

**COMPENSATION DISCUSSION AND ANALYSIS**  
**Reporting Requirements – Public Sector Employers Act**

**Vancouver Island Health Authority**  
**June 30, 2008**

**Compensation Discussion and Analysis**

The Vancouver Island Health Authority (VIHA) is a member employer of the Health Employers Association of BC and is governed by the HEABC Compensation Reference Plan. This Plan has been developed pursuant to the statutory requirements of the Public Sector Employers Act and is applied across the employer members of HEABC for non-union, management and executive roles within healthcare.

VIHA believes in providing employees with a challenging workplace, support for their development and rewards for their contribution. In return, VIHA expects employees to accept accountability and to develop, and effectively apply, the skills needed to meet organizational objectives.

VIHA provides and maintains a total compensation program compatible with, and supportive of the overall organizational philosophy. This total compensation program or total rewards strategy includes a number of components:

- Base salary progression linked to performance;
- Insured benefit programs, pensions, and other perquisites;
- Learning and development; and
- Acknowledgement and recognition.

**Compensation Principles of the Compensation Reference Plan**

- Jobs not covered by collective agreements will be compensated in a fair and equitable manner.
- Levels of compensation will be valid and defensible to full disclosure, thus ensuring accountability to the public. Levels shall reflect those in an appropriate composite market.
- Compensation policies and practices include the total compensation for services through both traditional employer compensation policies and special employment contract relationships.
- To ensure equity, appropriate systems will measure and recognize the composite value of the skill, effort, responsibility and working conditions involved in performing the duties of jobs across the healthcare sector.

**Compensation Policy Objectives**

Consistent with the above principles, healthcare's non-contract compensation program has the following policy objectives:

- a. Healthcare's non-contract compensation plan would address the expectations of trustees, employers, employees and the Government.
- b. A defensible compensation system responds to broad equity issues. The compensation system recognizes the responsibility of the healthcare sector to

establish compensation levels that acknowledge fairness and the public's ability to pay.

- c. Compensation levels must be at a level so that healthcare employers can attract, motivate, and retain qualified individuals. Fundamental to this statement is the fact that healthcare compensation practices cannot lead the market. This ensures that taxpayers receive the maximum benefits from qualified individuals occupying jobs within the healthcare sector.
- d. Compensation levels must be competitive to control unnecessary levels of turnover.
- e. Compensation levels will be based on an analysis of internal and external compensation levels. The comparison would consider the type and range of organizations from which healthcare sector employers must recruit and retain highly qualified individuals.
- f. Internal equity requires that compensation be relative to the worth of jobs as measured by the composite value of skill, effort, responsibility and working conditions. External equity requires that compensation be relative to an acceptable composite market.
- g. Compensation should reinforce and reward performance. Employers shall establish measurable performance standards.
- h. Compensation policies should comply with the intent and requirements of legal obligations by being non-discriminatory in nature.
- i. Compensation policies and programs must be designed to be efficiently administered. The salary ranges will group jobs of similar value, and common impact and magnitude.

### **Compensation Surveys**

The compensation reference plan shall be reflective of a representative market that shall be composed of an appropriate mix of employers from which healthcare must attract and retain qualified individuals.

HEABC is responsible for conducting an annual cash compensation survey to ensure appropriate internal and external equity are maintained.

Job market matches shall be appropriate to the type of position: local for administrative support positions, and provincial or national for managerial positions.

The comparison of compensation shall be to relevant external labour markets.

The external markets shall reflect the types of organizations from which healthcare employers must attract and retain individuals. This will include both the public and private sector. Compensation information will be collected based on job content, not job title.

HEABC will conduct a total compensation survey on a minimum of a three-year, or as needed cycle. Included in the survey will be: salaries, other cash and incentives; perquisites; holidays; vacations and other paid time off work; group benefits; retirement or savings benefits; and standard hours of work.

