



Ontario Community Health Compensation Market Salary Review

Orientation Webinar

November 2023

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Survey Process



Background

The Ontario Community Health survey was a collaborative effort by ten provincial associations to provide insightful data for primary care and community care providers.



Nurse Practitioner-led Clinic
ASSOCIATION



Eckler facilitated the process – hosting a weekly meeting with the compensation working group, which was a representation of each association to define the survey content and then administering the survey and aggregating the results.

Background



In today's talent market, healthcare organizations are challenged with establishing and maintaining affordable compensation programs and policies.



The purpose of this study was to conduct a market review of benchmark jobs that are universal across several organizations, in addition information on HR practices.



The broad spectrum of job data is meant to assist each association, and their membership, determine relative level of compensation competitiveness.

Survey Development

The custom survey was developed over a period of several weeks in collaboration with the Compensation Working Group, considering what information the membership of the working group would find useful.

Participant Profile

- Budget
- FTE
- Type
- Location

HR Trends

- Labour shortages
- Talent challenges
- Compensation restraints
- COVID-19

Salary Projections

- Recent salary increases
- Expected upcoming salary increases

Talent Challenges

- Barriers
- Turnover
- Recruitment and retention strategies

Benefits/Pension

- Common benefits
- Pension
- Professional development and training

Benchmark Jobs

Each association identified jobs to include in the survey and provided job description documentation. Job specifications were consolidated by Eckler to create the benchmark job definitions which include:

- Typical title & common alternative titles
- Representative duties/responsibilities of the role
- Typical qualifications/experiential requirements
- Any specific modifiers/considerations for the role, such as how to differentiate between the Human Resources Generalist levels, and how to use the quality of match for specific licenses/designations

The benchmark jobs are grouped as follows:

Job Grouping	Number of Benchmark 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.

Survey Process



Invitations were sent to:

- Membership of the 10 community health associations
- Other organizations with similar roles



Survey package included:

- Profile questions, questionnaire portion and benchmark job data sheet sent to all identified invitees to participate
- Eckler processed returned surveys for quality data and aggregated results



Additional Data:

- In addition to invited survey participants, Eckler aggregated job data with researched national data and other survey information, including collective bargaining agreements and hospital data.



HR Trends



Statistics

Information surveyed is provided in aggregated form only to ensure that data for individual organizations or incumbents is not disclosed and to ensure a statistically relevant sample.

Statistic	Definition	Minimum Number of Data Observations
P90 / upper decile	90th percentile: If all observations were sorted and listed from highest/largest to lowest/smallest, 10% of the observations would fall above the 90th percentile and 90% would fall below.	12
P75 / 3rd quartile	75th percentile: If all observations were sorted and listed from highest/largest to lowest/smallest, 25% of the observations would fall above this value and 75% would fall below.	8
P50 / median	50 th percentile, also referred to as “median”: If all observations were sorted and listed from highest/largest to lowest/smallest, 50% of the observations would fall above this value and 50% would fall below.	4
P25 / 1st quartile	25th percentile: If all observations were sorted and listed from highest/largest to lowest/smallest, 75% of the observations would fall above this value and 25% would fall below.	8
P10 / lower decile	10th percentile: If all observations were sorted and listed from highest/largest to lowest/smallest, 90% of the observations would fall above this value and 10% would fall below.	12
Average	Average: The arithmetic mean of all values, calculated by adding up all the values and dividing by the number of observations.	3

Talent Challenges – Labour Market

- The labour market is a “tight” market; Statistics Canada data shows unemployment¹ has tracked below 5.5% for the past 10 months. Canada’s vacancy rate² is currently 4.6% - Ontario’s is 4.1%.
- The average turnover reported by survey participants is 17% with median turnover indicated at 15%.
- Organizations are having difficulty recruiting (particularly when part-time):
 - Personal Support Workers
 - All levels of nursing roles
 - Psychotherapists
 - Mental Health Counsellors
 - Social Workers
 - Addiction Workers
 - Housing Support Workers
 - Child and Youth Workers
 - Occupational Therapists
 - Finance roles
 - Administrative roles
- Skills that are difficult to find include:
 - Required certifications
 - Candidates willing to do shift work
 - Language requirements
 - Leadership skills

Statistic	Community Health Vacancy Rate
P75	10.3%
Median	5.0%
P25	0.0% ³
Average	8.2%
Number of Responses	350

1. <https://www150.statcan.gc.ca/n1/daily-quotidien/230908/dq230908a-eng.htm>
2. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410032501>
3. Analyst Note: Several organizations reported 0 vacancies, therefore the 25th percentile is 0%. Those organizations tend to be smaller (i.e., less FTE) overall than the survey average.

Talent Challenges – Managing Talent

- The percentage of staff that will be / are eligible for retirement within 24 months is 4% at median and 7% on average.
- The most common challenges cited are compensation, lack of local professional talent, and lack of growth opportunities / career development.

Challenge	Yes % (N = 341)
Compensation (higher salaries elsewhere)	93.8%
Lack of professional talent locally	61.9%
Lack of growth opportunity / career development (either perceived or real)	52.8%
Requirement to be in person / not remote or hybrid role	40.5%
Location (rurality)	38.4%
Utilized as a 'starter' organization - incumbents typically leave in < 3 years	37.0%
Sites located in population that is considered high risk/high complexity is a deterrent	24.3%
Lack of pension / retirement provisions	22.6%
Other	18.2%
Location (northern)	14.7%
Francophone requirement	13.2%
Sites located in environmental high-risk area is a barrier / deterrent	11.1%
Location (high risk)	9.7%

Where organizations responded “Other”, additional challenges specified included cost of living, lack of housing, and lack of public transit where the sites located.

Market Pressure Strategies – Selected Themes



The most utilized tactic to combat labour challenges was offering remote or hybrid work where possible. This continues to be in place in most organizations that offered it. Hybrid models are generally used for management and non-clinical staff, and clinical staff where they can provide virtual care or virtual programs.



Usage of external agency staff is continuously implemented to address the shortage of capable candidates for specific roles (i.e., PSW, administrative positions, nurses). Agencies were also utilized for vaccination clinics during the COVID-19 pandemic.



Extended vacation was implemented permanently as a retention policy in lieu of salary increases. Vacation policies have been revamped to provide higher levels of entitlements with less years of experience or to include some additional personal wellness days with time off policies.

