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**Ontario Community
Health Compensation
Market Salary Review**

November 2023

Executive Summary

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Executive Summary

The Ontario Community Health Compensation study brought together 10 provincial associations to collaborate developing benchmark roles and conduct a compensation survey, to gather information to support compensation guidelines going forward. The purpose of the study was to conduct a market review of benchmark jobs that are universal across several organizations.



The compensation survey collected data for 79 roles, and data were also considered from a variety of other sources such as collective bargaining agreements, publicly available compensation data, published compensation surveys and Ministry of Health posted rates. In addition to compensation data, contextual information about the participating organizations such as organization size, their salary projections, benefits and pension information and talent challenges was also collected.

The roles reviewed are grouped as follows:

Job Grouping	Jobs (N=79)	Group Definition
Leadership / Executive	4	Top job in the organization and their direct reports.
Manager	3	Managerial roles within an organization; but not at the executive/leadership level.
Corporate Services	15	Roles that are common for provision of corporate services and found in many organizations – e.g., administrative support, IT, HR.
Indigenous Roles	14	Roles which are focused on providing healthcare through an Indigenous lens.
Regulated Profession	17	Roles that are regulated by a professional college or association.
Clinical/Service/Program Delivery	15	Roles that provide direct delivery of clinical/service/programs but are not regulated professions.
Clinical/Service/Program Support	11	Roles that provide support for the delivery of clinical/service/programs.

The survey received 362 responses from a wide range of organizations; budgets ranged from approximately \$1 million up to \$26 million and 20 to 120 employees. Most participants are healthcare-oriented organizations and nearly 60% are charitable organizations, with nearly 90% being designated not-for-profit organizations.

The community healthcare sector has experienced a 17% average turnover in the last year, with an 8% average vacancy rate, amongst other talent challenges. A major contributor to the talent challenge is that compensation increases within the community health sector have lagged the broader public sector, and the health care industry over the last few years. This market lag may be augmented by Bill 124 and the fact that organizations did adopt a moderation period (most commonly April 2020 to March 2023) limiting compensation adjustments to 1% annually as per the legislative compensation restraint; however, the legislation has since been challenged with some organizations adopting retroactive increases, re-opening

compensation discussions in collective agreements, or providing larger compensation increases to adjust for market. Where the broader market in Canada is forecasting 3-4% increases dependent upon sector/location, Ontario Community Health organizations are forecasting 2.5% on average.

The COVID-19 pandemic forced many organizations to shift how work was done in their organizations. Most commonly this was to offer remote/hybrid work where possible, and many organizations increased focus on trying to enable employee wellness (i.e., enabling flexible hours, increasing benefits, adopting flexible scheduling, or opening vacation negotiations). A small number of organizations provided enhanced compensation where possible (i.e., one-time top ups, pay premiums or hazard pay). Even with these efforts, staff shortages have led to external staffing agency usage by over one third of the survey participants, typically for positions in administration, nursing, and Personal Support Workers. Where external agency staff are utilized, the median differential between standard rates of pay and external staffing agency rates of pay ranges is 30% and the average is 41%.

These data align with the key talent challenges cited by survey participants: compensation (94%), lack of talent locally (62%) combined with rural location needs (40%) and the requirement to be in person or the role (41%), as well as perceived/real lack of growth opportunities within the organizations (53%).

Key Recommendations and Guidelines

Leveraging the common salary structure developed for primary care organizations, an updated grid has been developed which considers: (1) all market data collected in the survey, focusing on market median, (2) collective bargaining agreements, (3) other survey data from Eckler, Ontario Hospital Association, Economic Research Institute, etc. (4) the same benchmark jobs utilized previously, and (5) the structure of compensation and relationship between the bands to support pay progression in an organization. See the full report for full details on the process and methodology. The full report also includes a sample wage grid with 6 steps where the minimum rate is set at 80% of the salary maximum. The maximum rate, or job rate, represents the value that would be paid to a fully competent performer in the role.

Based upon surveyed data of the membership organizations, compensation at median appears to be lagging even the 2017 recommended rates. While the recommendations have been developed, adopting the provincial grid will require significant strategy by some individual organizations to implement (e.g., budgeting/funding constraints, HR communications, impact on employees).

