

Provide the information required for each section. Refer to the [Broader Public Sector Executive Compensation Guide](#) for additional instructions and assistance with completing this form.

A. Compensation Philosophy	Provide information on the designated employer's compensation philosophy including details on how the executive compensation program supports the employer's strategic objectives and what the program, including its approach to performance-related pay, is designed to reward.
B. Designated Executive Positions	List all designated executives at the designated employer. If applicable, indicate the class or category of each designated executive position as it relates to the salary and performance-related pay structure in the executive compensation program.
C. Salary and Performance-related Pay Caps	
Comparator Selection	Provide information on the comparators used to benchmark salary and performance-related pay at the designated employer for each designated executive position or class of positions. Provide a rationale for the chosen comparators.
Comparative Analysis Details	Provide information on the percentile used to benchmark the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on the methodology used to determine salary and performance-related pay can provide useful context.
Structure	Provide information on the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on the salary ranges and performance-related pay structure can provide useful context.
D. Salary and Performance-related Pay Envelope	Provide the sum of salary and performance-related pay paid to designated executives for the most recently completed pay year. In addition, provide the maximum rate of increase to the salary and performance-related pay envelope. Additional information on why changes are necessary and how they were determined can provide useful context.
E. Other Elements of Compensation	<p>Provide information on any proposed compensation elements, other than salary and performance-related pay, that would be provided to designated executive positions or classes of positions but that are not generally provided in the same manner and relative amount to non-executive managers.</p> <p>Include rationale outlining the critical business reasons that justify the provision of each proposed element of compensation.</p>
F. Supplemental Information	Provide any additional information required to support or explain the information included in the executive compensation program.

Provide the contact information of the person completing this program.

Contact Information

Organization (Full Name)
Guelph General Hospital

Completed By

Last Name	First Name	Middle Initial
Babensee	Amanda	

Job Title
Executive Assistant

Address			
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A. Compensation Philosophy

Provide information on the designated employer's compensation philosophy including details on how the executive compensation program supports the employer's strategic objectives and what the program, including its approach to performance-related pay, is designed to reward.

ABOUT GUELPH GENERAL HOSPITAL

Guelph General Hospital ("GGH") is a dynamic, comprehensive acute care facility providing a full range of services to the 200,000 residents of Guelph and Wellington County. Services include 24-hour emergency coverage, advanced technology and diagnostic support, and specialty programs such as being the regional provider for general vascular surgery and a designated Provincial Centre of Excellence for Bariatric Surgery.

In 2017, GGH received the "Accredited with Exemplary Status" award from Accreditation Canada – an independent, not-for-profit organization that sets standards for quality and safety in health care. This award is, "For organizations that go beyond the requirements of Accreditation Canada and are commended for their commitment to quality improvement."

GGH's main priority is to provide the safest and highest quality care through supporting our excellent team, sustaining our financial health and with our partners, create a coordinated high-quality system of care.

MISSION, VISION, AND STRATEGIC DIRECTION

Mission

Provide the highest quality care and experience for patients and their families.

Vision

Exceptional Care. Innovative Partnerships. Healthier Communities.

Strategic Direction

- Provide the safest and highest quality care
- With our partners, create a coordinated, high quality, system of care
- Support our exceptional team
- Advance our enablers to accelerate system change
- Sustain our financial health

COMPENSATION PHILOSOPHY

GGH's compensation philosophy incorporates guiding principles that drive the compensation decision-making and is designed to allow GGH to attract, retain and motivate excellent people in a manner that is competitive, affordable and aligned with GGH's mission, vision and values.

