381
	Program Director	77562	77562	89191	101171	112800	0	\$ -		\$ -	\$ -	\$ -
10				0	0					\$ -	\$ -	\$ -
	Manager	88126	88126	91417	94809	98100	120.9	\$ 10,654,433		\$ 397,933	\$ 409,991	\$ 397,933
	HR Manager	67290	67290	77457	87933	98100	0	\$ -		\$ -	\$ -	\$ -
	Finance Manager	66912	66912	77204	87808	98100	0	\$ -		\$ -	\$ -	\$ -
	Traditional Healer	84551	84551	89022	93629	98100	7.8	\$ 659,498		\$ 34,875	\$ 35,932	\$ 34,875
9				0	0					\$ -	\$ -	\$ -
	Supervisor / Lead	63183	63183	70482	78001	85300	122.2	\$ 7,720,963		\$ 891,890	\$ 918,917	\$ 891,890
	Community Health Planner	63715.8	63715.8	70839	78177	85300	6.5	\$ 414,153		\$ 46,298	\$ 47,701	\$ 46,298
8				0	0					\$ -	\$ -	\$ -
	Chiropracist	65567	65567	68845	72222	75500	52.00	\$ 3,409,484		\$ 170,450	\$ 175,615	\$ 170,450
	Social Worker – Masters lev	62777	62777	66976	71301	75500	172.9	\$ 10,854,143		\$ 725,936	\$ 747,934	\$ 725,936
	Data Management Coordinat	61076	61076	65836	70740	75500	68.9	\$ 4,208,136		\$ 327,958	\$ 337,897	\$ 327,958
	Occupational Therapist	65362	65362	68708	72154	75500	22.1	\$ 1,444,500		\$ 73,936	\$ 76,177	\$ 73,936
	Physiotherapist	66839	66839	69697	72642	75500	23.4	\$ 1,564,033		\$ 66,880	\$ 68,907	\$ 66,880
	Registered Nurse	66377	66377	69388	72489	75500	276.9	\$ 18,379,791		\$ 833,632	\$ 858,894	\$ 833,632
	Speech Pathologist	68454	68454	70779	73175	75500	6.5	\$ 444,951		\$ 15,114	\$ 15,572	\$ 15,114
	Registered Dietitian	62908	66568	69516	72552	75500	154.7	\$ 9,731,868	\$ 566,202	\$ 455,988	\$ 469,805	\$ 455,988
	Health Promoter / Educator	59546	66568	69516	72552	75500	126.1	\$ 7,508,751	\$ 885,474	\$ 371,687	\$ 382,951	\$ 371,687
7				0	0					\$ -	\$ -	\$ -
	IT specialist	57029	57029	60451	63978	67400	33.8	\$ 1,927,580		\$ 115,678	\$ 119,184	\$ 115,678
	Respiratory Therapist	66000	66000	66462	66938	67400	14.3	\$ 943,800		\$ 6,607	\$ 6,807	\$ 6,607
6				0	0					\$ -	\$ -	\$ -
	Counsellor	56267	56267	57730	59237	60700	110.5	\$ 6,217,504		\$ 161,649	\$ 166,548	\$ 161,649
	Community Health Worker	51412	51412	54477	57635	60700	192.4	\$ 9,891,669		\$ 589,714	\$ 607,584	\$ 589,714
	Office Administrator	53038	53038	55566	58172	60700	44.2	\$ 2,344,280		\$ 111,758	\$ 115,145	\$ 111,758
	Early Childhood Developm	47620	47620	51936	56384	60700	61.1	\$ 2,909,582		\$ 263,732	\$ 271,724	\$ 263,732
	Early Childhood Developm	53633	53633	55965	58368	60700	0	\$ -		\$ -	\$ -	\$ -
	Executive Assistant	49903	49903	53466	57137	60700	35.1	\$ 1,751,595		\$ 125,062	\$ 128,851	\$ 125,062
	Volunteer Coordinator	50935	50935	54157	57478	60700	20.8	\$ 1,059,448		\$ 67,027	\$ 69,058	\$ 67,027
5				0	0					\$ -	\$ -	\$ -
	RPN	47312	47312	49651	52061	54400	110.5	\$ 5,227,976		\$ 258,464	\$ 266,296	\$ 258,464
