



STAFF REPORT INFORMATION ONLY

Implementation of Internal Audit Recommendations for Toronto Animal Services - Update

Date:	March 23, 2007
To:	Board of Health
From:	Medical Officer of Health
Wards:	All
Reference Number:	

SUMMARY

The Internal Audit Division completed a thorough review of the operations of Toronto Animal Services (TAS) in November 2005.

Two status reports relating to the implementation of the 17 recommendations have been previously provided to the Animal Services Advisory Sub-Committee

This report provides a final report on the implementation of each recommendation. Appendix 1 provides detailed information.

Financial Impact

There are no financial implications arising from this report.

DECISION HISTORY

In November 2005, the Internal Audit Division completed review of the Toronto Animal Service, as requested by the Medical Officer of Health.

On March 28, 2006, the Medical Officer of Health provided the Board of Health with Toronto Public Health's response to each of the 17 recommendations made by Internal Audit. The Medical Officer of Health further proposed that a report to the Board of

Health be provided in one year regarding the status of the action taken to address the recommendations.

On September 7, 2006, the Medical Officer of Health provided the Animal Services Advisory Subcommittee with an update as to the status of each of the 17 recommendations; however, this report was not forwarded to the Board of Health as there was no quorum at that meeting.

ISSUE BACKGROUND

The Internal Audit report brought to light the need for numerous changes to the internal operations of Toronto Animal Services, most notably:

1. The need for a review of the best practices of other jurisdictions. This review indicated that successful organizations:
 - a. Structurally organize according to service specialty (e.g. field service versus shelter service)
 - i. TAS is currently reviewing the implications of changing its structure
 - b. Operate a small number of shelters
 - i. TAS reduced the number of shelters from six to four full service shelters in February 2007 to achieve operating and service efficiencies
 - c. Aim to increase adoption rates
 - i. TAS has extended its adoption hours; the four shelters are open 7 days per week (previously open for adoption only 42 hours/week whereas the shelters are now open for adoption 56 hours per week)
 - d. Have programs, such as aggressive spay/neuter programs, aimed at reducing the number of animals that ultimately are placed in their shelters
 - i. TAS is currently investigating alternative programs
2. The need for standards, performance indicators and service levels:
 - a. Target field response times have been established as well as a method of collecting the data and reporting (this has been activated as of mid February 2007)
 - b. Annual performance reporting has been developed

3. The need for up-to-date policies and procedures:
 - a. Nine policies have been produced, 3 are currently in draft with several more under development, others to be developed on an as-needed basis
 - b. Veterinary practices has been standardized across the four shelters
4. The need to enhance dog and cat licensing:
 - a. An ambitious Dog and Cat Licensing Strategy has been implemented including:
 - i. ePET, online licensing
 - ii. an aggressive marketing program
 - iii. a summer door to door campaign
 - iv. increased public presence at events
5. The need to review the structure of Toronto Animal Services from a human resource perspective:
 - a. A review has been conducted by Corporate Human Resources with the input of management and staff
 - b. TAS is currently reviewing the implications of the recommendations and developing an implementation action plan

Exact details regarding the action taken in response to each of the 17 recommendations made by the auditor are provided in the attached appendix. These actions form an integral component of Toronto Animal Service's continuous improvement.

CONTACT

Yvonne de Wit
Associate Director, Healthy Environments
Tel: 416-392-0288
Fax: 416-338-1643
E-mail: ydewit@toronto.ca

Ron de Burger
Director, Healthy Environments
Tel: 416-338-7953
Fax: 416-392-0713
E-mail: rdeburg@toronto.ca

SIGNATURE

Dr. David McKeown
Medical Officer of Health

ATTACHMENT

Attachment 1: Implementation of Internal Audit Recommendations for Toronto Animal
Services - Update