The key principles of GGH's compensation philosophy are to:

- Reward executives for the scope of their responsibilities and the delivery of high quality public services, as well as annual objectives;
- Provide market competitive total compensation for executives while reflecting the organization's affordability and accountability, avoiding excessive pay levels and other unwarranted compensation elements in accordance with the Framework directions. This includes capping executive compensation at the 50th Percentile of the maximum amounts of salary and performance-related pay of the relevant market
- Benchmark its executive compensation against appropriate comparators selected for similarity and fit related to factors such as scope of responsibilities for executives, industries within which GGH competes for executive talent, size of the organization, type of operations the organization engages in, and location of the organization

EXECUTIVE COMPENSATION PACKAGE

The executive total compensation program is composed of direct compensation (salary and performance pay) and non-cash compensation (i.e., benefits and pension). An effective and active compensation program is crucial to successfully ensuring internal equity and maintaining the principles of pay equity within the salary administration program.

As for performance pay, the Excellent Care for All Act stipulates that all executives must have a component of their compensation linked to quality indicators. The Quality Improvement Plan (QIP) is a system-wide tool to support organizations in contributing and achieving the hospital's Strategic Plan. Each year, Health Quality Ontario identifies a series of priority issues and corresponding indicators for each Hospital to work together on as a system. GGH determines areas for improvement based on these indicators along with the feedback from patients and their families. This is what forms the foundation of the QIP. In compliance with ECFAA, a portion of each executive's compensation is set aside and linked to the QIP. At the completion of each fiscal year, the Board of Directors, with the support of the executive team, evaluates the success of each indicator to determine the amount of performance pay.

B. Designated Executive Positions

List all designated executives at the designated employer. If applicable, indicate the class or category of each designated executive position as it relates to the salary and performance-related pay structure in the executive compensation program.

Full Job Title	Class of Position
E.g. Chief Operating Officer	E.g. VP-1
President and CEO	n/a
Chief of Staff	n/a
Vice President CFO/CIO	n/a
Vice President Patient Services/CNE	n/a
Vice President HR and Support Services	n/a
Add Designated Executive Position (+)	

C. Salary and Performance-related Pay – Comparator Selection

Provide information on the comparators used to benchmark salary and performance-related pay at the designated employer for each designated executive position or class of positions. Provide a rationale for the chosen comparators.

Comparators 1

Remove (-)

Executive Positions or Classes of Positions Benchmarked

President and Chief Executive Officer

Chief of Staff

VP Patient Services and Chief Nursing Executive

Chief Financial Officer/ Chief Information Officer

Vice President HR and Support Services

Canadian Public Sector or Broader Public Sector Comparators

Organizations (e.g. Organization 1, Organization 2, Organization 3, etc.)

1. Brant Community Healthcare System
2. Brockville General Hospital
3. Cambridge Memorial Hospital
4. Grey Bruce Health Services
5. Huron Perth Healthcare Alliance
6. Joseph Brant Hospital
7. Mackenzie Health
8. Markham Stouffville Hospital
9. Michael Garron Hospital
10. Norfolk General Hospital & West Haldimand General Hospital
11. Peterborough Regional Health Centre
12. Quinte Health Care
13. Ross Memorial Hospital
14. St. Joseph's Health Centre, Toronto
15. St. Mary's General Hospital
16. St. Thomas Elgin General Hospital
17. Woodstock Hospital

Positions or Classes of Positions (e.g. Chief Financial Executives)

President and Chief Executive Officer: President & CEO; CEO; President

Chief of Staff: Chief of Staff; VP Medical Affairs for the Hospital/Chief of Staff; VP & Chief Medical Officer

VP Patient Services and Chief Nursing Executive: VP, Clinical Programs & CNE; VP, Patient Care & Quality, CNE; EVP, Patient Services & Chief Practice Officer; VP Mental Health Services and Regional Programs; VP, Partnerships & Patient Experience; EVP, COO & CNE

Chief Financial Officer/ Chief Information Officer: VP & CFO; COO/CNE; VP, Information Management & Technology, CIO, Chief Privacy Officer; Vice-President, Finance & Corporate Services, Chief Financial & Information Officer; VP, CFO & VP Diagnostics Laboratory HR, Performance Improvement, Quality & Risk, Sexual Assault Domestic Violence, Counselling, Volunteers

