**MARKET SUPPLEMENT PROGRAM**

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# Report of the Market Supplement Review Committee

## EMT/Primary Care Paramedic(PCP) & EMTA/Intermediate Care Paramedic(ICP)

## FINAL

## Report Due Date: December 1, 2024
## (Annual Review)
## Report Distribution December 2024

## OBJECTIVE

The objective of the Market Supplement Program is to ensure that the Saskatchewan healthcare 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 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/retention pressures.

A market supplement will be an acceptable option only if:

a) Workplace initiatives have not addressed the skill shortage;
b) Labour market data supports a supplement; and,
c) Recruitment/retention is a problem, is affecting service delivery, and is well documented.

## OVERVIEW

The Market Supplement Review Committee (MSRC) reviewed updated documentation submitted in the review process regarding the market supplement for the EMT/Primary Care Paramedic(PCP) & EMTA/Intermediate Care Paramedic(ICP).

Employees in these classifications are members of the Health Sciences Association of Saskatchewan (HSAS). HSAS and SAHO are parties to a collective bargaining agreement (CBA) with a term of April 1, 2018 – March 31, 2024. The Provincial Market Supplement Program language can be found in Letter of Understanding #12 – Provincial Market Supplement Program and Letter of Understanding #13 – Determination of Market Supplement Rates, on pages 168 and 170 of the SAHO/HSAS CBA

Role of an EMT/Primary Care Paramedic (PCP) and EMT-A/Intermediate Care Paramedic (ICP):

- The role of this classification is to provide pre-hospital services in emergency medical situations, including emergency centres and community settings.

Qualifications:

- Primary Care Paramedic Certificate
- Licensed as an EMT/PCP with the Saskatchewan College of Paramedics.
- Current certification in Basic Life Support – Cardiopulmonary Resuscitation (BLS-CPR) and International Trauma Life Support (ITLS)

  In Saskatchewan, Primary Care Paramedics can obtain their training at Saskatchewan Polytechnic.

Note: The EMTA/ICP classification is no longer being trained for and any new graduates will be trained as Primary Care Paramedics

**VACANCY RATE ANALYSIS:** *(Respondents 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.)*

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

**Table 1**
**EMTA/ICP – Position Information.**

| Number of Positions (As of April 1, 2024) | | Number of Vacant Positions (As of April 1, 2024) | | % Vacancy | |
|---|---|---|---|---|---|
| Full-Time | Part-Time | Full-Time | Part-Time | Full-Time | Part-Time |
| 10 | 4 | 0 | 1 | 0% | 25% |

**EMT/PCP - Position Information.**

| Number of Positions (As of April 1, 2024) | | Number of Vacant Positions (As of April 1, 2024) | | % Vacancy | |
|---|---|---|---|---|---|
| Full-Time | Part-Time | Full-Time | Part-Time | Full-Time | Part-time |
| 86 | 142 | 20 | 69 | 23.26% | 48.59% |

Vacancies related to the PCP classification are regarded as significant for the full time status of positions meaning that vacancies are difficult to fill and may be vacant for extended periods of time usually over 6 months to a year. Part time vacancies in this classification are considered to be critical in that vacancies are either unlikely to be filled or may be vacant for an extended period of time.

## ANALYSIS

There were nine (9) former Regional Health Authorities who reported to this survey . A number of locations in Saskatchewan utilize private ambulance services. This report does not include information pertaining to those service providers.

**SERVICE DELIVERY IMPACTS:** *(Respondents 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.)*

Of the areas participating in this review, one rural area noted minor service delivery impact for the ICP classification whereas all others noted no service delivery impact.

For the PCP classification, service delivery was noted as minor for 2 areas, meaning there is some impact to timing or quality or quantity of service, 5 noted moderate service delivery impact meaning that the department provides a level of service, some routine duties are not being performed and service problems may linger as timelines to recruit are beyond expectation and 2

areas noted significant service issues meaning that the department can only provide a basic level of service and that there may be significant gaps.

Measures to address service delivery impacts include:

- Utilization of overtime.
- Use of different classifications to support the tasks they are able to support. (EMR)
- Reallocating resources within the geographic area if possible.
- Utilization of on call.
- Expanding part time hours where possible based on availability.

