

May 4, 2016

Ms. Christina Zacharuk  
President and CEO  
Public Sector Employers' Council Secretariat  
210 - 880 Douglas Street  
Victoria, BC V8W 2B7

Dear Ms. Zacharuk:

RE: 2015/2016 Statement of Executive Compensation – Provincial Health Services Authority

The 2015/2016 Statement of Executive Compensation of the Provincial Health Services Authority (PHSA) has been reviewed and approved by myself as Board Chair of PHSA. I confirm the following:

- The board is aware of the executive compensation paid in the prior fiscal year.
- The compensation information being disclosed is accurate and includes all compensation paid by PHSA, foundations, subsidiaries or any other organization related to or associated with PHSA. It also includes the value of any pre or post-employment payments made during the 12 month period before or after the term of employment.
- Compensation was within approved compensation plans and complies with government guidelines including the Taxpayer Accountability Principles.

Sincerely,



G.W. (Wynne) Powell CPA, FCPA, FCGA, D. Tech (Hon.)  
Board Chair

Attach.

**Public Sector Executive Compensation Reporting  
Provincial Health Services Authority (PHSA)  
Statement of Executive Compensation  
2015/16**

**COMPENSATION DISCUSSION AND ANALYSIS**

Provincial Health Services Authority (PHSA) plans, manages and evaluates specialty and province-wide health care services across BC, working with the five geographic health authorities and the First Nations Health Authority to meet local and provincial needs. The goal is to ensure that everyone in the province has access to the kind of specialized health services they need, when they need them, wherever they happen to live.

PHSA achieves this goal by fulfilling three main roles:

1. It is responsible for managing and governing well-known specialized agencies and services:
  - BC Cancer Agency
  - BC Centre for Disease Control
  - BC Children's Hospital and Sunny Hill Health Centre for Children
  - BC Mental Health Substance Use Services (including Forensic Psychiatric Services and Child and Youth Mental Health)
  - BC Renal Agency
  - BC Transplant
  - BC Women's Hospital & Health Centre
  - Cardiac Services BC
  - Perinatal Services BC
2. It plans, coordinates, evaluates and, in some cases funds specialized services delivered by the regional health authorities. PHSA's role supports the accessibility, quality, efficiency and effectiveness of province-wide programs and services.
3. It supports the major health system collaborative of BC Emergency Health Services (including BC Ambulance Service, BC Bedline, and BC Trauma)

PHSA is a member employer of the Health Employers Association of BC and is governed by the HEABC Compensation Reference Plan. The Plan has been developed pursuant to the statutory requirements of the Public Sector Employers Act and is applied across the member employers of HEABC for non-union, management and executive roles within healthcare. The Plan was refreshed in November 2015 to align with Governments recommendation of a common compensation philosophy for the broader public sector using shared principles aligned with the Province's Taxpayer Accountability Principles. As with other public employers, we are also subject to policies determined by the Public Sector Employers Council Secretariat (PSEC).

**Compensation Principles**

PHSA's compensation principles have been updated to reflect governments core principles and are consistent with the compensation principles contained in the Compensation Reference Plan Guidelines. The core principles are:

- **Performance:** Compensation programs support and promote a performance-based (merit) organizational culture.
- **Differentiation:** Differentiation of salary is supported where there are differences in the scope of the position within an organization, and/or due to superior individual team contributions.
- **Accountability:** Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.

- **Transparency:** Compensation programs are designed, managed, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

### **Compensation Policy Objectives**

PHSA's Compensation Policy Objectives are consistent with the updated compensation policy objectives contained in the Compensation Reference Plan Guidelines. Like other Health Authorities, PHSA has been subject to a management wage freeze since September 2012.

The objectives are as follows:

1. A defensible compensation system recognizes the responsibility of the health sector to establish compensation levels that acknowledge fairness and the public's ability to pay. Compensation levels in the health sector will reflect the market average and will not lead the market. This ensures that taxpayers receive the maximum benefits from qualified individuals occupying jobs in the health sector.
2. External equity requires competitive levels of compensation be established, that address issues of attraction and retention, by analyzing compensation practices in relevant labour markets including British Columbia health sector bargaining associations.
3. Internal equity requires the relative worth of jobs be established by measuring the composite value of skill, effort, responsibility and working conditions.
4. Compensation will reinforce and reward performance through measurable performance standards that support and promote a performance based culture.
5. Compensation policies will comply with the intent and requirements of legislation and be non-discriminatory in nature.

### **Compensation Survey**

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 and provincial, national and international for executive positions. The comparison of compensation shall be to relevant external labour markets.

### **Reference Salary Ranges**

A defensible compensation system responds to broad equity issues. The Plan recognizes the responsibility of the health sector to establish compensation levels that acknowledge fairness and the public's ability to pay, re-enforcing the notion of accountability. Fundamental to this statement is the fact that compensation practices in the health sector cannot lead the market, while providing appropriate levels of compensation that support recruitment and retention needs. This ensures that taxpayers receive the maximum benefits from qualified

individuals occupying jobs within the health care sector, further re-enforcing the notion of accountability.