Vice President HR and Support Services: CHRO; VP, People & Organizational Effectiveness, CHRO; Vice President & Chief Human Resources; COO; VP, People & Workplace Health; VP, HR

Rationale for Selected Comparators

The 17 comparator organizations were selected based their similarities with GGH with respect to most or all of the factors specified within the Executive Compensation Framework ("Framework"):

- Scope of responsibilities of the organization's executives:

All comparator organizations have a relevant number of comparable positions to GGH's executive positions with respect to essential competencies (knowledge, skills, abilities), and share similar levels of complexity and accountability

- Type of operations the organization engages in:

All comparator organizations are community hospitals similar to GGH

- Industries within which the organization competes for executives:

All comparator organizations are within the Healthcare industry from which GGH competes for executive talent

- Size of the organization:

Represents a balanced sample of organizations that are smaller and larger than GGH with respect to operating budget, number of beds and headcounts. GGH is positioned at the 46th percentile of the proposed comparator group based on operating budget

- Location of the organization:

All comparator organizations are within Ontario but primarily focused on hospitals located in neighboring LHINs

GGH believes this group of hospitals fulfills most of the above-mentioned criteria and is an appropriate group of comparator organizations.

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- The designated employer received approval from the President of the Treasury Board to use private sector and/or international comparators for these executive positions or classes of positions.
-

Add Position or Class of Positions Benchmarked (+)

C. Salary and Performance-related Pay – Comparative Analysis Details

Provide information on the percentile used to benchmark the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on the methodology used to determine salary and performance-related pay can provide useful context.

GGH positions were benchmarked against jobs with similar job titles and a similar nature of responsibilities and scope of portfolios.

The results of the comparative analysis were used to determine the maximum compensation that GGH executives may earn. The total cash compensation caps for all executives were established at the 50th percentile of the comparator market maximum total cash compensation (maximum base salary plus maximum performance-related pay). The minimum base salary has been established at 80% of the maximum base salary.

C. Salary and Performance-related Pay Structure

Provide information on the salary and performance-related pay cap for each designated executive position or class of positions. Additional information on salary ranges and performance-related pay structure can provide useful context.

Executive Position or Class of Positions	Salary Range Minimum (\$)	Job Rate (\$)	Salary Range Maximum (\$)	Target Annual Performance-related pay (% of Salary)	Maximum Annual Performance-related Pay (% of Salary)	Salary and Performance-related Pay Cap (\$)
E.g. President	E.g. 200,000	E.g. 220,000	E.g. 240,000	E.g. 7.5	E.g. 10	E.g. 264,000
President and Chief Executive Officer	\$272,960		\$341,200		4.0	\$341,200
Chief of Staff* COS	\$300,000		\$375,000		4.0	\$375,000
VP Patient Services and Chief Nursing Executive	\$145,600		\$182,000		4.0	\$182,000
Chief Financial Officer/Chief Information Officer	\$153,280		\$191,600		4.0	\$191,600
Vice President HR and Support Services	\$144,480		\$180,600		4.0	\$180,600
*COS Compensation Structure reflects annualized 1 FTE vs actual paid 0.5 FTE with no benefits						
NOTE: The salary range max column and the salary pay cap column both						
include the 4% max annual performance-related pay. COS has no benefits						

Add Position or Class of Positions (+)

D. Salary and Performance-related Pay Envelope

Provide the sum of salary and performance-related pay paid to designated executives for the most recently completed pay year. In addition, provide the maximum rate of increase to the salary and performance-related pay envelope. Additional information on why changes are necessary and how they were determined can provide useful context.

Sum of Salary and Performance-related Pay for the Most Recently Completed Pay Year (\$)	Maximum Rate of Increase to Envelope (%)
\$1,008,057	5.0

Rationale for the Proposed Maximum Rate of Increase:

The proposed 5% maximum rate of increase per year is based on an anticipated adjustment needed to retain and motivate the executive team, or address any internal/external inequities that may arise.

