

MARKET SUPPLEMENT PROGRAM

**Report of the Market Supplement Review
Committee**

**Physical Therapist
(Degree and Senior Levels)**

November 12, 2017

OBJECTIVE

The objective of the Saskatchewan Market Supplement Program is to ensure that Saskatchewan health care employers can attract and retain the employees required to provide appropriate health care services to the people of Saskatchewan.

This program is designed to address specific skill shortages by use of a temporary market supplement to attract and/or retain qualified employees. The program is designed to ensure that temporary market supplements respond to valid labour market criteria, to address recruitment and/or retention pressures.

OVERVIEW

The Market Supplement Review Committee (MSRC) reviewed updated documentation submitted in the annual review process regarding the market supplement for the Physical Therapist classification. The initial market supplement report was released by the Market Supplement Review Committee on August 6, 2002, and implemented on October 16, 2002. The market supplement rate of pay for Physical Therapists was increased in February 2006, September 2010 and November 2013. This latest report is to be considered as part of the ongoing review of the market supplement process for this classification.

There were ten health regions that reported to this analysis of Physical Therapists. Physical Therapists are members of the Health Sciences Association of Saskatchewan (HSAS).

Role of a Physical Therapist:

Physical Therapists (PTs) work collaboratively to enhance clients'/patients' abilities within environments and communities in which they live and work. They provide preventative, diagnostic and therapeutic services aimed at maximizing function and helping people achieve their highest quality of life through physical movement. They also provide individualized treatment of an injury or disability based on scientific knowledge; a thorough assessment of the condition; environmental factors; and lifestyle.

The major areas of client/patient programs that are supported by Physical Therapists may include neurological, musculo-skeletal and cardio-respiratory. Physical Therapists assess and treat patients in a number of inpatient and outpatient settings. There are both generalist skills required, as well as highly specialized skills, dependent upon the setting and the patient group.

Qualifications:

The Physical Therapist Program at the University of Saskatchewan is a Masters level program. The University of Saskatchewan graduates approximately 40 Physical Therapists per year. Other Physical Therapy programs in western Canada are located at the University of Manitoba, the University of Alberta and the University of British Columbia.

Information regarding budgeted positions and vacancies is provided in the following table:

Table 1- Physical Therapist – Budgeted and Vacant Positions (November, 2017)

Health Regions	Number of Budgeted Positions (As of November 2017)		Number of Vacant Positions (As of November 2017)		% Vacancy	
	Full-Time	Part-Time	Full-Time	Part-Time	Full- Time	Part- Time
Cypress	7	1	1	1	14%	100%
Five Hills	5	3	0	0	0	0
Heartland	3	1	0	0	0	0
Kelsey Trail	9	4	0	0	0	0
Mamawetan Churchill River	1	0	0	0	0	0
Prairie North	15	4	3	1	20%	25%
Prince Albert Parkland	14	5	6	1	43%	20%
Regina Qu'Appelle	60	26	1	3	1.5%	11.5%
Saskatoon	87	52	8	1	9%	0
Sun Country	8	1	2	0	25%	0
TOTAL:	209	97	21	7	10%	7%

ANALYSIS

The MSRC discussed the Labour Market Criteria as required by the Market Supplement Program framework.

SERVICE DELIVERY IMPACTS: (Employers were asked to provide information that addresses current service delivery impacts resulting from staff shortages; potential staff short-term service delivery impacts; potential long-term service delivery impacts; and options for alternative service delivery models.)

Ten health regions participated in this review. Two reported no service delivery issues related to recruitment and retention; six reported minor issues; and two experienced significant issues, impacting wait lists and timeliness of service delivery.

VACANCY RATE ANALYSIS: (Employers were requested to provide information about the frequency and timing of vacancy occurrences {i.e., seasonal vacancies; do the vacancies always follow an event; etc.}, and to identify trends that may affect recruitment/retention efforts.)

Participating regions reported a total of 209 permanent full-time and 97 part-time positions, with vacancy rates of 10% and 7% respectively.

One region reported that retention is challenging – employees typically stay for six months to three years. Another region reported experiencing difficulties managing the internal impacts of turnover related to temporary vacancies.

Recruiting for this classification is very much dependent on a hiring cycle that involves new graduates from the University of Saskatchewan. Generally, new graduates have completed their studies and are available to the market in late fall of each year. The majority of regions reported that the use of clinical placements/practicums/internships has been a successful recruiting tool.

Several regions reported difficulty staffing temporary and casual vacancies, especially in rural areas.

