



# My Panion

## Compensation Strategy Proposal

Date: Aug 08, 2025  
Version: 1

# Today's Agenda

## Today's Objective

Review the structural strategy recommendations required for My Panion to undergo a design transformation and fulfill its mission and values toward ethical, personalized home healthcare.

## Today's Agenda

1. **Executive Summary**
2. **Structural Strategy Recommendations**
  - Step 1: Required Behaviours
  - Step 2: The Role of Reward & Compensation
  - Step 3: The Compensation Mix
  - Step 4: Determining Compensation Levels
  - Step 5: Proposed Strategy Evaluation
  - Step 6: Performance Pay Plan Recommendations
  - Step 7: Indirect Pay Plan Recommendations
3. **Thank you!**

# Executive Summary

## Managerial Strategy: High-Involvement

- Strategically aligns dynamic workplace environments & flat horizontal structure
- Allows for decentralized, integrated homecare teams to collaborate
- Assigns employee autonomy to make key decisions
- Shifts Management role from a Traditional Enforcer >> Strategic Overseer

## Compensation & Reward Strategy: Attract, Retain & Motivate

Compensation Mix	Behavioural Focus	Rewards & Incentive Systems
<p><b>Base Pay (60%)</b> with a tier-based pay structure</p> <p><b>Indirect Pay (25%)</b> with an emphasis on flexibility &amp; stability</p> <p><b>Performance Pay (15%)</b> with direct connection to team performance</p>	<p><b>Organizational Citizenship &amp; Membership</b> via</p> <ul style="list-style-type: none"> <li>- Career development &amp; growth</li> <li>- Full benefit packages</li> </ul> <p><b>Task Performance</b> via</p> <ul style="list-style-type: none"> <li>- Bonuses or pay-for-knowledge incentives</li> <li>- Ongoing development or upskilling initiatives</li> </ul>	<p><b>Intrinsic Rewards</b> via</p> <ul style="list-style-type: none"> <li>- Autonomy</li> <li>- Meaningful work</li> <li>- Ongoing career development</li> </ul> <p><b>Extrinsic Rewards</b> via</p> <ul style="list-style-type: none"> <li>- Competitive base pay</li> <li>- Structured bonuses</li> <li>- Desirable benefit packages</li> </ul>

## Market Survey Findings

### Compensation & Rewards Strategy: 10-15% Above Market Averages

Role	PSW	White Glove PSW	Advanced Care Prof.	Therapist	Area Manager	Director
My Panion vs. Mkt Avg	+ 10%	+ 17%	+ 5%	+ 9%	+ 3%	+ 3%



# Managerial Strategy Recommendations

## High-Involvement Management (HIM)

### What is it?

- Emphasizes employee participation in decision-making and organizational processes/policies/systems, etc.
- Creates an empowered workplace environment, with an emphasis on employee value and contributions
- Involves elements of integrated team collaboration, career or skills development/upgrading, incentive-based rewards and compensation, and team/employee autonomy in decision-making

### What are the Benefits?

- Increased job satisfaction, motivation and engagement, organizational loyalty, productivity, and cross-functional collaboration, and organizational capabilities
- Decreased turnover, job dissatisfaction, or absenteeism
- Supports ongoing career development and upskilling

## Aligning My Panion with HIM

HIM **strategically aligns** with MyPanion's **dynamic workplace environment** of customized home healthcare plans within a **flat horizontal structure**.

It allows decentralized, integrated homecare teams to collaborate, and gives individual employee/team autonomy to make key decisions regarding individual client healthcare needs, and shifts with the role of Management from a traditional enforcer, to a strategic overseer.