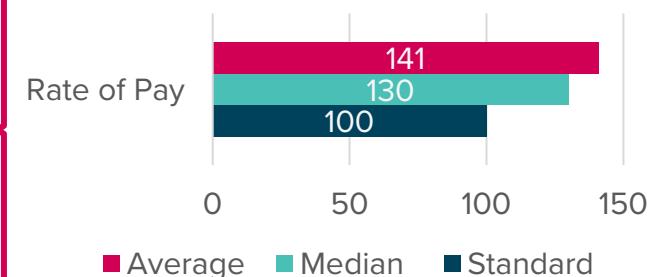


Changes in policies to be more employee-favoured included increasing the number of sick/personal/flex/training/wellness days, adding birthdays off, allowing vacation carryover, and paying out unused vacation days. Specific paid “COVID-19 days” were implemented by several organizations.



Employee wellness allowances and benefits increased or expanded services (i.e., apps, allowances, wellness activities, EAPs). Mental health supports in the form of training and enhanced benefit definition (inclusion into paramedical benefits) also were included in overall wellness considerations.

Pay Differential % - External Agency Staff



Higher agency rates of pay present challenges for budget as well as internal equity between employee/agency workers.

The average rate of pay significantly higher than median indicates a “skew” in the data to the right indicating high differentials in the data set.

A photograph of four professionals in an office environment. A woman in a patterned blouse is gesturing with her hands while speaking. Three other individuals, two men and one woman, are listening attentively. The background shows office equipment and a window.

Wage Recommendations



Wage Recommendations – 2023 Development

The purpose of this study was to expand the previously conducted studies to include all 10 provincial associations and enable movement towards one common wage grid. The recommendations maintain previously established compensation principles.

The 2023 market survey expanded upon the primary care benchmark jobs, to include roles from home and community care, long-term care, and mental health and addictions. These additional roles were slotted into the 13 pre-existing primary care pay bands, based on job description, skillset, and education.

Organizations which have roles that are not surveyed jobs or are hybrid jobs or modified versions of the benchmark jobs should carefully assess the role and select the salary level/band of best fit based upon similar job scope.

Wage Recommendations – 2023 Development

A custom survey was conducted to provide a snapshot of what salaries are being provided by the members of the 10 associations and other similar organizations.

Given the amount of recruitment and retention issues that the membership organizations have been experiencing, other research was conducted to determine actual compensation practices both within the membership group as well as other external competitors for talent. This research included:

- Collective bargaining agreements
- Ontario Hospital Association (OHA) survey data
- Economic Research Institute (ERI) survey data

Wage Recommendations – How to Use

Each band in the structure has a range of pay opportunity with a minimum salary and a maximum salary. The recommendations presented are the maximum salaries for each band and represent reasonable and consistent alignment with the current market median.

	Minimum	Maximum
Structure	80% - 85% of maximum	100%
Placement	New to role / developing	Fully trained with fully competent performance

Progression based on tenure and/or performance

Each organization using these recommendations can calculate the other steps and minimum salary for their roles from the maximum salary and customize the implementation of the grid. The number of steps in a band can vary and each organization can customize the number of steps to administer.

Wage Recommendations – Cautions

The recommended rates have not been approved – you do not have to find the money to pay your employees these rates.

Using the grid does not mean your organization is pay equity compliant; pay equity is established within each organization independently.

Caution is recommended for executive levels where the compensation data should be viewed carefully and may need to be adjusted for job scope / organization size and complexity.

Wage Recommendations

Provincial Salary Level/ Band	Benchmark Jobs	Salary Maximum
13	Executive Director / CEO / NP Lead	\$169,800
12	No benchmark jobs in Band 12	\$146,400
11	Director – Corporate, Operations Director Director – Clinical / Programming / Mental Health / Service / Care Director / Nursing / Personal Care / Medical Care Administrator (LTC)	\$127,300
10	Manager – Corporate / Corporate Services Manager – Clinical / Program Traditional Healer	\$110,700
10*	Nurse Practitioner (NP) Psychologist	\$142,700
9	Supervisor - Clinical / Programming / Mental Health / Service Director Community Health Planner Quality/Decision Improvement Specialist/Lead	\$96,300
9*	Pharmacist	\$111,000

Provincial Salary Level/ Band	Benchmark Jobs	Salary Maximum
8	Registered Dietitian Occupational Therapist Speech Pathologist Respiratory Therapist Chiropodist Health Promoter Data Management Coordinator Systems Administrator Fundraising Manager Diversity, Equity & Inclusion Specialist HR Generalist (Strategic Business Partner) Case Manager Therapist (Therapist, MSW) Kinesiologist Chiropractor	\$85,200
8*	Registered Nurse (RN) Social Worker (MSW) Physiotherapist Physician Assistant	\$96,400
7	IT Technician HR Generalist (Generalist) Site Service/Program Coordinator	\$76,100

Wage Recommendations

Provincial Salary Level/ Band	Benchmark Jobs	Salary Maximum	Provincial Salary Level/ Band	Benchmark Jobs	Salary Maximum
6	Executive Assistant Office Administrator Counsellor Community Health Worker Volunteer Coordinator/ Administrator Foot Care Specialist	\$68,600	4	Personal Support Worker Recreationist / Program Activationist Attendant Care Court Support Worker Intake Coordinator Administrative Assistant to Manager/Director Level	\$55,700
5	Administrative Assistant Bookkeeper Registered Practical Nurse (RPN) HR Generalist (Transactional Focus) Care Navigators Community Ambassadors Recreation Therapist Child and Youth Worker (Residential / Day Treatment / Community) Addiction Service Worker Housing Support Worker	\$61,800	3	Clinical Assistant Medical Secretary Overnight Attendant/Worker Peer Support Worker	\$50,200
			2	Receptionist Food Services Worker / Cook Driver	\$45,200
			1	Maintenance Worker Housekeeper	\$41,100

Wage Recommendations – Market Exceptions

Market exceptions are roles that are paid a premium in the market compared to their internal value, so organizations need to implement different salary ranges for these roles to attract and retain talent. Only bands 8, 9, and 10 have roles that are identified as market exceptions.



Band 8 has not historically had any market exception roles. We are recommending that the positions of Registered Nurse, Social Worker, Physiotherapist, and Physician Assistant become market exceptions based on data from collective bargaining agreements, OHA survey data, and ERI data.

