MARKET SUPPLEMENT PROGRAM

Report of the Market Supplement Review Committee

FINAL REPORT

Continuing Care Assistant

Report Due Date: May 11, 2023
(New Request)
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OBJECTIVE

The objective of the 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/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 documentation provided in the request for consideration of a market supplement for the Continuing Care Assistant (CCA), Job Number 022. This is a new review request advanced by CUPE on behalf of the Provider Unions as per their letter of February 21, 2023. The Unions did not provide any data related to their request. CCA's are members of the Canadian Union of Public Employees (CUPE), Saskatchewan Government and General Employees' Union (SGEU), and Service Employees' International Union (SEIU-West). The last market supplement review was undertaken in 2015.

Information was received from twelve former health regions for this review. Continuing Care Assistants do not currently have a market supplement.

Role of a Continuing Care Assistant:

> *Continuing Care Assistants support clients/patients/residents in meeting their physical, emotional, psychological and spiritual needs. They provide personal care and activities of daily living to encourage optimum levels of functioning. They observe and report on the physical and psychological condition of clients; record information as required; and communicate with clients and their support systems.*

Qualifications:

- *Continuing Care Assistant Certificate*

ANALYSIS

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

SERVICE DELIVERY IMPACTS: *(Former Regions 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.)*

Twelve former health regions within the Saskatchewan Health Authority participated in this review. Seven regions reported minor service delivery meaning only temporary service problems for a short period of time, three former regions reported moderate issues where problems may linger as timelines to recruit go beyond expectation and two former regions indicated significant impact to service delivery where there may be significant gaps in service and problems persist. Both of the former regions with significant service delivery impacts are in rural Saskatchewan.

Former regions also indicated that service delivery is impacted where there is difficulty in backfilling short term leaves if there is a shortage of relief staff to provide timely coverage. While overtime is a short term strategy, there are times when other classifications are used to augment support to ensure service delivery is not impacted

VACANCY RATE ANALYSIS: *(Former Regions 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.)*

At the time of this review the Saskatchewan Health Authority vacancy rate for full time CCAs was 4.95% and for part time it was 13.05%. One former reported no issues, seven characterized their vacancies as minor, indicating vacancies are filled within a reasonable amount of time, and four indicated moderate indicating that a greater amount of time was needed to fill vacancies and difficulty with relief. A number of former regions reported experiencing difficulty recruiting relief/replacement staff.

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

Table 1 – Continuing Care Assistant Position Overview from managers reporting

Former Health Regions	Number of Positions (As of May 2023)		Number of Vacant Positions (As of May 2023)		% Vacancy	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Cypress	76	109	4	25	5.26%	22.94%
Five Hills	124	118	1	2	.81%	1.69%
Heartland	76	107	2	22	2.63%	20.56%
Keewatin Yaathe	18	3	0	0	0%	0%
Kelsey Trail	64	83	4	6	6.25%	7.23%
Mamaweetan	13	7	0	2	0%	28.57%
Prairie North	302	171	14	18	4.64%	10.53%
Prince Albert Parkland	332	130	6	13	1.81%	10.00%
Regina Qu'Appelle	471	415	60	87	12.74%	20.96%
Saskatoon	120	282	3	40	2.5%	14.18%
Sun Country	290	245	4	10	1.38%	4.08%
Sunrise	95	70	0	2	0%	2.86%
TOTAL	**1981**	**1740**	**98**	**227**	**4.95%**	**13.05%**

TURNOVER RATES: *(Former Regions 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 in the given occupation.)*

Of the twelve former regions that report and track turnover, one indicated they did not have any turnover in the past year, nine former regions indicate their turnover is minor, one reports moderate turnover and one former region indicates significant turnover. The higher turnover areas are in rural areas of the province.

The past twelve month period reflects the following where data was available.
12 other employment; 45 other employment (not wage related), 18 family/domestic; 16 change of occupation, 55 retirement, 12 failed probation and 63 other reasons not specified.

The previous twelve month period reflects the following where data was available.
4 other employment; 6 other employment (not wage related), family/domestic; 3 change of occupation, 35 retirement, 3 failed probation and 3 other reasons not specified.

RECRUITMENT ISSUE ANALYSIS: ***(****Former Regions 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.)*

There was variation across the province regarding recruitment issues. Seven former regions reported minor recruitment issues where the supply of recruits is sufficient to meet demand, four former regions indicated moderate, meaning there is difficulty in recruiting qualified professionals and one former region indicated significant difficulty in recruiting qualified professionals and new grads as they are in great demand. The areas with the most difficulty are in rural and northern areas.

Many initiatives and incentives are utilized in order to recruit CCAs. One of the main strategies used is hiring candidates who are not qualified with the condition they will become qualified within a two year period. In addition to that, financial incentives are provided with return for service agreements, relationships exist with colleges such as Great Plans College, Gabriel Dumont and of course Sask Polytechnic. In addition relocation support is provided in rural and northern areas and for internal candidates within CUPE jurisdiction there is access to the Provincial Employment Strategy Fund to support educational assistance. Employers reported recruiting times of anywhere from 1-8 weeks. Most candidates are hired through the internal posting process.

SALARY MARKET CONDITIONS: *(Former Regions 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 comparison.)*

Province	Job Title	Effective Date	Maximum Rate of Pay (April 1, 2022)
British Columbia	Nursing Assistant 1	April 1, 2022	$26.93
Alberta	Health Care Aide	April 1, 2022	$25.20
Saskatchewan	Continuing Care Assistant	April 1, 2022	$24.84
Manitoba	Home Care Attendant 2	April 1, 2022	$22.391
Western Canadian Average (2022)			**$24.84**

CONCLUSIONS & RECOMMENDATIONS:

Considering the labour market criteria under the provincial framework, the Market Supplement Review Committee concludes:

- The CCA salary rate is the same as the western Canadian average salary.
- There are pockets of issues related to the recruitment of CCAs but the majority of the province is only experiencing minor issues if any.
- The conditional hire strategy is a supportive strategy to recruit untrained individuals.
- SAHO and the Provider Unions are currently negotiating a new collective agreement as their previous agreements expired on March 31, 2023.
- The Provider Unions did not provide any data for the review.

Having reviewed the employer information and considering the labour market criteria defined by the market supplement framework, the Market Supplement Review Committee recommends **not to** implement a provincial market supplement at this time for the Continuing Care Assistant classification.