Furthermore, this study also contrasted the recommended rates with the Ministry of Health (MOH) rates. The MOH rates are for interdisciplinary providers and are the base wage rates funded by the government for each role. The MOH rates are significantly below current market data, and survey participants indicated that they are supplementing funded position salaries with other sources where possible/available. The data in the table below shows a significant differential between the 2023 recommended rates and the current MOH rates.

Provincial Salary Level/ Band	Benchmark Job Title	2023 Recommended Maximum Rate	2023 Survey Salary Maximum	2023 Recommended Rate vs. Survey Maximum	MOH Rate	2023 Recommended Rate vs. MOH Rate
13	Executive Director / CEO / NP Lead	\$169,800	\$130,000	30.6%	\$106,852	58.9%
11	Director – Corporate, Operations Director	\$127,300	\$117,600	8.2%	\$92,472	37.7%

Provincial Salary Level/ Band	Benchmark Job Title	2023 Recommended Maximum Rate	2023 Survey Salary Maximum	2023 Recommended Rate vs. Survey Maximum	MOH Rate	2023 Recommended Rate vs. MOH Rate
	Director – Clinical / Programming / Mental Health / Service / Care Director / Nursing / Personal Care / Medical Care	\$127,300	\$113,500	12.2%	\$92,472	37.7%
	Administrator (LTC)	\$127,300	\$127,300	0.0%		
10	Manager – Corporate / Corporate Services	\$110,700	\$92,900	19.2%	\$80,238	38.0%
	Manager - Clinical/Program	\$110,700	\$88,300	25.4%	\$80,238	38.0%
	Traditional Healer	\$110,700	\$79,000	40.1%	\$82,000	35.0%
	Nurse Practitioner (NP)*	\$142,700	\$122,200	16.8%	\$122,178	16.8%
	Psychologist*	\$142,700	\$123,600	15.5%	\$122,178	16.8%
9	Supervisor - Clinical / Programming / Mental Health / Service Director	\$96,300	\$76,800	25.4%	\$81,233	18.5%
	Community Health Planner	\$96,300	\$74,100	30.0%	\$81,233	18.5%
	Quality/Decision Improvement Specialist/Lead	\$96,300	\$80,100	20.2%	\$80,076	20.3%
	Pharmacist*	\$111,000	\$97,300	14.1%	\$97,292	14.1%
8	Registered Dietitian	\$85,200	\$74,900	13.8%	\$74,148	14.9%
	Occupational Therapist	\$85,200	\$74,800	13.9%	\$74,148	14.9%
	Speech Pathologist	\$85,200	\$80,000	6.5%	\$74,148	14.9%
	Respiratory Therapist	\$85,200	\$75,900	12.3%	\$74,148	14.9%
	Chiropractor	\$85,200	\$76,100	12.0%	\$74,148	14.9%
	Health Promoter	\$85,200	\$74,100	15.0%	\$74,148	14.9%
	Data Management Coordinator	\$85,200	\$73,300	16.2%	\$74,148	14.9%
	Systems Administrator	\$85,200	\$72,200	18.0%		
	Fundraising Manager	\$85,200	\$81,700	4.3%		
	Diversity, Equity & Inclusion Specialist	\$85,200	\$105,000	-18.9%		
	Human Resources Generalist (Strategic Business Partner)	\$85,200	\$80,100	6.4%		
	Case Manager	\$85,200	\$60,000	42.0%	\$74,148	14.9%
	Therapist (Therapist, MSW)	\$85,200	\$74,100	15.0%		
	Kinesiologist	\$85,200	\$74,100	15.0%	\$74,148	14.9%
	Chiropractor	\$85,200	\$80,200	6.2%	\$83,742	1.7%
	Registered Nurse (RN)*	\$96,400	\$76,700	25.7%	\$74,148	30.0%
	Social worker (MSW)*	\$96,400	\$74,100	30.1%	\$74,148	30.0%
	Physiotherapist*	\$96,400	\$80,200	20.2%	\$80,175	20.2%
	Physician Assistant*	\$96,400	\$84,500	14.1%	\$80,175	20.2%
	7	IT Technician	\$76,100	\$65,500	16.2%	\$66,184
Human Resources Generalist (Generalist)		\$76,100	\$70,800	7.5%		
Site Service/Program Coordinator		\$76,100	\$58,000	31.2%	\$74,148	2.6%
6	Executive Assistant	\$68,600	\$63,100	8.7%	\$58,656	17.0%
	Office Administrator	\$68,600	\$58,700	16.9%	\$58,656	17.0%
	Counsellor	\$68,600	\$59,500	15.3%	\$59,612	15.1%

