



Bermuda Hospitals Board

BHB Releases Salary Data

(Hamilton, Bermuda – Monday 16 May 2016): Bermuda Hospitals Board today releases compensation data for its employees.

Chairman, Mr Peter Everson, comments: “According to the Bermuda Hospitals Act 1970, *‘the scales of salaries and wages paid to officers and servants of the Board’* should be released as part of our annual financial statements and, since 2013, it has been the publicly stated intent of the Board to publish compensation information in our annual reports. However, due to a delay in the audit process beyond the control of BHB, this information has not yet been released. While we expect the 2011/12 Annual Report to be published shortly, this still leaves us some years behind and so 2011/12 data no longer accurately reflects current salaries. This issue has been deliberated on by the Board and, in the interests of public accountability and transparency, we have decided that updated salary information for all completed fiscal years should be shared, although noting that after 2011/12 this information is unaudited. So that BHB is consistent with similar released information from other quangos, such as the Bermuda Monetary Authority and Bermuda Tourism Authority, we are including the CEO salary as part of this release of information. Going forward, employee compensation information will be released in this format with our audited financial statements.

“On reviewing this data, I am pleased to note a general trend downwards in the highest salary bands for Executives and Physicians, which reflects a fair and consistent approach to setting compensation. For physicians the reduction, in large part, related to implementing recommendations from the Towers Watson Physician Compensation review – the summary of which was released to the public in 2013, as well as certain physician specialties returning to private practice. In the Executive group, a leaner Executive Team has been established to streamline BHB from the very top. Over the last four years four senior positions have been made redundant. BHB’s employees on lower salaries have seen some increase. Members of the Board, meanwhile, are unpaid volunteers and receive a stipend for attending meetings at the rate set by the Government of \$50 per meeting. They do not receive any benefits or other forms of compensation.”

Mr Everson concludes: “On behalf of the Board, I am certainly pleased that this information is now being shared. It must be remembered that BHB is a large and complex organisation, spending about \$300 million a year in delivering acute medical and psychiatric services and a range of primary and secondary care services for the community, including learning disabled and long term care. While the focus on this data is very much about the cost of the workforce, I do not want to lose sight of the value of the people who work every day, day and night, to care for us when we are in need. I would like to thank them on behalf of the Board for their tireless commitment and caring for those in need.”

The following notes provide background to the figures:

- Total costs show the cost of positions to BHB and include salary, performance pay and housing allowance (where applicable), current year's movement in leave pay provision, social insurance payments, pay roll tax and pension deductions.
- The top range total cost in the Executive group declined from \$703,400 to \$504,200 (down 28.3%) comparing 2011/12 to 2015/16 and the total cost of the CEO position has declined over the same period from \$703,356 to \$504,179 (down 28.3%).
- Over the same time span, the top range total cost for physicians has declined from \$1,788,700 to \$742,500 (down 58.5%).
- BHB's total compensation costs have been listed in publicly released unaudited financial data since 2013. This figure includes the costs of casual and temporary staff, which is not reflected in figures released today. In 2015/16 unaudited financial, Total Salaries and Employee Benefits were \$185 million, \$3 million less than in 2011/12 when the figure was \$188 million (a reduction of 1.6%).
- There has been a freeze on Executive salaries and there has been no performance-based pay since 2011/12. In the last independent review of Executive compensation in March 2014 by Sullivan and Cotter, BHB Executive salaries were below benchmarks (the benchmark uses US, Canada and the UK as references and aims for the 50th percentile).
- Perceived changes in the Executive group salary ranges in each fiscal year in the attached figures generally relate to changes in personnel or redundancies. The following list identifies positions where two or more people held a position over the 2011/12 to 2014/15 time period, and/or whether a position was added or made redundant during that time:
 - CEO (2)
 - Chief of Staff (3)
 - CFO (2)
 - Chief of HR (2 – position made redundant in 2014/15)
 - Chief Information Officer (position made redundant in 2014/15)
 - Chief Performance Officer (position added then made redundant in 2012/13)
 - General Counsel (position added in 2011/12)
- From time to time during the period under review certain positions have been held where the contract is not with a BHB employed individual, but with a company. Positions impacted over the time period 2011/12 to 2015/16 include the Chief of HR, Chief of Staff, Chief Performance Officer and Chief Financial Officer. The costs of these contracts are included in the total cost data.