Band 9 includes the Pharmacist role, which has been a market exception since 2012. We are recommending that it continues to be a market exception with a salary increase based on data from collective bargaining agreements, OHA survey data, and ERI data.

Band 10 includes the Nurse Practitioner and Psychologist market exception roles. Market data does not show compensation in excess of the existing exception rate, so we are recommending maintaining the same rate as previously recommended.

Wage Recommendations – Organization Parameter Differentials

Based on the current compensation data, there is overall not a significant differential for Indigenous organizations, the French Language Services Act (FLSA), complex working environments, or rural/remote locations. The market data did not show any differential for rural/remote locations.

Primary Care Band	Adjusted for Indigenous Organizations (+1.5%)	Adjusted for FLSA Designation (+0.8%)	Adjusted for High Risk / Vulnerable Populations (+0.5%)
13	\$172,300	\$171,200	\$170,600
12	\$148,600	\$147,600	\$147,100
11	\$129,200	\$128,300	\$127,900
10	\$112,400	\$111,600	\$111,300
10*	\$144,800	\$143,800	\$143,400
9	\$97,700	\$97,100	\$96,800
9*	\$112,700	\$111,900	\$111,600
8	\$86,500	\$85,900	\$85,600
8*	\$97,800	\$97,200	\$96,900
7	\$77,200	\$76,700	\$76,500
6	\$69,600	\$69,100	\$68,900
5	\$62,700	\$62,300	\$62,100
4	\$56,500	\$56,100	\$56,000
3	\$51,000	\$50,600	\$50,500
2	\$45,900	\$45,600	\$45,400
1	\$41,700	\$41,400	\$41,300

Wage Recommendations – Provincial/Territorial Differentials

The associations expressed that they are seeing employees moving to other provinces and territories, citing higher salaries. Additional research was compiled to assess how highly populated roles are paid in different provinces/territories compared to Ontario, using the Job Bank on the Government of Canada website. This comparison does not factor in other influencing context such as the cost of living in the alternative locations.

	Registered Practical Nurse	Registered Nurse	Nurse Practitioner	Social Worker	Registered Dietitian	Personal Support Worker
Nunavut	*	40.0%	*	*	*	31.6%
Northwest Territories	43.3%	28.8%	*	35.7%	*	7.9%
Yukon	6.8%	25.9%	*	13.7%	*	30.7%
Saskatchewan	22.0%	15.6%	*	5.8%	11.1%	0.0%
British Columbia	3.0%	7.9%	1.8%	11.4%	10.1%	10.5%
Alberta	-1.2%	15.6%	-15.2%	5.8%	25.0%	-5.3%
Newfoundland and Labrador	-6.0%	4.9%	-8.6%	7.1%	7.4%	-12.9%
Nova Scotia	-9.2%	0.2%	-6.9%	-0.7%	5.9%	-5.3%
Prince Edward Island	-10.2%	2.8%	*	0.0%	-11.5%	2.6%
Manitoba	1.4%	7.9%	-12.7%	-2.8%	-0.8%	-21.1%
Quebec	-12.5%	-4.9%	-19.2%	-2.5%	2.7%	-9.1%
New Brunswick	-15.9%	1.7%	-8.6%	-3.1%	2.1%	-22.1%

*Insufficient data to report.

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Salary Administration



Salary Administration - Context

Bill 124

- 64% of organizations stated compensation decisions were *severely* limited by the legislated compensation restraint which held maximum increases of 1% annually.
- Only 26% of organizations are expecting additional increase requests or retroactive compensations adjustments due to Bill 124 appeal status.

COVID-19

- 24% of respondents indicated that COVID-19 impacted salary increases.
- When no increases were given during COVID-19, it was generally due to budget constraints and lack of increases to base funding.
- Several organizations also expressed that COVID-19 made it more difficult to find talent, resulting in increased salaries for some roles.

Salary Administration - Actions



28% of organizations adopted pay premiums for clinical roles.



\$5,000 Temporary Retention Incentive for Nurses in 2022.



\$3.00/hour wage enhancements to Personal Support Workers starting in 2020 to present.



Pay premiums typically were not adopted for non-clinical roles.

Hours of Work / Overtime Policies

Most survey respondents range between 1820 and 1950 hours annually, or a 35- or 37.5-hour work week.

Statistic	Executive	Management	Staff	Union
Average	1922	1908	1910	1915
P25 – P75	1820 - 1950	1820 - 1950	1820 - 1950	1820 – 1950
Most Common	1820	1820	1820	1820

Executives and Managers

Typical: Time in lieu (50 – 60% of orgs) at straight time over standard hours; no overtime pay.