	Bookkeeper	47285	47285	49633	52052	54400	49.4	\$ 2,335,879		\$ 115,989	\$ 119,504	\$ 115,989
	Administrative Assistant	44302	44302	47634	51068	54400	97.5	\$ 4,319,445		\$ 324,903	\$ 334,749	\$ 324,903
4				0	0					\$ -	\$ -	\$ -
3				0	0					\$ -	\$ -	\$ -
	Medical Secretary	42151	42151	42761	43390	44000	205.4	\$ 8,657,815		\$ 125,329	\$ 129,127	\$ 125,329
	Clinical Assistant	38393	38393	40243	42150	44000	20.8	\$ 798,574		\$ 38,486	\$ 39,653	\$ 38,486
	Secretary	40647	40647	41753	42894	44000	44.2	\$ 1,796,597		\$ 48,907	\$ 50,389	\$ 48,907
2				0	0					\$ -	\$ -	\$ -
	Receptionist	39098	39098	39264	39434	39600	133.9	\$ 5,235,222		\$ 22,182	\$ 22,854	\$ 22,182
	Medical Record Clerk	37166	37166	37969	38797	39600	16.9	\$ 628,105		\$ 13,574	\$ 13,986	\$ 13,574
1				0	0					\$ -	\$ -	\$ -
	Maintenance Worker	33362	33362	34233	35129	36000	33.8	\$ 1,127,636		\$ 29,424	\$ 30,316	\$ 29,424

Not clear where these ones fit:			0	0				\$	-	\$	-	\$	-
			0	0				\$	-	\$	-	\$	-
Case Worker/Manager	59137	59137	64537	70100	75500	0	\$	-	\$	-	\$	-	\$
Social Worker/Mental Health	66568	66568	69516	72552	75500	0.0	\$	-	\$	-	\$	-	\$
Other IHP	66568	66568	69516	72552	75500	0	\$	-	\$	-	\$	-	\$
Program Coordinator	67289.9	67289.9	77457	87933	98100	0	\$	-	\$	-	\$	-	\$
Other administrative roles	0	0				0	\$	-	\$	-	\$	-	\$
Total FTES						2886.00							
Salaried Physicians	262,000 x 163 (higher rate) plus 222,000 x 157 (lower rate)												
													77,500,000
Total								\$258,389,836	\$5,902,705	\$11,877,202	\$12,237,117	\$11,877,202	

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 33%	Close salary gap by next 33%	Full Hay 2012 recommendations	Approved FTE (per MOHLTC figures- Mar2013)	Total CURRENT payroll (total FTEs x Max. Ministry rate)	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by 33%	Close salary gap by next 34%	Close salary gap by final 33% to reach Hay 2012 recommendations
Market exceptions												
	Psychologist	135916	135916	135916	135916	135916	21.93	\$ 2,980,638		\$ -	\$ -	\$ -
	Nurse Practitioner	89203	103322	114078	125160	135916	383.09	\$ 34,172,777	\$ 5,408,848	\$ 4,120,524	\$ 4,245,388	\$ 4,120,524
	Pharmacist	88869	88869	90397	91972	93500	83.59	\$ 7,428,560		\$ 127,745	\$ 131,616	\$ 127,745
13	Executive Director	104550	104550	119714	135337	150500	178.15	\$ 18,625,583		\$ -	\$ -	\$ -
	Administrative Lead	77367	77367	91436	105931	120000	9.5	\$ 734,987		\$ 2,701,378	\$ 2,783,237	\$ 2,701,378
12	no jobs			0	0					\$ 133,654	\$ 137,705	\$ 133,654
11	Director	77562	77562	89191	101171	112800		\$ -		\$ -	\$ -	\$ -
	Program Director	77562	77562	89191	101171	112800		\$ -		\$ -	\$ -	\$ -
	Manager	67289.9	67289.9	77457	87933	98100	263.42	\$ 17,725,505		\$ -	\$ -	\$ -