In determining the requested increase, GGH considered the factors outlined in section 3.3 of the BPSEC Framework Regulation. Although all the factors were considered, some factors were given more attention due to data availability and/or relative impact on GGH's executive compensation needs and organization-specific circumstances.

- The financial priorities and the compensation priorities of the Ontario Government as indicated in the most recently published 2017 Ontario Budget.

Based on the 2016 Ontario Economic Outlook and Fiscal Review, transforming healthcare is one of the primary priorities for Ontario. GGH senior leadership is co-leading, with the WWLHIN and Guelph Family Health Team for sub-region planning and implementation consistent with Patients First legislation. This will result in facilitating the achievement of the MOHLTC's goals related to integrated accessible care of consistently high quality, timely access to better integration of primary care, more consistent and accessible home and community care, and a stronger link with Population and Public Health.

- Recent executive compensation trends in the part of the Canadian public sector and BPS that is in the industry within which the designated employer competes for executives.
Korn Ferry Hay Group's 2016 Executive Market Trends report indicates a cumulative increase in actual base salary from 2012 to 2016 of approximately 10%, or a compound annual growth rate of 1.9% for executives in the national broader public sector. With respect to executive recruitment, GGH has historically faced challenges related to current compensation levels as compared to hospitals that GGH recruits from, as experienced with the recruitment of the CNE position in 2016.

- Portion of operating budget used for executive compensation as compared to the comparator organizations
As indicated in the BPSEC Guide, information on total executive compensation spending is not readily available at this time.

- The difference between the salary and performance-related pay range for executive positions and the salary and performance-related pay ranges for the employees or office holders who directly report to those positions.
In 2009, the gap between the senior director and the lowest paid executives was approximately 35%. In 2017, the gap between directors/senior directors and the lowest paid executives has significantly reduced to approximately 22%. The proposed maximum rate of increase would allow for the executives to receive a reasonable increase to compensation and ensure reasonable pay gaps between the executives and non-executive managers and avoid potential compression issues in the future.

- Significant expansion in the operations of the designated employer that is not the result of a significant organizational restructuring

GGH continues to build on integration with the Family Health Team and community partners to manage Emergency mental health services and other chronic diseases. Redevelopment of the Emergency Department is one of the priorities to ensure that GGH can accommodate the increasing number of patients who require complex emergency care.

E. Other Elements of Compensation

Provide information on any compensation elements, other than salary and performance-related pay, that would be provided to designated executive positions or classes of positions but that are not generally provided in the same manner and relative amount to non-executive managers.

Include rationale outlining the critical business reasons that justify the provision of each element of compensation.

Element 1

Remove (-)

Element of Compensation

- Senior Directors/Directors pay 25% of the Dental premium, while executives do not pay a premium for Dental coverage.
 - Directors pay 25% of the Long-Term Disability (LTD) premium, while executives do not pay a premium for LTD. Premiums are variable and dependent upon the position; there is no fixed rate.
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Positions or Classes of Positions

All Executives

Rationale

GGH believes that Dental and LTD programs are provided to non-executive managers in the same manner and relative amounts.

Enhanced benefits for Executive staff is needed as a recruiting tool and to recognize the additional time and effort in carrying out their roles and responsibilities in a twenty-four (24) hour seven (7) days a week environment.

The benefits premium costs are similar to executives in other hospitals. If the LTD benefit premium was no longer covered, the executives would be disadvantaged as they would be required to pay substantially more than other leaders in GGH. Benefits for non-executive leadership are reviewed on a regular basis and are consistent with comparable hospitals.

GGH will continue to review benefit premiums and make changes as appropriate or required.

Add Other Compensation
Elements (+)

F. Supplementary Information

Provide any additional information required to support or explain the information included in the executive compensation program.

File Name		Size (MB)	Delete
			<input type="checkbox"/>
	Total Size	0	
	Number of Attachments	0	

Add File

Delete File

Delete All

Save Form

Print Form

Clear Form