Staff

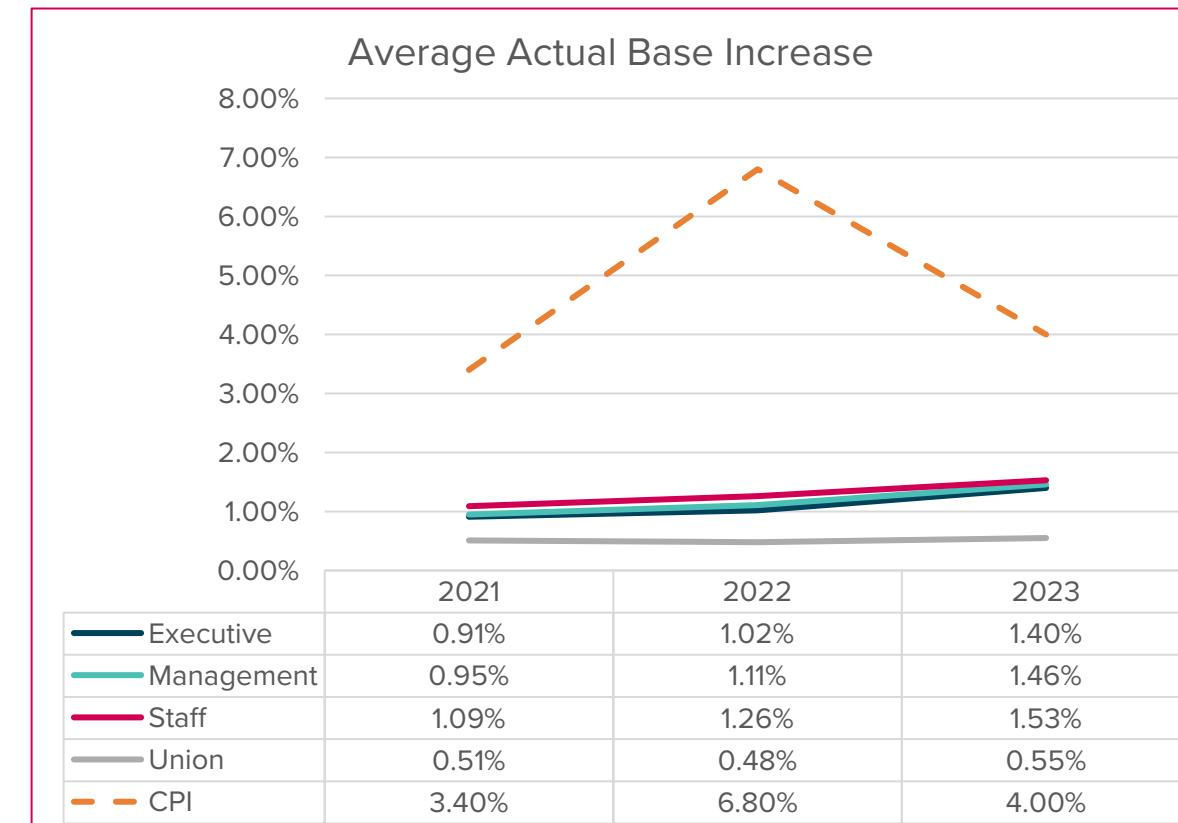
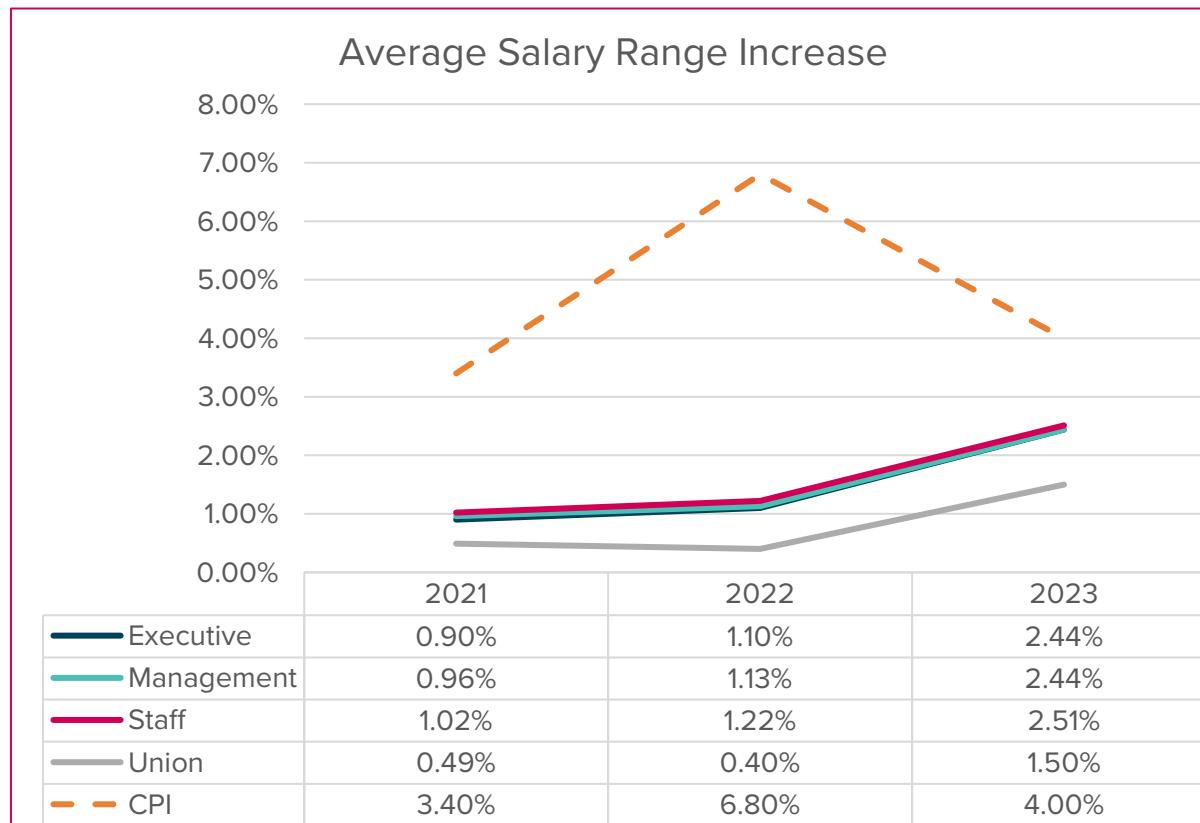
Typical: Time in lieu (81%) at straight time over standard hours.
Overtime (41%) at 1.5x salary when over 44 hours per week.

Union

Time in Lieu (56%) is provided at straight time over standard hours.

Overtime (73%) provided at over 44 hours per week at a rate of 1.5x salary.

Salary Administration – Salary Adjustments



Salary range adjustments are higher at 2.5% in 2023 than 2021 and 2022 on average but continue to be well below the average consumer price index¹.

2023 actual salary increases are not expected to be significant and continue to be close to 1%.

Broader Industry



Eckler's 2024 Compensation Planning Survey Report reveals that organizations in the broader healthcare industry in Canada gave salary increases of 3.5% in 2023, and Not-for-Profits increased salaries by an average of 4.6%. The Ontario average (across industries) was 4.2%.



Eckler's 2024 Compensation Planning Survey Report reveals that organizations in the broader healthcare industry in Canada are forecasting salary increases of 2.9% in 2024 and Not-for-Profits are forecasting an average of 3.4%. The Ontario average (across industries) is 3.7%.



15 collective bargaining agreements were also reviewed as part of this study and the average range adjustments for those unions was 2.95% for 2023.

Healthcare Industry – Market Pressures

Organizations expressed that healthcare industry roles – outside of community health - have seen significant increases to compensation since last year.

Association Challenge: from recruitment/exit interview information, it is believed that increases that are inconsistent across associations and regions. For example, members providing salary increases of 5-6% that were not given at other organizations within the same associations.

Market observation: Emergency medical services have seen increases up to 8% and roles in hospitals up to 5%.