	HR Manager	67289.9	67289.9	77457	87933	98100		\$ -		\$ 2,678,279	\$ 2,759,439	\$ 2,678,279
	Finance Manager	66912	66912	77204	87808	98100	24.67	\$ 1,650,719		\$ -	\$ -	\$ -
	Traditional Healer	65000	65000	75923	87177	98100	0.3	\$ 19,500		\$ 253,905	\$ 261,599	\$ 253,905
9	Supervisor / Lead	65000	65000	71699	78601	85300	36.8	\$ 2,392,000		\$ 3,277	\$ 3,376	\$ 3,277
	Community Health Planr	65000	65000	71699	78601	85300		\$ -		\$ -	\$ -	\$ -
8	Chiroprapist	66568	66568	69516	72552	75500	25.39	\$ 1,690,162		\$ -	\$ -	\$ -
	Social Worker – Masters	66568	66568	69516	72552	75500	321.91	\$ 21,428,905		\$ 74,839	\$ 77,106	\$ 74,839
	Data Management Coon	65000	65000	68465	72035	75500	0.6	\$ 39,000		\$ 948,849	\$ 977,602	\$ 948,849
	Occupational Therapist	66568	66568	69516	72552	75500	19.1	\$ 1,271,449		\$ 2,079	\$ 2,142	\$ 2,079
	Physiotherapist	66568	66568	69516	72552	75500	0	\$ -		\$ 56,298	\$ 58,004	\$ 56,298
	Registered Nurse	66568	66568	69516	72552	75500	560.16	\$ 37,288,731		\$ -	\$ -	\$ -
	Speech Pathologist	66568	66568	69516	72552	75500	1	\$ 66,568		\$ 1,651,105	\$ 1,701,139	\$ 1,651,105
	Registered Dietitian	62219	66568	69516	72552	75500	151.38	\$ 9,418,712	\$ 658,352	\$ 446,202	\$ 459,723	\$ 446,202
	Health Promoter / Educa	62219	66568	69516	72552	75500	39.4	\$ 2,451,429	\$ 171,351	\$ 116,134	\$ 119,653	\$ 116,134
7	IT specialist	58485	58485	61427	64458	67400	1.5	\$ 87,728		\$ -	\$ -	\$ -
	Respiratory Therapist	58485	58485	61427	64458	67400	8.92	\$ 521,686		\$ 4,413	\$ 4,547	\$ 4,413
6	Counsellor	53633	53633	55965	58368	60700	4.4	\$ 235,985		\$ 26,242	\$ 27,037	\$ 26,242
	Community Health Work	53633	53633	55965	58368	60700		\$ -		\$ -	\$ -	\$ -
	Office Administrator	50184	50184	53654	57230	60700	28.8	\$ 1,445,299		\$ 10,261	\$ 10,572	\$ 10,261
	Early Childhood Develop	47054	47054	51557	56197	60700	0	\$ -		\$ 2,799	\$ 2,883	\$ 2,799
	Early Childhood Develop	53633	53633	55965	58368	60700	0	\$ -		\$ 99,944	\$ 102,973	\$ 99,944
	Executive Assistant	50184	50184	53654	57230	60700	0	\$ -		\$ -	\$ -	\$ -
	Volunteer Coordinator	50184	50184	53654	57230	60700	0	\$ -		\$ -	\$ -	\$ -
5	RPN	47117	47117	49520	51997	54400	81.53	\$ 3,841,449		\$ -	\$ -	\$ -
	Bookkeeper	44230.76	44230.76	47587	51044	54400	0	\$ -		\$ 195,948	\$ 201,886	\$ 195,948
	Administrative Assistant	43911	43911	47372	50939	54400	134.38	\$ 5,900,760		\$ -	\$ -	\$ -
4	no jobs			0	0					\$ 465,139	\$ 479,234	\$ 465,139
3	Medical Secretary	35788	35788	38498	41290	44000		\$ -		\$ -	\$ -	\$ -
	Clinical Assistant	35788	35788	38498	41290	44000		\$ -		\$ -	\$ -	\$ -
	Secretary	35788	35788	38498	41290	44000	941.08	\$ 33,679,371		\$ -	\$ -	\$ -