Table 2 – Physical Therapist - Budgeted and Vacant Position Comparisons (2002 to 2017)

Physical Therapist Classification	Number of Reported Budgeted Positions		Number of Reported Vacant Budgeted Positions			% Vacancy	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	
2002 Totals	164	80	39	9	24%	11%	
2003 Totals	158	72	18	2	11.3%	2.7%	
2004 Totals	145	78	11	7	7.5%	8.9%	
2007 Totals	152	73	8	5	5.2%	6.8%	
2008 Totals	152	68	13	3	8.5%	4.4%	
2009 Totals	159	91	15	10	9.4%	10.9%	
2011 Totals	192	95	15	6	7.8%	6.3%	
2012 Totals	193	80	25	2	12.9%	2.5%	
2014 Totals	219	81	12	5	5.4%	6.1%	
2015 Totals	216	88	15	0	6.9%	0%	
2016 Totals	225	93	16	3	7.1%	3%	
2017 Totals	209	97	21	7	10%	7%	

There was no MSRC report in 2013 as the MSRC recommendation in 2012 was referred to adjudication and subsequently again later that year before a final award with a new market supplement rate of pay was ultimately determined in November 2013.

TURNOVER RATES: *(Employers were asked to provide local analysis of reasons for leaving and trends that may be emerging. They were also asked to provide annual turnover {loss of employees to other competitor employers} ratio to the existing staff complement {budgeted positions} in the given occupation.)*

Of the regions that track and report turnover, the following data was reported for this review:

- Last 12 months – 27 (5 other employment; 1 change of occupation; 4 retirements; 5 family/domestic reasons; 4 other reasons; 5 not specified; and 3 failed probation/dismissed).
- Previous 12 months = 13 (4 other employment; 1 retirement; 1 family/domestic reason; 7 not specified).

RECRUITMENT ISSUE ANALYSIS: *(Employers were asked to provide information such as length of recruitment times, training investments, licensing issues, supply and demand issues, etc., as well as information that would identify trends that may affect recruitment and/or retention efforts).*

While most regions reported either minor or moderate recruitment efforts for the Physical Therapist classification, two reported their efforts as significant. Typical recruiting and retention efforts include advertising; attending career fairs/networking; providing recruitment and relocation allowances; offering practicums/internships and mentoring to students; as well as a variety of growth opportunities for all employees involving workplace initiative committees, leadership development, and opportunities to form study groups or attend in-service training.

Health regions have reported that successful hiring of new graduates is largely dependent upon the timing of the new graduating classes each year. For example, summer months typically see a larger number of vacancies than other times of the year.

Some rural regions have noted it is difficult to compete with the larger, urban regions when recruiting – because of the attractions a larger centre offers – rather than pay rates.

SALARY MARKET CONDITIONS: *(Employers were asked to identify situations where their salary levels are lower than other employers that they would expect to recruit employees from, or other employers that recruit their employees. This may be local, provincial, regional, national or international, depending on the occupation group and traditional recruitment relationship. Cost of living considerations may or may not be appropriate to factor into market salary comparisons.)*

The MSRC reports the following market conditions for Physical Therapists:

- Saskatchewan health regions – minimum \$35.622/hour, maximum \$43.665; effective April 1, 2017.
- Alberta health regions – minimum \$37.30/hour, maximum \$49.65/hour; effective April 1, 2017.
- British Columbia health regions – minimum \$31.83/hour, maximum \$39.70/hour; effective April 1, 2017.
- Manitoba health regions – minimum \$34.448/hour, maximum \$39.931/hour; effective April 1, 2017.

CONCLUSIONS AND RECOMMENDATIONS

Considering the labour market criteria under the provincial framework, the Market Supplement Review Committee makes the following conclusions:

- Eight regions experienced minor – or no – service delivery issues; and two described their issues in this area as significant.
- A total of 21 full-time and seven part-time vacancies were reported.
- Two regions reported significant recruitment and retention issues for both full-time and part-time positions in this review.

Having reviewed the information as provided by employers, and considering the labour market criteria, the Market Supplement Review Committee recommends maintaining the current market supplement.

APPENDIX A

Market Supplement Consideration Request – Physical Therapists

Employer Respondents

1. Cypress Health Region
2. Five Hills Health Region
3. Heartland Health Region
4. Kelsey Trail Health Region
5. Mamawetan Churchill River Health Region
6. Prairie North Health Region
7. Prince Albert Parkland Health Region
8. Regina Qu'Appelle Health Region
9. Saskatoon Health Region
10. Sun Country Health Region