-ends-

About Bermuda Hospitals Board:

Bermuda Hospitals Board is a quango (quasi autonomous non-governmental organisation) established under the Bermuda Hospitals Board Act, 1970. It has a Bermuda Government-approved Board and a Chief Executive Officer, responsible for King Edward VII Memorial Hospital and Mid-Atlantic Wellness Institute. At the heart of both

organisations is high quality care to all patients.

With approximately 1,700 employees, the Bermuda Hospitals Board is Bermuda's second largest employer. King Edward VII Memorial Hospital and Mid-Atlantic Wellness Institute are the only healthcare organisations in Bermuda accredited by Accreditation Canada, an independent organisation whose role is to help hospitals examine and improve the quality of care and service they provide to their clients. In addition to providing an extensive list of services for the community, the Bermuda Hospitals Board is part of a referral network that includes some of the world's leading specialist hospitals.

If you have questions, please contact Bermuda Hospitals Board's Public Relations Department at publicrelations@bhb.bm.

BHB Employee Compensation Report for 2011/12 (Unaudited)

LEVELS	Notes	Base Pay Range	Total Compensation ²	Total Cost ³
BIU	This group includes Nursing Aides, and non-management staff in support departments including Environmental Services, EMT's, Facilities, Dietary, and Laundry. Salaries are negotiated every two years with the BIU.	\$ 41,500 to \$ 83,900	\$ 41,900 to \$ 94,500	\$ 50,700 to \$ 103,900
BPSU	This group includes Managers, Clinical Directors, staff in support departments such as HR, IT, Finance, Materials Management, Procurement and Health Information Management Services, and health care professionals, including Medical & Surgical Residents, Psychiatrist, Registered Nurses, Allied Health Professionals ¹ , Pharmacists, Pathology staff, Diagnostic Imaging Technicians. Salaries are negotiated every two years with the BPSU.	\$ 47,200 to \$ 224,300	\$ 48,800 to \$ 260,300	\$ 57,000 to \$ 293,500
Non-Union Staff and Directors	This group comprises employees who are exempt from joining a union and non-clinical directors. Salaries for this group were set by an HR Compensation team in consultation with the Executive in 2010/11 .	\$ 102,000 to \$ 217,800	\$ 102,000 to \$ 222,700	\$ 112,800 to \$ 253,900
Physicians	This group includes all physicians employed by BHB (except Medical Resident, Psychiatrist and Surgical Resident physicians which are included under BPSU). Physician salaries and compensation are determined by the Chief of Staff.	\$ 161,500 to \$ 724,100	\$ 185,500 to \$ 1,699,200	\$ 212,000 to \$ 1,788,700
Executive	This group includes Chiefs and Vice Presidents. Changes to salaries and compensation were made with the oversight of Board sub-committees or the Chairman during this period. The performance pay for this group in 2011/12 was for the period 2010/11, no performance payments have been made since.	\$ 115,100 to \$ 476,200	\$ 124,100 to \$ 650,400	\$ 146,100 to \$ 703,400

Notes:

- Allied Health includes: Physiotherapy, Occupational Therapy, Speech Pathology, Dietitians, and Medical and MWI Social Workers
- Total Compensation includes base pay, performance pay and, for work permit holders, housing benefits and relocation expenses.
- Total Cost includes Total Compensation, current years movement in leave pay provision, Social insurance payments, health insurance payments, payroll tax and pension deductions.
- In 2011/12, the CEO received base Pay of \$476,246, total compensation of \$650,356 and the CEO's total cost to BHB is \$703,356, There was performance pay (staff gratuities) and housing benefit for this position. In 2011/12, ten (10) positions received total compensation in excess of the Chief Executive Officer.