2	Receptionist	36593	36593	37585	38608	39600		\$ -		\$ 2,550,289	\$ 2,627,571	\$ 2,550,289

1	Medical Record Clerk	36593	36593	37585	38608	39600		\$	-	\$	-	\$	-	\$	-
				0	0			\$	-	\$	-	\$	-	\$	-
	Maintenance Worker	34500	34500	34995	35505	36000		\$	-	\$	-	\$	-	\$	-
				0	0			\$	-	\$	-	\$	-	\$	-
	Not clear where these ones fit:			0	0			\$	-	\$	-	\$	-	\$	-
	Case Worker/Manager	59137	59137	64537	70100	75500	12.5	\$	739,213	\$	67,497	\$	69,543	\$	67,497
	Social Worker/Mental Hc	66568	66568	69516	72552	75500	15.3	\$	1,015,162	\$	44,950	\$	46,312	\$	44,950
	Other IHP	66568	66568	69516	72552	75500	8.25	\$	549,186	\$	24,317	\$	25,054	\$	24,317
	Program Coordinator	67289.9	67290	77457	87933	98100	4.75	\$	319,627	\$	48,295	\$	49,758	\$	48,295
	Other administrative role	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		\$17,103,833		\$17,622,131
															\$17,103,833

Market exceptions

Profession list from 2012 Hay report		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 33%	Close salary gap by next 33%	Full Hay 2012 recommendations	Approved FTE (per MOHLTC figures-Mar2013)	Total CURRENT payroll (total FTEs x Max. Ministry rate)	All professions to be placed in the appropriate band (i.e. RD, Health Promoter + NP)	Close salary gap by 33%	Close salary gap by next 34%	Close salary gap by final 33% to reach Hay 2012 recommendations
	Psychologist	135916	135916	135916	135916	135916	0	0		\$ -	\$ -	\$ -
	Nurse Practitioner	89203	103322	114078	125160	135916	101	9009503	\$ 1,426,019	\$ 1,086,358	\$ 1,119,278	\$ 1,086,358
	Pharmacist	88869	88869	90397	91972	93500	4.79	425682.51	\$ 7,320	\$ 7,542	\$ 7,320	
13				0	0				\$ -	\$ -	\$ -	
	Executive Director	104550	104550	119714	135337	150500	0.5	52275	\$ 7,582	\$ 7,812	\$ 7,582	
	Administrative Lead	77367	77367	91436	105931	120000	20	1547340	\$ 281,378	\$ 289,904	\$ 281,378	
12	no jobs			0	0				\$ -	\$ -	\$ -	
11				0	0				\$ -	\$ -	\$ -	
	Director	77562	77562	89191	101171	112800			\$ -	\$ -	\$ -	
	Program Director	77562	77562	89191	101171	112800	1.5	116343	\$ 17,443	\$ 17,971	\$ 17,443	
10				0	0				\$ -	\$ -	\$ -	
	Manager	67289.9	67289.9	77457	87933	98100			\$ -	\$ -	\$ -	
	HR Manager	67289.9	67289.9	77457	87933	98100	0	0	\$ -	\$ -	\$ -	
	Finance Manager	66912	66912	77204	87808	98100	0	0	\$ -	\$ -	\$ -	
	Traditional Healer	65000	65000	75923	87177	98100			\$ -	\$ -	\$ -	
9				0	0				\$ -	\$ -	\$ -	
	Supervisor / Lead	65000	65000	71699	78601	85300			\$ -	\$ -	\$ -	
	Community Health Planner	65000	65000	71699	78601	85300			\$ -	\$ -	\$ -	
8				0	0				\$ -	\$ -	\$ -	
	Chiroprapist	66568	66568	69516	72552	75500	0	0	\$ -	\$ -	\$ -	
	Social Worker – Masters level	66568	66568	69516	72552	75500	18.1	1204880.8	\$ 53,351	\$ 54,968	\$ 53,351	
