

WG

WHITE & GALE

**Market Analysis and  
Structure Design: CEO Specific**



**Community Care**  
NORTHUMBERLAND

# Agenda

1. Overall Process & Methodology
2. Structure Design
3. Market Analysis Findings & Recommendations
4. Cost Estimates



# **Process & Methodology**

# Our Process

Our analysis was guided by the process described below:



## Discovery

W&G collected information and data and conducted preliminary conversations on approach.



## Identified Internal Levels and External Matches

W&G validated internal levels through job evaluation process and matched CCN roles to external survey roles.



## Analyze Market Data

W&G analyzed the external market data for benchmark roles in comparison to the current pay of similar roles at CCN.



## Build Pay Structure

W&G revised step-based pay grids by level, along with related costing, employee impact and implementation options.



# Market Data Sources & Data Cuts

W&G's analysis referenced market data from four data sources:

- W&G is an authorized partner of **Economic Research Institute (ERI)**:
  - We purchase ERI data and can use and analyze the data on behalf of our clients
  - ERI is a robust data source that is updated every 6 weeks which aggregates data from internal surveys, third-party surveys and public sources
  - W&G segments the data by industry, size and location to refine the most applicable comparator group for CCN:
    - **Industry:** Blend of Hospice Care Providers, Services to Promote Independence of Specific Populations and Non-Profit Services
    - **Locations:** Cobourg, Ontario
    - **Size:** Based on operating fiscal budget of \$10M or # of employees: 100
- In addition, W&G utilized survey data from:
  - **Ontario Community Health Compensation Study (Eckler)**
  - **HPCO Hospice Compensation Survey**
  - **Canada Charity Village Survey**

# Age Rates

- As the data sources are effective as of various dates, we applied an adjustment to the market data to October 1, 2026. We used the P50 projected merit increase for 2026 as reported by Mercer, Payscale, World at Work, Telus Health and Gallagher.



Data Source	Survey Effective Date	2026 Projected Merit Increase (P50)	Number of Months	Age Rate
ERI	February 16, 2026	3.35%	7.4	2.08%
Charity Village	March 1, 2025	3.35%	19	5.30%
Eckler	November 1, 2023	3.35%	34.9	9.75%
HCPO	November 1, 2025	3.35%	11	3.06%



# Structure Design

# Compensation Groups

- We generally create a set of ranges for groups of roles that show a consistent differential of 10% or greater from the other benchmarks in the market data. Based on this guideline, we are recommending 2 compensation groups for CCN. This approach:
  - Creates flexibility to pay market competitively for each role type, recognizing distinct market pressures for regulated professions
  - Allows CCN to attract and retain the talent needed
  - Allows CCN to target pay increases based on market differentials

Compensation Group	Description	Variance from Group A
A	All roles, excluding regulated professionals.	-
B	Roles that are regulated by a professional college or association (e.g. PSW, RPN, RN, Clinical Navigator, Kinesiologist, Clinical Team Lead and Manager, Registered Counsellor)	16% higher

# Structural Design Elements – Step Design

- Key design elements when creating a step-based pay structure are the number of steps, band spread, progression between steps, and the frequency of step increases for employees. W&G structural recommendations for the pay structure are shown.

	CCN Current	Ontario Community Health Survey (Eckler)	W&G Structural Recommendation	Rationale
# of Steps	17 Steps	6 steps	9 steps	<ul style="list-style-type: none"> <li>Aligns closer to Eckler’s 6 step structure</li> <li>Allows employees to reach P50 earlier in their tenure</li> <li>Reduction of steps eases administrative burden and supports communication</li> </ul>
Band Spread	60%	25%	38%	<ul style="list-style-type: none"> <li>Narrower band spread increases internal equity</li> <li>Aligns more closely to general practice for pay band spread (~40%)</li> </ul>
Increases Between Steps	3%	Between 4.2% and 5.0%	4% between each step	<ul style="list-style-type: none"> <li>Aligns closer to average of the steps progression recommended by Eckler</li> <li>Provides more meaningful annual % increases in pay</li> </ul>
Frequency of Increases	Annually, based on hours worked	Not specified	Annually	<ul style="list-style-type: none"> <li>Importance of annual increases to retain employees &amp; maintain competitiveness</li> </ul>
Job Rate	n/a	Job Rate is set at P50, at the top step of the pay grid	Set job rate (P50) at Step 7	<ul style="list-style-type: none"> <li>Align to Eckler recommendations and remain market competitive</li> </ul>