Market observation: Informal reports that some Ontario Health staff have received increases up to 8%. Review of available public sector salary disclosure for 2021/2022 indicates some large increases were provided.

Arbitration: Ontario Nurses Association recently awarded a cumulative increase of 11% over two years as a result of arbitration decisions.

Healthcare Industry – Bargaining Rates

Eckler compiled market movement information utilizing collective bargaining agreements for specific roles.



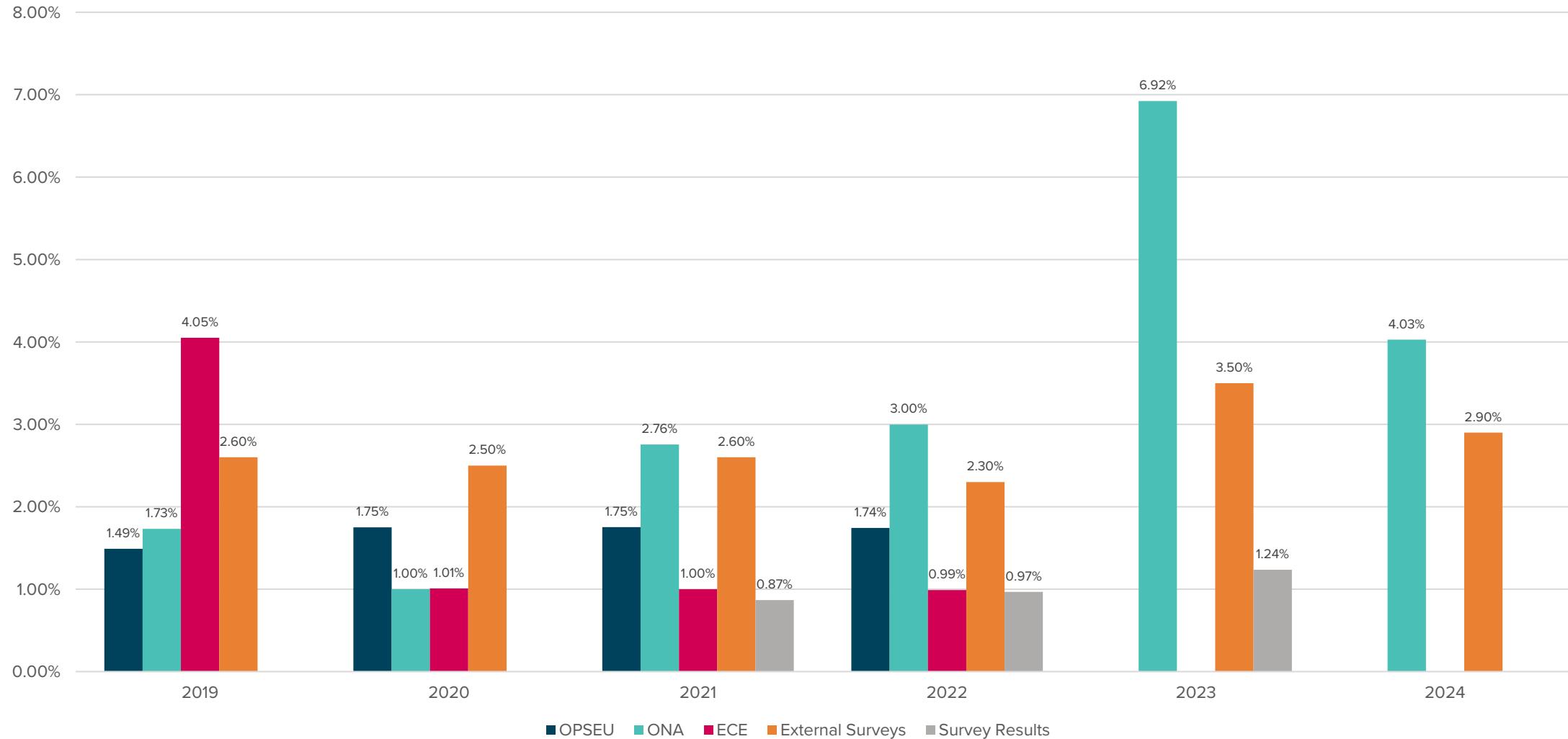
Note: Some collective bargaining agreements were impacted by Bill 124 (salary moderation period capping adjustments at 1% annually) and may receive retroactive adjustments, or potentially larger increases in the coming negotiations.

Position	OPSEU Maximum Hourly Wage Rate (\$)					
	2018	2019	2020	2021	2022	Total Increase
Respiratory Therapist	42.65	43.25	44.01	44.78	45.56	6.82%
Dietitian	41.83	42.41	43.15	43.91	44.68	6.81%
Kinesiologist	41.83	42.41	43.15	43.91	44.68	6.81%
Pharmacist	53.15	53.89	54.83	55.79	56.77	6.81%
Psychologist	65.17	66.63	67.80	68.98	70.19	7.70%
Occupational Therapist	45.13	45.76	46.56	47.38	48.20	6.80%
Physiotherapist	45.13	45.76	46.56	47.38	48.20	6.80%
MSW	47.71	48.38	49.23	50.09	50.96	6.81%
Speech Pathologist	47.71	48.38	49.23	50.09	50.96	6.81%
Average Movement (All Roles)		1.49%	1.75%	1.75%	1.74%	6.94%

Healthcare Industry

Position	ONA Maximum Hourly Wage Rate (\$)												
	2018	2019	2020	2021	2022	2023 ¹	2023 ²	2024 ²	2024 ³				
Registered Nurse	46.76	47.57	48.05	49.37	50.85	52.53	54.37	56.00	56.56				
Annual Adjustment Percentage		1.73%	1.01%	2.75%	3.00%	3.30%	3.50%	3.00%	1.00%				
Cumulative Adjustment									20.96%				
					2023 maximum rate from the interest arbitration decision.	2023 and 2024 maximum rates from the draft collective agreement that expires March 31, 2025.	2024 maximum rate including the 1% in lieu effective April 1, 2024, from the interest arbitration decision.						
Collective Bargaining Agreement	Early Childhood Educator Maximum Hourly Wage Rate (\$)												
	2018	2019	2020	2021	2022								
ETFO / Durham District School Board	26.66	27.74	28.02	28.30	28.58								
OSSTF / Algoma District School Board	26.66	27.74	28.02	28.30	28.58								
OSSTF / Renfrew County District School Board	26.66	27.74	28.02	28.30	28.58								
Annual Adjustment Percentage ¹		4.05%	1.01%	1.00%	0.99%								
Cumulative Adjustment					7.2%								

Salary Increase Trends



The “External Surveys” data for 2019-2021 is sourced from The Conference Board and reflects the all-industry national average. The “External Surveys” data for 2022-2024 is from Eckler’s Compensation Planning Report and reflects the healthcare industry average.