Assumptions:

- Salary data ranges were correct as of 31 March 2012.
- The above is based on employees who worked more the 1560 hours during the year.
- All employees receive the same pension, health and life insurance benefits.

BHB Employee Compensation Report for 2012/13 (Unaudited)

LEVELS	Notes	Base Pay Range	Total Compensation ²	Total Cost ³
BIU	This group includes Nursing Aides, and non-management staff in support departments including Environmental Services, EMT's, Facilities, Dietary, and Laundry. Salaries are negotiated every two years with the BIU.	\$ 41,600 to \$ 76,400	\$ 45,000 to \$ 93,700	\$ 54,000 to \$ 102,900
BPSU	This group includes Managers, Clinical Directors, staff in support departments such as HR, IT, Finance, Materials Management, Procurement and Health Information Management Services, and health care professionals, including Medical & Surgical Residents, Psychiatrist, Registered Nurses, Allied Health Professionals ¹ , Pharmacists, Pathology staff, Diagnostic Imaging Technicians. Salaries are negotiated every two years with the BPSU.	\$ 47,300 to \$ 184,000	\$ 47,500 to \$ 194,600	\$ 55,500 to \$ 206,400
Non-Union Staff and Directors	This group comprises employees who are exempt from joining a union and non-clinical directors. Salaries for this group were set by an HR Compensation team in consultation with the Executive in 2011/12.	\$ 46,100 to \$ 244,700	\$ 46,100 to \$ 262,600	\$ 55,500 to \$ 287,100
Physicians	This group includes all physicians employed by BHB (except Medical Resident, Psychiatrist and Surgical Resident physicians which are included under BPSU). Physician salaries and compensation are determined by the Chief of Staff.	\$ 162,900 to \$ 655,000	\$ 189,000 to \$ 1,211,300	\$ 191,200 to \$ 1,274,900
Executive	This group includes Chiefs and Vice Presidents. Changes to salaries and compensation were made with the oversight of Board sub-committees or the Chairman during this period. There was no performance pay for this group in 2012/13.	\$ 124,400 to \$ 444,200	\$ 124,400 to \$ 510,100	\$ 140,600 to \$ 572,100

Notes:

- Allied Health includes: Physiotherapy, Occupational Therapy, Speech Pathology, Dietitians, and Medical and MWI Social Workers
- Total Compensation includes base pay, performance pay and, for work permit holders, housing benefits and relocation expenses.
- Total Cost includes Total Compensation, current years movement in leave pay provision, Social insurance payments, health insurance payments, payroll tax and pension deductions.
- In 2012/13, the CEO received base Pay of \$444,230, total compensation of \$510,126 and the CEO's total cost to BHB is \$572,109, There was no performance pay (which was suspended for Executives) nor housing benefit for this position. In 2012/13, eighteen (18) positions received total compensation in excess of the Chief Executive Officer.

Assumptions:

- Salary data ranges were correct as of 31 March 2013.
- The above is based on employees who worked more the 1560 hours during the year. One physician worked marginally less hours than 1560, had this physician been included in the data to calculate the above it would have cause the upper limit of the band for physicians to increase slightly.
- All employees receive the same pension, health and life insurance benefits.

BHB Employee Compensation Report for 2013/14 (Unaudited)