# **Market Analysis Findings & Recommendations**

# Level 9 (CEO Market Data)

- The table below shows the four market sources referenced to assess the competitiveness of the CEO compensation.
- The current salary of \$134,971 falls below the minimum of three out of four market sources. HCPO data is the only source where current compensation falls within the reported range, however, HCPO reflects a narrower hospice-specific labour market and may underrepresent broader competition for CEO talent
- Across the three sources with median data, the market median ranges from \$122,377 to \$212,393, with the mid-point of that range well above the current grid maximum of \$148K.

Source	Data Cut	Minimum	Median (P50)	Maximum
ERI	Cobourg, Ontario: Industry blend \$10M operating budget	\$154,502	\$212,393	\$287,961
Charity Village	Canada: Non-profit All sizes	-	\$176,822	-
Eckler	Ontario: Community Health All sizes	\$149,038	\$186,352	-
HCPO	Ontario: Hospice Care All sizes	\$99,995	\$122,377	\$172,859
Average of Market Medians			\$174,686	

# Step-Based Wage Grid– Group A

- The table below shows an abbreviated version of the proposed step-based wage grid for roles in Group A – All Roles:

Level	Step 1	Step 3	Step 5	Step 7 (Job Rate)	Step 8	Step 9	Progression	CCN Employee Average
6	61,100	66,200	71,900	78,000	81,100	84,300	11%	\$70,113
7	75,200	81,600	88,500	96,000	99,800	103,800	23%	-
8	93,400	101,400	110,000	119,400	124,200	129,200	24%	\$92,565
9	136,600	148,200	160,800	174,500	181,500	188,800	46%	\$134,971

CEO Pay Band





# **Cost Estimates**

# Methodology

- Our cost estimates on the following page are inclusive of the following:

## BASE PAY

- I. **"Bring Into Structure<sup>1</sup>" adjustments for all employees currently below step 2 in proposed structure:** cost is the annual difference between the step 2 salary and current base pay, adjusted for actual FTE<sup>2</sup>.
- II. **"Bring to Current Step" adjustments for all employees who are currently at or above step 2 in proposed structure:** cost is annual difference between closest next step and current base pay, adjusted for actual FTE.

- <sup>1</sup> We recommend bringing existing employees into the structure at the minimum of Step 2, allowing Step 1 to remain as a hiring step. This reduces compression risk when hiring new employees.
- <sup>2</sup> Actual FTE includes all full-time employees and part-time employees, based on their FTE. Casual employee costs are not currently included. Please see the Excel document for estimated full FTE costs based on 1.0 FTE for all employees regardless of status.

# Cost Estimate

- The table below provides the cost estimates for our recommendations by level:

CEO Specific Costs	Proposed Level	# of EEs	# of EEs Below Structure	% of EEs Below Structure	<sup>i</sup> "Bring Into Structure" Cost at Step 2	<sup>ii</sup> "Bring to Current Step" Cost	<sup>i+ii</sup> Total Cost
	9	1	1	100%	\$7,329	\$0	\$7,329



# Appendix

# Base Pay Positioning

- The table below reports the **average**<sup>1</sup> variances between CCN's **base pay** to the market data for each compensation group:

Group	Description	% of Total Employee Population	Base Pay Position	Variance to P50
A	All roles, excluded regulated professionals	60%	<P25	-19%
B	Roles that are regulated by a professional college or association.	40%	P30	-7%
Overall		100%	<P25	-14%

<sup>1</sup>The averages are presented here to provide an overall snapshot; some roles are significantly below or above this average. Refer to the excel document for detail by role.