### **Compensation Reference Ranges**

HEABC is responsible for providing healthcare employers with salary reference ranges. The reference salary ranges will be based on the 50th percentile of the blended healthcare and external market pay policy guidelines. The salary reference ranges will

include provisions for an adequate range and spread of salary rates to reflect developmental, job standard, and above standard rates.

Employers are responsible for establishing salary ranges that conform to the reference salary ranges. Employers' salary ranges will be deemed to conform to the compensation reference ranges if the organization's overall comparison ratio is within 0.90 and 1.10 of the appropriate market reference rates.

The comparison ratio calculation is the total of the organization's actual salaries divided by the total of the appropriate market reference rates. Employers are responsible for administering salaries within the reference salary ranges.

Circumstances may require employers to establish job rates that exceed the recommended market reference rates. These circumstances typically are the result of supply and demand factors, or unusual or emergent conditions within the organization. Employers, in consultation with HEABC, may establish job rates that exceed the recommended reference rates. The organization's overall comparison ratio should not exceed the recommended target.

Circumstances may require employers to extend geographic cost of living considerations in determining the final salaries of executive and non-contract employees. Employers may include a geographic cost of living component provided the organization's overall comparison ratio does not exceed the recommended range.

Circumstances may require employers to address compression or inversion issues between non-contract staff and directly supervised bargaining unit employees. A premium differential of up to 15 percent may be established where there is a functional supervisory role, with responsibility and accountability for outcomes. This premium differential does not form part of the comparison ratio calculation.

The salary ranges do not include a range for the Chief Executive Officer. The compensation plan for the Chief Executive Officer is established by the VIHA Board of Directors and must be approved by the Minister of Health and the Minister of Finance.

### **Organization Information Plan**

The Organization Information Plan provides a means of grouping organizations with similar characteristics for comparing the pay practices of these groupings to a relevant external market. The grouping of organizations is determined by assessing certain characteristics that are inherent in all healthcare organizations.

HEABC is responsible for providing healthcare employers with a copy of the Organizational Information Questionnaire (OIQ), instructions on how it is used, and consulting assistance in order to complete and accurately collect the required information.

The healthcare employer is responsible for completing the questionnaire.

The healthcare employers' Board is responsible for approving the completed OIQ and returning the questionnaire to HEABC.

HEABC is responsible for reviewing all completed questionnaires for consistency in application and informing the healthcare employer of the final assessment.

The Organizational Information Questionnaire collects information on healthcare organizations.

### **Role Assessment Plan**

The Role Assessment Plan provides a means of establishing an equitable hierarchy of jobs/roles within an organization, as well as a comparison of jobs/roles across the healthcare sector. Assessing the skill, effort, responsibility, and working conditions inherent in all jobs/roles in healthcare determine the hierarchy of jobs/roles.

HEABC is responsible for providing healthcare employers with copies of the Role Assessment Plan, the associated Questionnaire, and consulting advice on the application of the system. HEABC is responsible for educating healthcare employers on the use of the plan and provide consulting advice and assistance as required.

Healthcare employers are required to submit role assessments for each non-contract position to HEABC and the head of the healthcare employer, or designate, completes a final approval of the role assessment.

HEABC is responsible for working with healthcare employers to ensure the consistent application of the plan through periodic reviews. HEABC is responsible for working with the healthcare employers to resolve any disputes on the application of the plan.

### **Application of the Compensation Reference Plan**

For each of the NEOs reported in the Summary Compensation Table of this disclosure, VIHA has applied the Compensation Reference Plan, working with HEABC as necessary. The base salary and total compensation provided to each NEO is consistent with the principles and policy objectives stated above, as mandated by the Public Sector Employers Council in accordance with the Public Sector Employers Act.

VIHA has established salary ranges and job rates consistent with the mandated 50th percentile of the blended market and HEABC reference salary ranges. Newly hired employees are placed on the appropriate salary range and at the appropriate range placement in accordance with their previous experience, skills, competencies and current labour market conditions. Movement along the salary range is considered annually. Range movement is dependent on competency development and performance in the role. Performance and development are assessed between the employee and their manager annually.