HEABC is responsible for providing healthcare employers with reference salary ranges. The reference salary ranges will be based on the 50th percentile of the blended market survey. The salary reference ranges will include provisions for an adequate range and spread of salary rates to differentiate developmental, job standard, and above standard rates.

Employers will administer salaries within the reference salary ranges.

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

### **Organization Information Plan**

The Organization Information Plan provides a means of grouping organizations with similar characteristics for the purpose of comparing pay practices of the employer groups to their relevant labour markets and establishing discrete salary ranges for each of the employer groups.

### **Role Assessment Plan**

The Role Assessment Plan (a point factor job evaluation plan) provides a means of establishing an equitable hierarchy of jobs within an organization, as well as a comparison of jobs across the healthcare sector. The hierarchy of jobs is determined by assessing the skill, effort, responsibility, and working conditions inherent in all jobs in HEABC member organizations.

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

Newly hired employees are placed on the appropriate salary range based on the new hire's work experience, skills, and competencies for placement within the salary range established for the job, in most circumstances, not to exceed the Competitive Market Rate for the job. PHSA has established job rates (Competitive Market Rates) for individual jobs or job classifications consistent with the mandated 50<sup>th</sup> percentile.

Performance reviews are conducted annually (April each year) using a comprehensive employee performance and development plan tool. The amount of adjustments varies based on the employee's performance evaluation score and the competitive market rate established for the job.

### **Executive Compensation**

The CEO and each named executive officer (NEO) is reported in the Summary Compensation Table of this disclosure pursuant to the Public Sector Executive Compensation Reporting Guidelines. We are unique from the other five geographic health authorities, in that PHSA has a specialized and province-wide mandate. As such, we provide high quality, specialized services in areas such as oncology, paediatrics, psychiatry and perinatal care. As a result, we employ a

higher number of specialists than other health authorities. In addition, due to our structure, we are responsible for and report out on the Agencies and Services that comprise PHSA, the senior leaders of which are employees of those Agencies/Services or may be paid by a partner organization in some instances (e.g. an academic centre).

## **Benefits**

PHSA executive benefit package (Standard Executive Benefit Plan – refreshed in January 2015) is comparable to other health sector employers in British Columbia and includes the following key elements:

### **Medical Services Plan**

The PHSA covers the premium costs for participation of the employee and their eligible dependent(s) in the British Columbia Medical Services Plan.

### **Extended Health Benefits Plan**

The Plan provides employees and their dependent(s) with prescription drug reimbursement and other approved paramedical services subject to yearly maximum levels and a deductible of \$100/year effective January 2015. Premium costs are fully paid by the PHSA.

### **Dental Plan**

PHSA pays the cost of a Dental Plan that provides to the employee and their dependent(s) 100% reimbursement for Basic Services, Prostheses, Crowns, Bridges, and Orthodontics.

### **Group Life Insurance**

This plan provides a non-evidenced benefit of five (5) times annual salary to a maximum of \$1,000,000 to the beneficiary or estate of a deceased employee. PHSA pays the cost of premiums.

### **Dependent Group Life Insurance**

This plan provides for \$10,000 spousal insurance and \$5,000 insurance for each dependent child. PHSA pays the cost of premiums.

### **Accidental Death and Dismemberment**

This plan provides up to five (5) times annual salary to a maximum non-evidenced coverage of \$1,000,000 in the event of accidental death or dismemberment. PHSA pays the cost of premiums.

### **Long Term Disability Insurance**

This plan provides continuing income in the event of total disability after a qualifying period. The taxable benefit is 77% of pre-disability gross salary to a maximum non-evidenced monthly benefit of \$10,000. PHSA pays the cost of premiums.

### **Pension Plan**

Eligible executives participate in the Municipal Pension Plan or the Public Service Pension Plan.

## **Perquisites**

The CEO and the Executive Vice President are provided a vehicle allowance. Parking is paid for by PHSA for the CEO and executive staff located at PHSA's corporate office.

**Annual Leave**

Subject to portability rules, executives are eligible for annual vacation entitlements as follows:

- Up to a maximum of twenty (20) days after one (1) year of service and up to four (4) years of service.
- After four (4) years of continuous service, one (1) additional day for each additional year of employment, up to a maximum of thirty-five (35) days.