# Step-Based Wage Grid– Group A

The table below shows the proposed step-based wage grid for roles in Group A – All Roles:

Level	Step 1	Step 3	Step 5	Step 7 (Job Rate)	Step 8	Step 9	Progression	CCN Employee Average
1	36,800	39,900	43,300	47,000	48,900	50,900		-
2	40,500	44,000	47,700	51,800	53,900	56,100	10%	\$37,194
3	43,800	47,500	51,600	55,900	58,100	60,400	8%	\$41,908
4	47,000	51,000	55,300	60,000	62,400	64,900	7%	\$45,573
5	55,200	59,900	65,000	70,500	73,300	76,200	18%	\$57,467
6	61,100	66,200	71,900	78,000	81,100	84,300	11%	\$70,113
7	75,200	81,600	88,500	96,000	99,800	103,800	23%	-
8	93,400	101,400	110,000	119,400	124,200	129,200	24%	\$92,565
9	136,600	148,200	160,800	174,500	181,500	188,800	46%	\$134,971

CEO Pay Band



# Step-Based Wage Grid– Group B

- The table below shows the proposed step-based wage grid for roles in Group B – Regulated Roles:

Level	Step 1	Step 3	Step 5	Step 7 (Job Rate)	Step 8	Step	Progression	CCN Employee Average
3	43,900	47,600	51,700	56,100	58,300	60,600	-	\$47,581
4	57,800	62,700	68,000	73,700	76,600	79,700	31%	\$61,452
5	69,500	75,400	81,800	88,700	92,200	95,900	20%	\$87,341
6	72,800	79,000	85,700	93,000	96,700	100,600	5%	-
7	77,500	84,100	91,200	99,000	103,000	107,100	6%	\$100,672

# Current Base Pay Positioning

- The table below highlights the number of employees currently in each step of the proposed structure
- The majority (61%) of current Group A employees are below step 1, meaning the current employee population in this group is generally below market. By contrast, only 5% of Group B employees are below step 1, meaning this group is generally aligned with the market.

Zone	Total	%	A	%	B	%
Below Step 1	39	39%	37	61%	2	5%
Step 1	12	12%	7	11%	5	13%
Step 2	18	18%	11	18%	7	18%
Step 3	11	11%	4	7%	7	18%
Step 4	2	2%	1	2%	1	3%
Step 5	6	6%	0	0%	6	15%
Step 6	4	4%	0	0%	4	10%
Step 7	3	3%	0	0%	3	8%
Step 8	5	5%	0	0%	5	13%
Step 9	0	0%	0	0%	0	0%
Above Step 9	1	1%	1	2%	0	0%
<b>Total</b>	<b>101</b>		<b>61</b>		<b>40</b>	

# Draft Cost Estimate

The table below provides the cost estimates for our recommendations by level:

Proposed Level	# of EEs	# of EEs Below Structure	% of EEs Below Structure	<i>i</i> "Bring Into Structure" Cost at Step 2	<i>ii</i> "Bring to Current Step" Cost	<i>i + ii</i> Total Cost
1	0	0	-	\$0	\$0	\$0
2	11	10	91%	\$6,914	\$0	\$6,914
3	22	10	45%	\$42,798	\$2,049	\$44,847
4	35	15	43%	\$81,387	\$10,910	\$92,297
5	23	2	9%	\$6,308	\$17,157	\$23,465
6	5	0	0%	\$1,356	\$4,934	\$6,290
7	1	0	0%	\$0	\$2,328	\$2,328
8	3	1	33%	\$14,205	\$0	\$14,205
9	1	1	100%	\$7,329	\$0	\$7,329
<b>Totals</b>	<b>101</b>	<b>39</b>	<b>39%</b>	<b>\$160,296</b>	<b>\$37,378</b>	<b>\$197,674</b>
					<i>% of Total Payroll</i>	<i>5.9%</i>

CEO Costs



Note: Actual FTE includes all full-time employees and part-time employees, based on their FTE. Casual employee costs are not currently included. Please see the Excel document for estimated full FTE costs based on 1.0 FTE for all employees regardless of status.