**Net Net: HIM + My Panion = Home Healthcare Plan ownership and influence!**



# Structural Strategy Recommendations

## Lewin's 3-Step Change Model

### Unfreeze

- ✓ Shift from hierarchical structure to flat, team-based approach
- ✓ Encourage open, multi-directional communication
- ✓ Redefine manager roles from controllers to facilitators

### Change

- ✓ Implement horizontal coordination by client group/service type
- ✓ Introduce tiered job design for career growth
- ✓ Use My Panion staff profile system to increase employee control

### Refreeze

- ✓ Embed intrinsic and extrinsic rewards into structure
- ✓ Standardize career pathways, tech tools, and communication practices
- ✓ Reinforce collaborative culture and client-focused teams



# Step 1: Required Behaviour



## Membership Behaviour

Membership behaviour refers to an individual's decision to join and remain with an organization



## Task Behaviour

Task behaviour refers to the efficiency with which employees carry out their specific tasks



## Citizenship Behaviour

Citizenship behaviour includes discretionary actions such as helping colleagues, mentoring, and advocating for the organization.



## Summary

**Membership Behaviour:** Promoted through a competitive basic wage, career growth and benefits

**Task Behaviour:** Rewarded with performance bonuses and skill-based pay

**Citizenship Behaviour:** Encouraged through peer recognition, team-based rewards and incentives for autonomy and decision-making power.

# Step 2: Role of Reward & Compensation

## Intrinsic Rewards

Intrinsic rewards are derived from one's own work and the benefits associated of sole completion

## Extrinsic Rewards

Extrinsic rewards are monetary or tangible incentives provided by the organization

## Intrinsic Rewards Offered

Selecting client cases that align with individual values/preferences  
Designing individual work schedules  
Participating in the care planning of customer feedback loops

## Extrinsic Rewards Offered

**Base Pay:** Matching industry rates  
**Performance Pay:** Merit bonuses, incentives for client satisfaction, and team goal-sharing  
**Indirect Pay:** Health insurance, pension contributions, paid leave, etc.

# Step 3: Compensation Mix



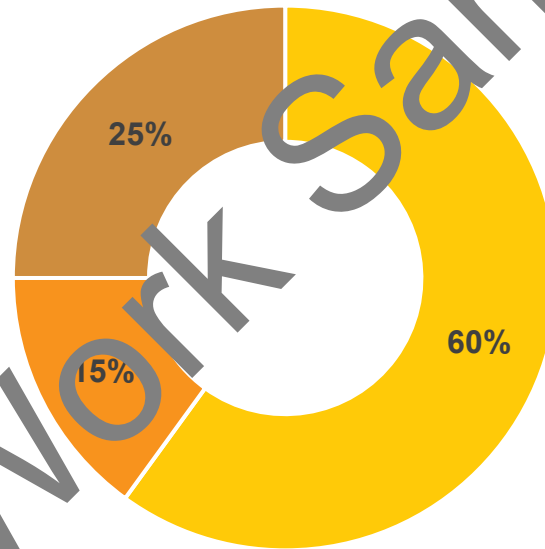
## Indirect Pay

- Benefits, pension, insurance, paid time off
- Supports well-being & retention



## Performance Pay

- Merit bonuses & group incentives
- Drives motivation & goal achievement



## Base Pay

- Job evaluation, market pricing, pay for knowledge
- Provides security & LM competitiveness



**Balanced Compensation Mix**

*maximizes employee motivation, supports retention, and reinforces alignment with My Panion's values.*