Summary Compensation Table at FISCAL, 2016

Name and Position (a)	Salary (b)	Holdback / Bonus / Incentive Plan Compensation (c)	Benefits (d)	Pension (e)	All Other Compensation (expanded below)	2015/16 Total	Previous Two Years Totals	
							2014/15	2013/14
Carl Roy, President and Chief Executive Officer	\$ 312,300	\$ 34,700	\$ 14,581	\$ 30,406	\$ 9,780	\$ 401,767	\$ 409,818	\$ 348,229
Arden Krystal, Executive Vice President, Patient & Employee Experience	\$ 273,000	\$ -	\$ 15,537	\$ 26,477	\$ 9,240	\$ 324,254	\$ 323,878	\$ 320,385
Leslie Arnold, Vice President, Provincial Child Health	\$ 268,320	\$ -	\$ 6,206	\$ 24,479	\$ 10,320	\$ 309,325	\$ 307,835	\$ 313,693
Linda Lupini, Executive Vice President, PHSA & BCEHS	\$ 272,486	\$ -	\$ 15,101	\$ 26,425	\$ 8,255	\$ 322,266	\$ 314,000	\$ 286,029
Malcolm Moore, President, BC Cancer Agency and Vice President, PHSA	\$ 188,461	\$ -	\$ 13,631	\$ 10,013	\$ 513	\$ 212,619	\$ -	\$ -
Nick Foster, Vice President, Consolidated Services and Clinical & Systems	\$ 231,925	\$ -	\$ 17,422	\$ 24,264	\$ 15,231	\$ 288,842	\$ 267,096	\$ 248,585

Summary Other Compensation Table at FISCAL, 2016

Name and Position (a)	All Other Compensation	Severance (f)	Vacation payout (g)	Leave payout (h)	Vehicle / Transportation Allowance (i)	Perquisites / other Allowances (j)	Other (k)
Carl Roy, President and Chief Executive Officer	\$ 9,780	\$ -	\$ -	\$ -	\$ 7,800	\$ -	\$ 1,980
Arden Krystal, Executive Vice President, Patient & Employee Experience	\$ 9,240	\$ -	\$ -	\$ -	\$ 7,800	\$ -	\$ 1,440
Leslie Arnold, Vice President, Provincial Child Health	\$ 10,320	\$ -	\$ 10,320	\$ -	\$ -	\$ -	\$ -
Linda Lupini, Executive Vice President, PHSA & BCEHS	\$ 8,255	\$ -	\$ 6,815	\$ -	\$ -	\$ -	\$ 1,440
Malcolm Moore, President, BC Cancer Agency and Vice President, PHSA	\$ 513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 513
Nick Foster, Vice President, Consolidated Services and Clinical & Systems	\$ 15,231	\$ -	\$ 5,923	\$ -	\$ -	\$ -	\$ 9,308

**Notes:**

Certain employees with ten or twenty years of service and having reached a certain age are entitled to receive special payments upon retirement or as specified by collective agreements. These payments are based upon accumulated sick leave credits and entitlements for each year of service. Credits are paid out at the time of leaving the workforce if the person leaves on or after age 55 upon retirement, termination, death or disability. No payout is made in the event that the employee is dismissed with just cause.

Carl Roy, President and Chief Executive Officer

1. Under PSEC rules for health sector CEOs, a 10% holdback of annual salary was applied and is to be paid based upon achievement of Board approved performance outcomes. The FY1415 holdback was disclosed in Carl Roy's FY1415 compensation and the Board-approved payment was issued on July 24, 2015. The FY1516 holdback is under Board review and if approved, will be paid out in FY1617.
2. Other compensation (column k) includes employer paid parking.

Arden Krystal, Executive Vice President, Patient & Employee Experience

1. Other compensation (column k) includes employer paid parking.

Leslie Arnold, Vice President, Provincial Child Health

1. Deferred vacation payout for vacation time earned but not taken in calendar year 2014 - paid in April 2015.

Linda Lupini, Executive Vice President, PHSA & BCEHS

1. Deferred vacation payout for vacation time earned but not taken in calendar year 2014 - paid in April 2015.
2. Other compensation (column k) includes employer paid parking.

Malcolm Moore, President, BC Cancer Agency and Vice President, PHSA

1. Malcolm Moore was hired Sep 14, 2015 and was with the organization for 6.5 months in FY1516. His annualized base salary is \$350,000.
2. PHSA has agreed to provide honoraria funding to the Faculty of Medicine at UBC and the Faculty of Health Sciences at SFU, conditional upon Malcolm Moore's continued employment with PHSA. For FY1516, PHSA provided \$34,978 to UBC and \$20,000 to SFU. The honorariums with SFU and UBC support Dr.Moore's connection to the important research and teaching mandate of BCCA and the universities. It supports his ongoing activities in leadership at both institutions in the areas of cancer research and cancer prevention.
3. Other compensation (column k) includes employer paid parking.

Nick Foster, Vice President, Consolidated Services and Clinical & Systems Transformatic

1. In his former role as the Chief Operating Officer of BC Cancer Agency, Nick Foster's annualized base salary was \$220,000. From Nov 3, 2014 until Oct 12, 2015, Nick Foster was appointed as the Interim Vice President, Provincial Cancer Care and Head of BC Cancer Agency with no change to his annualized base salary.
2. Effective Oct 13, 2015, Nick Foster accepted the position of Vice President, Consolidated Services and Clinical & Systems Transformation and has an annualized base salary of \$246,400.
3. During his appointment as Interim Vice President, Provincial Cancer Care and Head of BC Cancer Agency, Nick Foster was eligible for 10% acting pay. Other compensation (column k) includes acting pay issued between April 2015 and September 2015.
4. Deferred vacation payout for vacation time earned but not taken in calendar year 2014 - paid in April 2015.
5. The increase in FY1516 total compensation is due to Nick Foster's new role within the organization.