A group of four diverse professionals in an office setting. A woman in a patterned blouse is gesturing with her hands while speaking. Three other individuals, two men and one woman, are listening attentively. The background shows office equipment and a window.

Benefits & Retirement Provisions



Benefits and Retirement Provisions

Employee Category	Benefits	Benefits (Flexible)	Pension: Defined Benefit	Pension: Defined Contribution	Savings plan (RRSP, RFSA or MPP)	Savings plans: Other
Executive (N = 353)	97.5%	20.4%	52.4%	22.4%	38.2%	4.5%
Management (N = 323)	99.1%	17.0%	52.6%	22.9%	37.8%	4.3%
Staff (N = 354)	97.2%	18.4%	53.1%	22.6%	37.9%	5.1%
Union (N = 124)	95.2%	12.1%	51.6%	30.6%	32.3%	4.0%

Percentile / Statistic	Average Cost of Benefits & Pension (as a % of Total Budget)
75 th	22.5%
50 th	20.0%
25 th	13.0%
Average	17.8%
Number of Responses	290

Most commonly
HOOPP

Training and Development

Organizations indicate the overall budget allocated to training is typically 1% of payroll, with an average maximum rate per employee of \$974.

Where maximum time value is provided to staff for the purposes of professional development and/or training, the range is 7 - 120 hours per year, with an average of 49 hours per year.

Employee Category	Membership / Association Fee Coverage Yes %	Certifications / Training to Maintain Designation (All) Yes %	Professional Development Opportunities (Career Growth / Open Training)	
			Yes %	Yes %
Executive	38.7%	39.0%	90.9%	
Management	32.9%	39.4%	91.9%	
Staff - Clinical	27.4%	43.7%	88.0%	
Staff – Non-Clinical	15.2%	30.7%	89.0%	
Union	17.4%	27.3%	76.0%	

A photograph of four professionals in an office environment. A woman in a patterned blouse is gesturing with her hands while speaking. Three other individuals, two men and one woman, are listening attentively. The background shows office equipment and a window.

Report Appendices



Report Appendices

The full report appendices include:

- A – Profile of Participants
- B – Wage Recommendation History and Analysis
- C – Provincial Grid – Slotting Jobs
- D – Benchmark Job Descriptions
- E – Methodology and Statistics
- F – About Eckler

A photograph of four diverse professionals in an office environment. A woman in a patterned blouse is gesturing with her hands while speaking. A man in a light blue shirt is looking up at her. In the background, two other individuals, a man and a woman, are also present, engaged in the conversation. The scene is set in a modern office with a whiteboard and office supplies visible.

Communication and Advocacy Strategy



Communication and Advocacy Strategy

Enterprise

ECKLER

Questions?

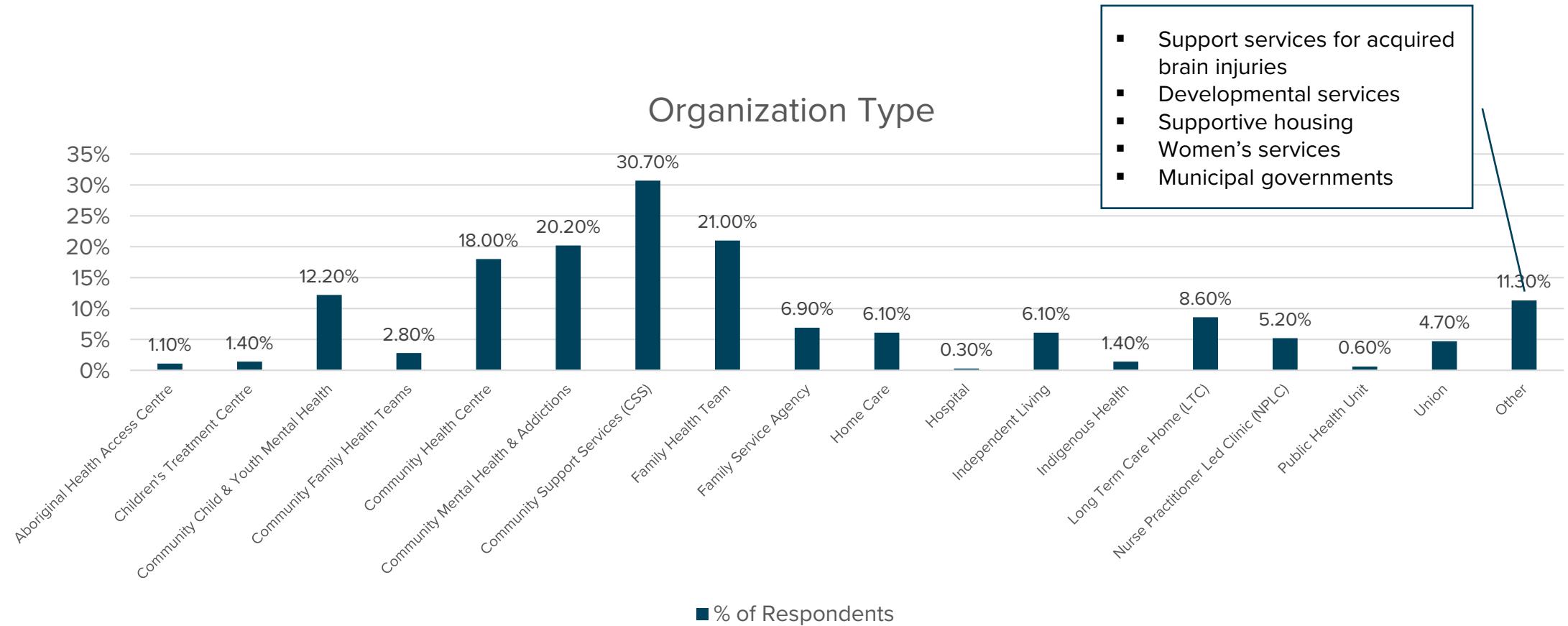
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Appendix A: Profile of Participants



Profile of Participants – Organization Type

- 362 organizations provided data
- Participants provided organization type(s) - multiple responses were allowed



Profile of Participants - Location

- Respondents indicated which areas they operate/provide services within, as per Ontario Health's current zones. Organizations could select multiple responses.