### **Benefits**

VIHA provides a standard package of employee health and welfare benefits to its non-contract employees. Benefits include Medical Service Plan premiums, Long Term Disability, Short Term Illness, Sick Leave, Life Insurance, Accidental Death & Dismemberment (AD&D), Extended Health, Dental Plan and enrollment in the Municipal Pension Plan. Premiums are employer paid. The executive benefit plan differs from the non-contract staff/management plan in the following areas:

- Life Insurance and Accidental Death - five times annual salary rather than three times annual salary for non-contract staff/management.

- Dental - major services and orthodontic services reimbursed at 100% rather than 75%.
- Extended Health – Executive employees do not pay \$25 deductible; vision care maximum is \$250 rather than \$225.
- Long Term Disability – 77% of salary up to a monthly maximum of \$10,000 rather than \$7,000.

**Perquisites**

VIHA's executive perquisites consist of a car allowance.

**VANCOUVER ISLAND HEALTH AUTHORITY**  
**Summary Compensation Table**  
**Prepared June 30, 2008**

<b>Name and Principle Position (a)</b>	<b>Base Actual Salary (b)</b>	<b>Bonus (c)</b>	<b>Incentive Plan Comp Paid (d)</b>	<b>Pension<sup>(3)</sup> (e)</b>	<b>All Other Comp<sup>(5)</sup> (f)</b>	<b>Total Comp for Fiscal 07/08 (g)</b>	<b>Previous 2 Years Total Comp (h) <sup>(8)</sup></b>
<b>Howard Waldner President and CEO</b>	323,341	0	0	63,687 <sup>(4)</sup>	30,397	417,425	2006/07 - n/r 2005/06 - n/r
<b>Michael Conroy EVP &amp; COO</b>	255,357	0	0	21,213	36,357 <sup>(6)</sup>	312,927	2006/07 - n/r 2005/06 - n/r
<b>Owen Heisler EVP &amp; CMO</b>	54,789 <sup>(1)</sup>	0	0	4,003	7,722	66,514	2006/07 - n/r 2005/06 - n/r
<b>Glen Lowther EVP &amp; CMO</b>	96,011 <sup>(2)</sup>	0	0	8,455	17,065 <sup>(7)</sup>	121,531	2006/07 - n/r 2005/06 - n/r
<b>Bill Boomer VP &amp; CFO</b>	195,750	0	0	16,232	24,970	236,952	2006/07 - n/r 2005/06 - n/r
<b>John Johnston VP, HR &amp; OD</b>	193,010	0	0	16,033	26,229	235,272	2006/07 - n/r 2005/06 - n/r

- Glen Lowther in EVP & CMO role April 1, 2007 to August 23, 2007.
- Owen Heisler in EVP & CMO role January 14, 2008 to March 31, 2008.
- John Heath, former Vice President, Finance, Planning & Performance remains a VIHA employee, seconded to an external organization. Annual base salary - \$212,882.
- Perry Kendall, former Vice President, Seniors' Health remains a VIHA employee, seconded to an external organization. Annual base salary - \$196,151.

- (1) Annualized Base Salary - \$254,369
- (2) Annualized Base Salary - \$240,028
- (3) Pension plan is the MPP for all staff. No other retirement plan in place. Except where noted, only Employer contribution to MPP is reported.
- (4) Employer pays employer contribution plus reimbursement of employee paid pension plan contributions.
- (5) Except where noted, includes only Employer contributions/payments/premiums/ provided to all staff for EI, CPP, Superannuation, WCB, MSP, Group Life Dependent, Extended Health, Group Life, EI Rebate, Extended Health, Dental average annual payment, LTD, professional memberships, and vehicle allowance of \$500 monthly which includes car insurance.
- (6) Includes vacation bank payout of \$10,762.
- (7) Includes vacation bank payout of \$8,663 upon resignation.
- (8) This information is not available in this first year of reporting. Prior year will be reported commencing with 08/09 report. Prior two years will be reported commencing with 09/10 report.