LEVELS	Notes	Base Pay Range	Total Compensation ²	Total Cost ³
BIU	This group includes Nursing Aides, and non-management staff in support departments including Environmental Services, EMT's, Facilities, Dietary, and Laundry. Salaries are negotiated every two years with the BIU.	\$ 42,500 to \$ 89,900	\$ 42,500 to \$ 102,000	\$ 50,500 to \$ 117,200
BPSU	This group includes Managers, Clinical Directors, staff in support departments such as HR, IT, Finance, Materials Management, Procurement and Health Information Management Services, and health care professionals, including Medical & Surgical Residents, Psychiatrist, Registered Nurses, Allied Health Professionals ¹ , Pharmacists, Pathology staff, Diagnostic Imaging Technicians. Salaries are negotiated every two years with the BPSU.	\$ 45,000 to \$ 187,100	\$ 47,300 to \$ 212,600	\$ 57,200 to \$ 237,000
Non-Union Staff and Directors	This group comprises employees who are exempt from joining a union and non-clinical directors. Salaries for this group were set by an HR Compensation team in consultation with the Executive in 2012/13.	\$ 83,300 to \$ 270,600	\$ 83,300 to \$ 284,200	\$ 97,900 to \$ 312,900
Physicians	This group includes all physicians employed by BHB (except Medical Resident, Psychiatrist and Surgical Resident physicians which are included under BPSU). Physician salaries and compensation are determined by the Chief of Staff.	\$ 179,200 to \$ 555,500	\$ 206,000 to \$ 952,500	\$ 223,200 to \$ 1,010,800
Executive	This group includes Chiefs and Vice Presidents. Changes to salaries and compensation were made with the oversight of Board sub-committees or the Chairman during this period. There was no performance pay for this group in 2013/14.	\$ 132,000 to \$ 470,000	\$ 132,000 to \$ 479,200	\$ 139,100 to \$ 518,500

Notes:

- Allied Health includes: Physiotherapy, Occupational Therapy, Speech Pathology, Dietitians, and Medical and MWI Social Workers
- Total Compensation includes base pay, performance pay and, for work permit holders, housing benefits and relocation expenses.
- Total Cost includes Total Compensation, current years movement in leave pay provision, Social insurance payments, health insurance payments, payroll tax and pension deductions.
- In 2013/14, the CEO received base Pay of \$469,979, total compensation of \$469,979 and the CEO's total cost to BHB is \$509,511, There was no performance pay (which was suspended for Executives) nor housing benefit for this position. In 2013/14, sixteen (16) positions received total compensation in excess of the Chief Executive Officer.

Assumptions:

- Salary data ranges were correct as of 31 March 2014.
- The above is based on employees who worked more the 1560 hours during the year. One physician worked marginally less hours than 1560, had this physician been included in the data to calculate the above it would have cause the upper limit of the band for physicians to increase slightly.
- All employees receive the same pension, health and life insurance benefits.

BHB Employee Compensation Report for 2014/15 (Unaudited)

LEVELS	Notes	Base Pay Range	Total Compensation ²	Total Cost ³
BIU	This group includes Nursing Aides, and non-management staff in support departments including Environmental Services, EMT's, Facilities, Dietary, and Laundry. Salaries are negotiated every two years with the BIU.	\$ 42,800 to \$ 86,800	\$ 43,900 to \$ 91,000	\$ 53,100 to \$ 102,200
BPSU	This group includes Managers, Clinical Directors, staff in support departments such as HR, IT, Finance, Materials Management, Procurement and Health Information Management Services, and health care professionals, including Medical & Surgical Residents, Psychiatrist, Registered Nurses, Allied Health Professionals ¹ , Pharmacists, Pathology staff, Diagnostic Imaging Technicians. Salaries are negotiated every two years with the BPSU.	\$ 43,300 to \$ 225,000	\$ 43,500 to \$ 252,200	\$ 54,200 to \$ 278,500
Non-Union Staff and Directors	This group comprises employees who are exempt from joining a union and non-clinical directors. Salaries for this group were set by an HR Compensation team in consultation with the Executive in 2013/14.	\$ 38,700 to \$ 315,800	\$ 38,900 to \$ 341,100	\$ 51,000 to \$ 369,700
Physicians	This group includes all physicians employed by BHB (except Medical Resident, Psychiatrist and Surgical Resident physicians which are included under BPSU). Physician salaries and compensation are determined by the Chief of Staff.	\$ 200,800 to \$ 513,600	\$ 201,300 to \$ 858,300	\$ 222,500 to \$ 901,500
Executive	This group includes Chiefs and Vice Presidents. Changes to salaries and compensation were made with the oversight of Board sub-committees or the Chairman during this period. There was no performance pay for this group in 2014/15.	\$ 134,000 to \$ 468,200	\$ 134,000 to \$ 513,000	\$ 150,800 to \$ 565,700