Profile of Participants - Size

Statistic	Budget (\$ Millions)	Full-Time Equivalent Employees
P75	13.0	117.0
Median	4.5	45.7
P25	2.0	20.1
Average	16.2	125.8
# of Responses	337	345

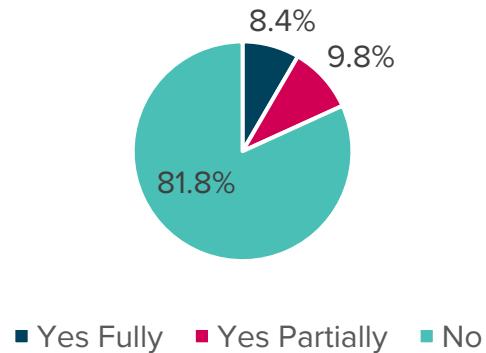
Statistic	Number of Volunteers	Total Volunteer Hours
P75	110.8	19,838.0
Median	44.0	6,078.0
P25	12.8	2,014.0
Average	117.7	44,479.4
# of Responses	196	175



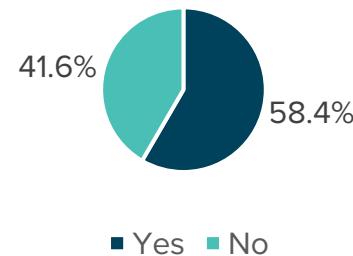
Average 444.8 hours per volunteer per year, or 8.6 hours per week

Profile of Participants - Designations

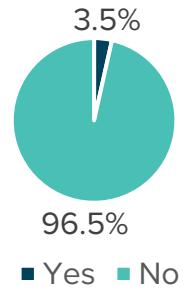
French Language Services
Act



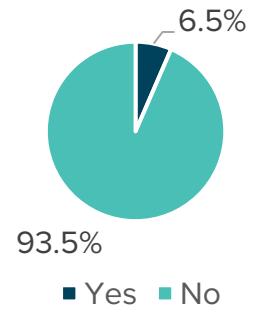
Charitable Organization



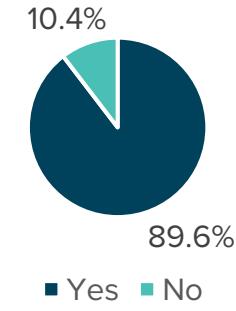
Indigenous-Led Organization



Formal Academic Designation



Designated Not-For-Profit



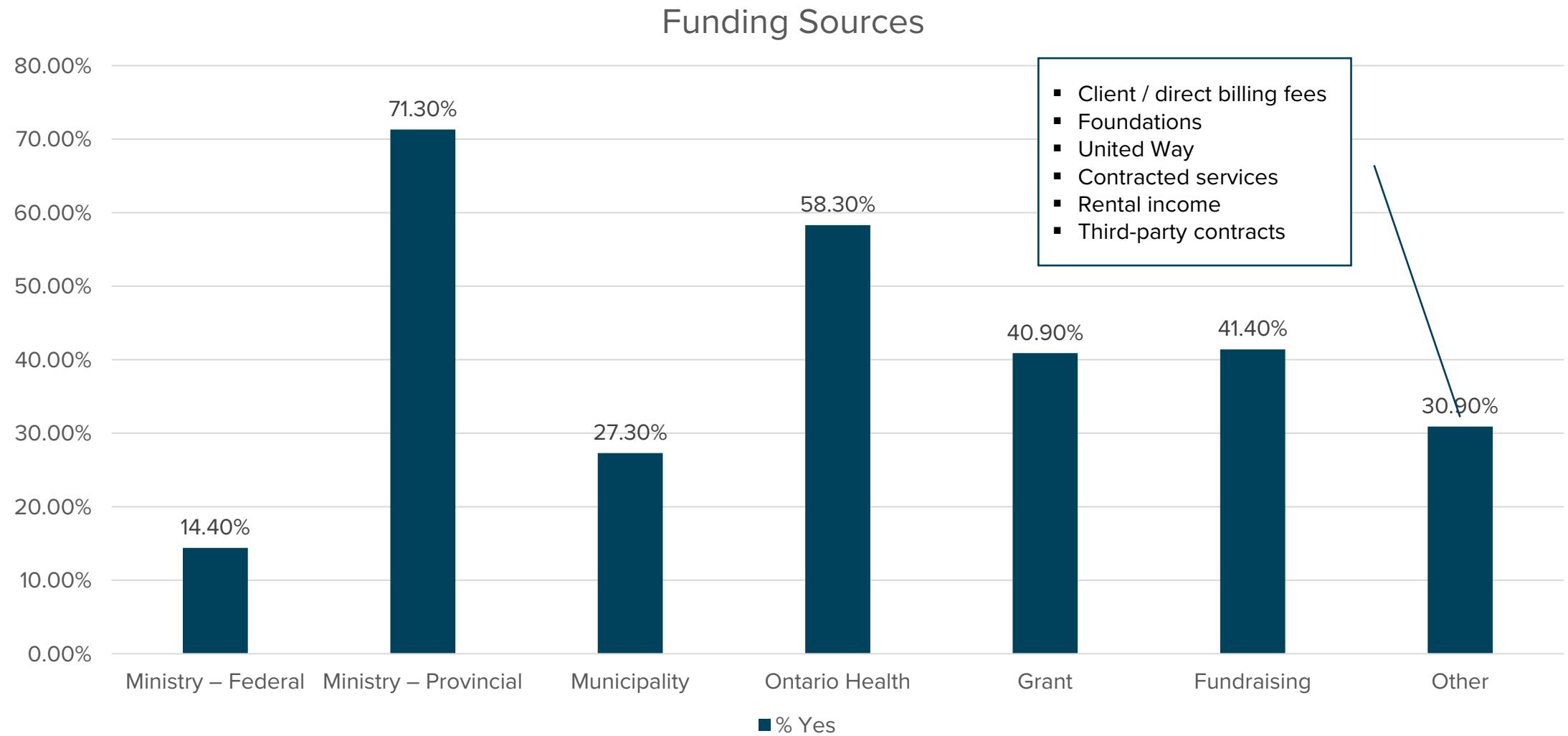
Profile of Participants – Service Statistics