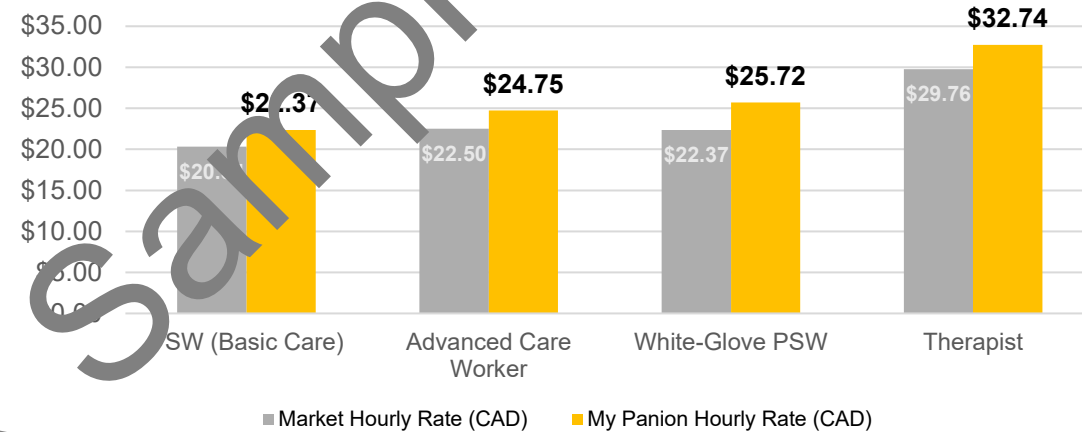
# Step 4: Compensation Level

## Premium Compensation

reinforces commitment and positions My Panion as a leading employer in home healthcare.

- Compensation set 10% above market average for each role
- Attracts and retains top talent
- Promotes fairness, professionalism, and internal motivation

Market vs. My Panion



Position	Market Monthly (CAD)	My Panion Monthly (CAD)	Market Annual (CAD)	My Panion Annual (CAD)
PSW	\$ 3,390.00	\$ 3,728.33	\$ 40,680.00	\$ 44,740.00
Advanced Care Worker	\$ 3,750.00	\$ 4,125.00	\$ 45,000.00	\$ 49,500.00
White Glove PSW	\$ 3,728.33	\$ 4,286.67	\$ 44,740.00	\$ 51,440.00
Therapist	\$ 5,000.00	\$ 5,456.67	\$ 60,000.00	\$ 65,480.00

# Step 5: Evaluate the Strategy

## Affordability

- Leads the market by 10%, supporting talent attraction and retention.
- Minimizes costly turnover and recruitment expenses.
- Technology-driven efficiencies offset compensation costs.
- Delivers sustainable value for both employees and the organization.

## Legality

- Aligns with Ontario's employment laws and pay equity standards.
- Transparent and tiered pay structure promotes internal fairness.

## Employee Value

- Rewards both individual excellence and team collaboration.
- Flexible benefits system supports diverse employee needs.
- Reinforces My Panion's ethical employer brand.

# Step 6: Performance Pay Plan

## Pay Plan Recommendation

- Diversified between levels of individual and group pay.



## Merit Bonus (Individual)

- Comprised of cash lump sum directly based on direct customer feedback/KPI's
- Available for those who work in direct contact with customers (FSVs, Advanced Care Workers, Therapists)

### Advantages

- Bonuses not permanent
- Employees have the freedom to be paid their lump sum when they prefer
- No "topping out"

### Disadvantages

- Possibility for dissatisfaction, as they would be based on customer feedback/KPI's
- Not all employees are eligible

## Goal-Sharing (Group)

- A common goal will be established by My Panion and if reached, all employees will receive an additional bonus

### Advantages

- One-time bonus payment is less costly for company
- Goals can be adjusted on an annual basis by CEO
- Increase in team cohesion

### Disadvantages

- Could be considered arbitrary
- Situational factors could alter feedback results
- Internal conflict more likely to occur

# Step 7: Indirect Pay Plan

## Indirect Pay Plan Recommendation: **Flexible**

- Employees will be given a pre-determined amount of flex credits to use when selecting their benefits

### Why?

- Gives the employees the freedom to pick and choose what they actually want
- Every employee is different and have different wants or needs when it comes to indirect pay

Benefit Category	Inclusions
Mandatory Benefits	CPP, EI
Pension	DB, DC, Hybrid
Health & Life	HCSA, Life/Accident/Death, Disability
PTO	Vacation, Sick days, Parental Leave
Employee Services	Wellness, Employee Assistance
Miscellaneous	Product discounts, Education reimbursement



Work Sample

**Thank you**