Notes:

- Allied Health includes: Physiotherapy, Occupational Therapy, Speech Pathology, Dietitians, and Medical and MHI Social Workers
- Total Compensation includes base pay, performance pay and, for work permit holders, housing benefits and relocation expenses.
- Total Cost includes Total Compensation, current years movement in leave pay provision, Social insurance payments, health insurance payments, payroll tax and pension deductions.
- In 2014/15, the CEO received base Pay of \$468,172, total compensation of \$469,979 and the CEO's total cost to BHB is \$502,646, There was no performance pay (which was suspended for Executives) nor housing benefit for this position. In 2014/15, ten (10) positions received total compensation in excess of the Chief Executive Officer.

Assumptions:

- Salary data ranges were correct as of 31 March 2015.
- The above is based on employees who worked more the 1560 hours during the year.
- All employees receive the same pension, health and life insurance benefits.

BHB Employee Compensation Report for 2015/16 (Unaudited)

LEVELS	Notes	Base Pay Range	Total Compensation ²	Total Cost ³
BIU	This group includes Nursing Aides, and non-management staff in support departments including Environmental Services, EMT's, Facilities, Dietary, and Laundry. Salaries are negotiated every two years with the BIU.	\$ 42,600 to \$ 88,400	\$ 42,600 to \$ 102,000	\$ 46,500 to \$ 115,700
BPSU	This group includes Managers, Clinical Directors, staff in support departments such as HR, IT, Finance, Materials Management, Procurement and Health Information Management Services, and health care professionals, including Medical & Surgical Residents, Psychiatrist, Registered Nurses, Allied Health Professionals ¹ , Pharmacists, Pathology staff, Diagnostic Imaging Technicians. Salaries are negotiated every two years with the BPSU.	\$ 44,100 to \$ 221,800	\$ 44,200 to \$ 244,600	\$ 53,700 to \$ 265,300
Non-Union Staff and Directors	This group comprises employees who are exempt from joining a union and non-clinical directors. Salaries for this group were set by an HR Compensation team in consultation with the Executive in 2014/15.	\$ 53,300 to \$ 317,100	\$ 53,300 to \$ 327,500	\$ 63,800 to \$ 362,900
Physicians	This group includes all physicians employed by BHB (except Medical Resident, Psychiatrist and Surgical Resident physicians which are included under BPSU). Physician salaries and compensation are determined by the Chief of Staff.	\$ 199,000 to \$ 476,000	\$ 201,500 to \$ 694,700	\$ 213,700 to \$ 742,500
Executive	This group includes Chiefs and Vice Presidents. Changes to salaries and compensation were made with the oversight of Board sub-committees or the Chairman during this period. There was no performance pay for this group in 2015/16.	\$ 142,300 to \$ 468,200	\$ 142,300 to \$ 470,000	\$ 158,300 to \$ 504,200

Notes:

- Allied Health includes: Physiotherapy, Occupational Therapy, Speech Pathology, Dietitians, and Medical and MWI Social Workers
- Total Compensation includes base pay, performance pay and, for work permit holders, housing benefits and relocation expenses.
- Total Cost includes Total Compensation, current years movement in leave pay provision, Social insurance payments, health insurance payments, payroll tax and pension deductions.
- In 2015/16, the CEO received base Pay of \$468,172, total compensation of \$469,979 and the CEO's total cost to BHB is \$504,179, There was no performance pay (which was suspended for Executives) nor housing benefit for this position. In 2015/16, eleven (11) positions received total compensation in excess of the Chief Executive Officer.

Assumptions:

- Salary data ranges were correct as of 31 March 2016.
- The above is based on employees who worked more the 1560 hours during the year.
- All employees receive the same pension, health and life insurance benefits.