Statistic	Number of Clients/ Patients Served	Number of Rostered Patients*	Number of Affiliated Physicians*
P75	11,881	21,321	18
Median	4,784	7,780	7
P25	1,500	3,201	3
Average	9,512	18,424	18
# of Responses	306	106	107

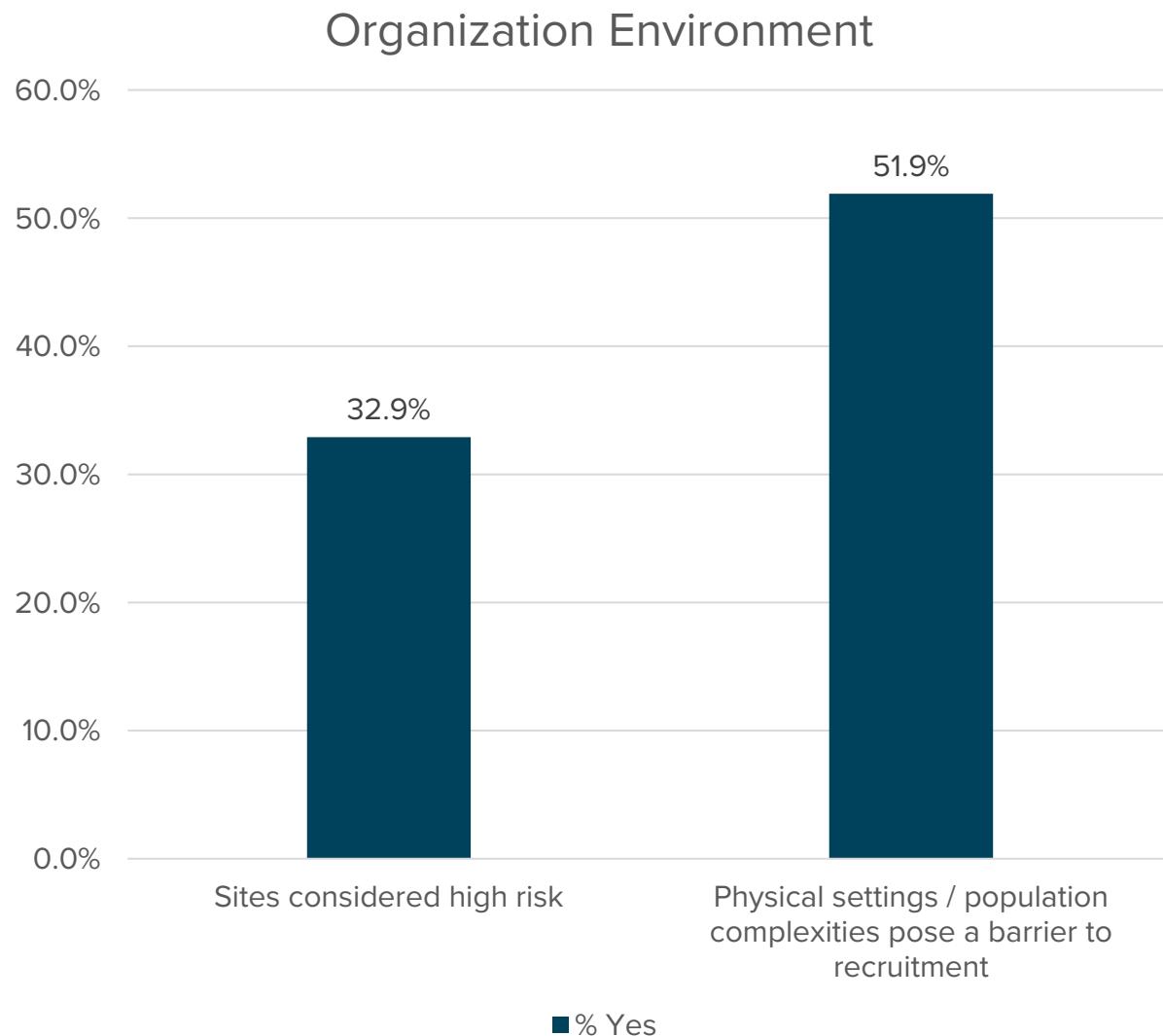
Statistic	Northern Sites*	Rural Sites*	Remote Sites*	Urban Sites*
P75	6	4	2	6
Median	2	2	2	4
P25	1	1	1	2
Average	4	3	2	6
# of Responses	43	110	9	132

*Applies only to selected organization types; responses provided where applicable. Similarly, not all organizations have multiple sites.

Profile of Participants - Funding



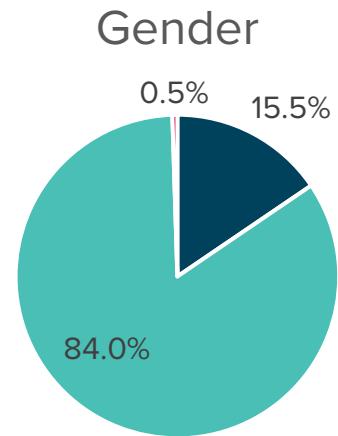
Profile of Participants - Challenges



Common Challenges:

- Working with complex health needs of population: frail seniors/adults, mental health and addiction, marginalized/vulnerable, chronic illness
- Serving populations with high rates of homelessness, socio-economic barriers, with language barriers
- Rural/Remote/northern settings without public transportation, or with lack of housing options
- Requirement to travel to sites; seasonal challenges aggravate this extremely in some areas
- Safety concerns (client aggression, violence and working in isolation)
- Facilities pose challenges (i.e., site location in high risk area or site itself is lacking)
- Congregate living settings and shelters pose additional challenges

Profile of Staff – Gender



- Identifying as Male
- Identifying as Female
- Identifying as Non-Binary or Other

Other is inclusive of female (transgender), genderqueer, gender non-conforming, intersex, male (transgender), two-Spirit, more than 1 gender, questioning & other.

Statistics Canada 2022 labour force characteristics¹ indicate a more even mix of 52.5% Male and 47.5% Female (binary choice only in the data).

Health occupations are 20.6% male and 79.4% Female – the community health participants are even further female skewed.

1. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410033502>