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

Trends noted that are contributing to turnover that were noted by the respondents include the following:

- Challenges with the hours of work and the work environment, very stressful position.
- Relocate to bigger centres to live and be closer to family.
- Wage related reasons as other industry are paying higher wages.
-

Of the areas that tracked and reported turnover, the following data was provided:

- Last 12 months
    - Number of employees who retired from this classification – 6 (PCP) 1 (ICP)
    - Number of employees who failed their probation/trial – 0
    - Number of employees who left as a result of family/domestic reasons – 3 (PCP)
    - 1 (ICP)
    - Number of employees who left as a result of non wage related reasons – 8 (PCP) 2(ICP)
    - Number of employees who left as a result of wage related reasons – 6 (PCP) 1 (ICP)

Trends that Managers noted related to turnover included employees leaving for other professions with better work life balance. Employees leaving for other career choices that may pay higher salaries with less responsibility which would result in less burnout which is noted as another reason for leaving. Lastly, employees were looking for more desirable work hours.

**RECRUITMENT ISSUE ANALYSIS:** *(Respondents 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.)*

Of the areas that responded, 1 noted they did not have recruitment issues, 6 noted moderate issues meaning that new graduates and qualified professionals are difficult to recruit and that institutions are not graduating sufficient numbers of graduates, 1 indicated significant issues indicating that qualified professionals and new grads are in great demand and the last area indicated critical issues in that employers have attempted exhaustive recruiting measures and that qualified professionals do not exist.

With respect to the ICP classification, this position is no longer being recruited to. Any replacements for this classification are hired as a PCP.

In addition, lack of accommodation in rural Saskatchewan is proving to be a significant barrier to recruitment/retention.

Typical recruiting and retention efforts were reported, including:

- Attending career fairs at colleges and also speaking directly with practicum students.
- Word of mouth by managers and staff.
- Offering of financial incentives and tuition and educational incentives.
- Bursaries for EMR's to take their PCP training.
- Advertising internally and externally online and on Health Careers Sask.
- Offering recruitment and retention allowances and relocation support.
- Creating new practicum sites where possible.
- Provision of housing options where feasible
- Attend Sask Polytechnic twice a year to meet with students.
- Increasing part time hours and modifying master rotations.
- Providing mentorship.

**SALARY MARKET CONDITIONS:** *(Respondents 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 relationships. Cost of living considerations may or may not be appropriate to factor into market salary comparisons.)*

**Primary Care paramedic EMT/PCP**

| Province | Job Title | Effective Date | Maximum Rate of Pay (April 1, 2023) |
|---|---|---|---|
| British Columbia | Primary Care Paramedic | April 1, 2023 | $ 42.21 |
| Alberta | Primary Care Paramedic | April 1, 2023 | $ 35.87 |
| **Saskatchewan** | EMT/PCP | April 1, 2023 | $ 36.572 |
| Manitoba | Emergency Paramedic 2 | April 1, 2023 | $ 41.83 |
| **Western Canadian Average (2023)** | | | $ 39.121 |

| | |
|---|---|
| Saskatchewan Rate (2023) | $ 36.572 |
| Western Canadian Average (2023) | $ 39.121 |
| Sask compared to Average ($) | $ (2.55) |
| Sask compared to Average (%) | 93.48% |

Notes:

- Saskatchewan rates are below the Western Canadian Average.

**Primary Care paramedic EMTA/ICP**

| Province | Job Title | Effective Date | Maximum Rate of Pay (April 1, 2023) |
|---|---|---|---|
| British Columbia | Primary Care Paramedic | April 1, 2023 | $ 42.21 |
| Alberta | Primary Care Paramedic | April 1, 2023 | $ 35.87 |
| **Saskatchewan** | EMTA/ICP | April 1, 2023 | $ 39.497 |
| Manitoba | Emergency Paramedic 2 | April 1, 2023 | $ 41.83 |
| **Western Canadian Average (2023)** | | | $ 39.852 |

| | |
|---|---|
| Saskatchewan Rate (2023) | $ 39.497 |
| Western Canadian Average (2023) | $ 39.852 |
| Sask compared to Average ($) | $ (0.35) |
| Sask compared to Average (%) | 99.11% |

Notes:

- Saskatchewan rates are below the Western Canadian Average.

## CONCLUSIONS AND RECOMMENDATIONS:

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

- Full time vacancies in the PCP classification are 23.26% and for part time 48.59%
- There are no full time vacancies in the ICP classification with one part time vacancy reflecting a 25% vacancy rate.
- There are a significant amount of recruitment strategies that are being pursued for the PCP classification.
- The salary noted is below the Western Canadian Average by $2.55 for the PCP classification and $.035 for the ICP classification.

Having reviewed the employer information, and considering the labour market criteria defined by the market supplement framework, the Market Supplement Review Committee recommends to **negotiate an increase to the EMT/PCP** classification and to **maintain** the current market supplement for **the EMTA-ICP** classification.