Provincial Salary Level/ Band	Benchmark Job Title	2023 Recommended Maximum Rate	2023 Survey Salary Maximum	2023 Recommended Rate vs. Survey Maximum	MOH Rate	2023 Recommended Rate vs. MOH Rate
	Community Health Worker	\$68,600	\$59,600	15.1%	\$59,612	15.1%
	Volunteer Coordinator/Administrator	\$68,600	\$57,900	18.5%	\$58,656	17.0%
	Foot Care Specialist (not a Chiropodist)	\$68,600	\$56,900	20.6%		
5	Administrative Assistant	\$61,800	\$51,800	19.3%	\$52,568	17.6%
	Bookkeeper	\$61,800	\$58,500	5.6%	\$52,568	17.6%
	Registered Practical Nurse (RPN)	\$61,800	\$57,100	8.2%	\$53,159	16.3%
	Human Resources Generalist (Transactional Focus)	\$61,800	\$58,700	5.3%		
	Care Navigators	\$61,800	\$56,000	10.4%		
	Community Ambassadors	\$61,800	\$57,900	6.7%		
	Recreation Therapist	\$61,800	\$56,400	9.6%		
	Child and Youth Worker (Residential / Day Treatment / Community)	\$61,800	\$55,000	12.4%	\$59,612	3.7%
	Addiction Service Worker	\$61,800	\$63,100	-2.1%		
	Housing Support Worker	\$61,800	\$57,800	6.9%		
4	Personal Support Worker	\$55,700	\$46,800	19.0%		
	Recreationist / Program Activationist	\$55,700	\$49,000	13.7%		
	Attendant Care	\$55,700	\$49,900	11.6%		
	Court Support Worker	\$55,700	\$62,800	-11.3%		
	Intake Coordinator	\$55,700	\$57,100	-2.5%		
	Administrative Assistant to Manager/Director Level	\$55,700	\$53,100	4.9%	\$52,568	6.0%
3	Clinical Assistant	\$50,200	\$48,800	2.9%	\$42,519	18.1%
	Medical Secretary	\$50,200	\$46,000	9.1%	\$42,519	18.1%
	Overnight Attendant/Worker	\$50,200	\$45,300	10.8%		
	Peer Support Worker	\$50,200	\$48,900	2.7%		
2	Receptionist	\$45,200	\$42,900	5.4%	\$42,519	6.3%
	Food Services Worker / Cook	\$45,200	\$45,100	0.2%		
	Driver	\$45,200	\$40,000	13.0%		
1	Maintenance Worker	\$41,100	\$49,300	-16.6%	\$36,889	11.4%
	Housekeeper	\$41,100	\$42,700	-3.7%		

*Denotes a role for which a market exception was identified.

Each organization using these wage recommendations can calculate the other steps and minimum salary for their roles from the maximum salary and customize the implementation of the grid based upon their roles, talent challenges and available budget. However, it is cautioned that:

- All roles are based upon a specific description and may not match a role as designed within a unique organization – as such interpretation and placement of roles should be carefully considered based upon job evaluation within each organization.

- Similarly, organizations which have roles that are not surveyed jobs, are hybrid jobs, or modified versions of the benchmark jobs should carefully assess the role and select the band of best fit based upon similar job scope.
- For roles in bands 11 and above (typically executive), compensation data should be viewed carefully and may need to be adjusted for job scope / organization size and complexity. Additional data is provided in the full job tables by organization size to provide guidance.
- Adopting the provincial structure does not automatically mean that an organization is pay equity compliant and individual organizations still need to assess their organizations and maintain compliance with the Pay Equity Act requirements.

Report Note

For further details, please see the full report. The full report provides additional information with respect to HR trends, details on market analysis and survey findings, profile of survey participants, listing of additional data sources, survey participant list and details on survey job data and quality of match.

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