	Data Management Coordinator	65000	65000	68465	72035	75500	0	0	\$ -	\$ -	\$ -	
	Occupational Therapist	66568	66568	69516	72552	75500	0	0	\$ -	\$ -	\$ -	
	Physiotherapist	66568	66568	69516	72552	75500			\$ -	\$ -	\$ -	
	Registered Nurse	66568	66568	69516	72552	75500	35	2329880	\$ 103,165	\$ 106,291	\$ 103,165	
	Speech Pathologist	66568	66568	69516	72552	75500			\$ -	\$ -	\$ -	
	Registered Dietitian	62219	66568	69516	72552	75500	13	808847	\$ 56,537	\$ 38,318	\$ 39,479	
	Health Promoter / Educator	62219	66568	69516	72552	75500	4.5	279985.5	\$ 19,571	\$ 13,264	\$ 13,666	
7				0	0				\$ -	\$ -	\$ -	
	IT specialist	58485	58485	61427	64458	67400	0	0	\$ -	\$ -	\$ -	
	Respiratory Therapist	58485	58485	61427	64458	67400			\$ -	\$ -	\$ -	
6				0	0				\$ -	\$ -	\$ -	
	Counsellor	53633	53633	55965	58368	60700	0	0	\$ -	\$ -	\$ -	
	Community Health Worker	53633	53633	55965	58368	60700	0.5	26816.5	\$ 1,166	\$ 1,201	\$ 1,166	
	Office Administrator	50184	50184	53654	57230	60700	8	401472	\$ 27,762	\$ 28,604	\$ 27,762	
	Early Childhood Develop1 Worker 1	47054	47054	51557	56197	60700	0	0	\$ -	\$ -	\$ -	
	Early Childhood Develop1 Worker 2	53633	53633	55965	58368	60700	0	0	\$ -	\$ -	\$ -	
	Executive Assistant	50184	50184	53654	57230	60700			\$ -	\$ -	\$ -	
	Volunteer Coordinator	50184	50184	53654	57230	60700			\$ -	\$ -	\$ -	
5				0	0				\$ -	\$ -	\$ -	
	RPN	47117	47117	49520	51997	54400	11	518287	\$ 26,437	\$ 27,238	\$ 26,437	
	Bookkeeper	44230.76	44230.76	47587	51044	54400	0	0	\$ -	\$ -	\$ -	
	Administrative Assistant	43911	43911	47372	50939	54400	10	439110	\$ 34,614	\$ 35,663	\$ 34,614	
4	no jobs			0	0				\$ -	\$ -	\$ -	
3				0	0				\$ -	\$ -	\$ -	
	Medical Secretary	35788	35788	38498	41290	44000	7	250516	\$ 18,970	\$ 19,545	\$ 18,970	
	Clinical Assistant	35788	35788	38498	41290	44000			\$ -	\$ -	\$ -	
	Secretary	35788	35788	38498	41290	44000			\$ -	\$ -	\$ -	
2				0	0				\$ -	\$ -	\$ -	
	Receptionist	36593	36593	37585	38608	39600	25.5	933121.5	\$ 25,304	\$ 26,071	\$ 25,304	
	Medical Record Clerk	36593	36593	37585	38608	39600			\$ -	\$ -	\$ -	
1				0	0				\$ -	\$ -	\$ -	
	Maintenance Worker	34500	34500	34995	35505	36000			\$ -	\$ -	\$ -	
	Not clear where these ones fit:			0	0				\$ -	\$ -	\$ -	
	Case Worker/Manager	59137	59137	64537	70100	75500	0	0	\$ -	\$ -	\$ -	
	Social Worker/Mental Health Worker	66568	66568	69516	72552	75500	0.5	33284	\$ 1,474	\$ 1,518	\$ 1,474	
	Other IHP	66568	66568	69516	72552	75500	0	0	\$ -	\$ -	\$ -	

Program Coordinator	67289.9	67290	77457	87933	98100	0	0	\$	-	\$	-	\$	-
Other administrative roles	0					2	0	\$	-	\$	-	\$	-
Total						262.89	\$18,377,344	\$1,502,127	\$1,743,905	\$1,796,751	\$1,743,905		

	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			???