



## STAFF REPORT ACTION REQUIRED

### Toronto Public Health's 2010 – 2019 Capital Budget and Plan Submission

<b>Date:</b>	September 29, 2009
<b>To:</b>	Board of Health
<b>From:</b>	Medical Officer of Health
<b>Wards:</b>	All
<b>Reference Number:</b>	

#### SUMMARY

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This report provides an overview of Toronto Public Health's (TPH) 2010 Capital Budget, and 2011-2019 Capital Plan Submission for approval.

TPH is submitting a 2010 – 2019 Capital Budget and Plan request of \$35.395 million, including a 2010 Capital Budget of \$4.342 million and future year commitments of \$ 9.134 million and a 2011 – 2019 Capital Plan of \$21.919 million. The Debt Affordability Target provided by the City for TPH is \$4.342 million in 2010, \$3.853 million in 2011 and, \$3.400 million in each year from 2012 to 2019 for a total of \$35.395 million.

The 10-Year Capital Budget and Plan request will provide funding for thirteen Information and Technology (IT) projects that support improvement of service delivery with the development and enhancement of systems while complying with provincial mandatory reporting system requirements. The associated operating impact of these thirteen IT projects at the end of ten years is \$2.485 million gross and \$0.793 million net for ten new positions and ongoing costs for service and maintenance.

## RECOMMENDATIONS

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### **The Medical Officer of Health recommends that:**

1. City Council approve a 2010 Capital Budget with a total project cost of \$5.227 million and a 2010 cash flow of \$0.843 million and future year commitments of \$4.384 million as detailed in Appendix 3, “Toronto Public Health’s 2010 Capital Budget”. The 2010 Capital Budget Submission consists of the following:
  - a. new cash flow funding for:
    - i. two new sub-projects and five changes in scope sub-projects with a 2010 total project cost of \$5.227 million that requires cash flow of \$0.843 million in 2010, and future year commitments of \$0.995 million in 2011, \$1.508 million in 2012, and \$1.881 million in 2013; and
    - ii. six previously approved sub-projects with a 2010 cash flow of \$3.499 million and future year commitments of \$2.858 million in 2010 and \$1.892 million in 2012.
  - b. 2009 approved cash flow for four previously approved sub-projects, with carry-forward funding from 2009 into 2010, totalling \$1.870 million;
2. City Council approve a 2011-2014 Capital Plan of \$4.919 million with future years estimates of \$1.519 million in 2013; and \$3.4 million in 2014 as outlined in Appendix 1 – Toronto Public Health 2010 Capital Budget and 2011-2019 Capital Plan;
3. the net operating impacts of \$0.248 million for 2011, \$0.149 million for 2012, \$0.084 million for 2013, \$0.018 million for 2014, and \$0.007 million for 2015 emanating from the approval of the 2010 Capital Budget as detailed in Appendix 2, “Toronto Public Health 2010-2019 Operating Budget Impact of Capital” be considered within the future years’ Toronto Public Health Operating Budget submissions; and,
4. the Board of Health forward this report to the Budget Committee for its consideration during the 2010 budget process.

### **Financial Impact**

TPH is submitting a 2010 Capital Budget and 2011 - 2019 Capital Plan request of \$35.395 million, including 2010 cash flow of \$4.342 million (excluding the carry forward funding from 2009), which is entirely financed from debt. The approved annual Debt Affordability Target for TPH is \$4.342 million in 2010, \$3.853 million in 2011, and \$3.400 million in each year from 2012 to 2019. The total requested amount for the 2010 Capital Budget, and 9-Year Capital Plan (2011-2019) meets the Debt Affordability Target of \$35.395 million as shown in the Table 1 below. The associated operating impact of these capital projects on the TPH Operating Budget at

the end of ten years will be \$2.485 million gross and \$0.793 million net for ten new positions and ongoing costs for service and maintenance.

Table 1  
Toronto Public Health  
2010 - 2019 Capital Budget and Plan Request by Funding Source  
(\$000's)

	2010 Budget Request	Commitments/Plan				Total 2010 - 2014	2015-2019 Forecast					Total 2010 2019
		2011	2012	2013	2014		2015	2016	2017	2018	2019	
2010 Budget & Future Year Commitments	4,342.0	3,853.0	3,400.0	1,881.0	0.0	<b>13,476.0</b>	0.0	0.0	0.0	0.0	0.0	<b>13,476.0</b>
2011 - 2019 Plan		0.0	0.0	1,519.0	3,400.0	<b>4,919.0</b>	3,400.0	3,400.0	3,400.0	3,400.0	3,400.0	<b>21,919.0</b>
Total Budget and Plan	4,342.0	3,853.0	3,400.0	3,400.0	3,400.0	<b>18,395.0</b>	3,400.0	3,400.0	3,400.0	3,400.0	3,400.0	<b>35,395.0</b>
Debt Affordability Target	4,342.0	3,853.0	3,400.0	3,400.0	3,400.0	<b>18,395.0</b>	3,400.0	3,400.0	3,400.0	3,400.0	3,400.0	<b>35,395.0</b>
Over/(under) Debt Target	0.0	0.0	0.0	0.0	0.0	<b>0.0</b>	0.0	0.0	0.0	0.0	0.0	<b>0.0</b>

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## DECISION HISTORY

At its meeting of December 10, 2008, City Council approved a TPH 2009 Capital Budget and 2010-2013 Capital Plan for a total of \$18.809 million with a 2009 cash flow of \$5.110 million (including a carry-forward of \$1.611 million from 2008) and future year commitments of \$3.499 million for 2010, and \$3.400 million in each year from 2011 to 2013 totalling \$18.809 million.

City Council approved, in principle, the 2014-2018 Capital Forecast for TPH totalling \$17.0 million in project estimates, comprised of \$3.400 million in each year from 2014 to 2018 and requested that this forecast be used as a foundation for preparing a 2010-2019 Capital Budget and Plan as part of the 2010 Capital Budget process.

<http://www.toronto.ca/legdocs/mmis/2008/cc/decisions/2008-12-10-cc28-dd.pdf>  
(Item EX27.1 – 140-144.3)

A memo was issued by the Deputy City Manager and Chief Financial Officer on August 19, 2009 that outlined debt targets for TPH for the next 10 years of \$4.342 million in 2010, \$3.853 million in 2011 and \$3.400 million for each of the years 2012 to 2019. City Programs and ABCs were instructed to submit a 10 year Capital Budget and Plan (2010-2019) that did not exceed the annual debt targets.

At its meeting of October 1, 2009, the Board of Health Budget Sub-Committee considered a submission from the Medical Officer of Health entitled "Toronto Public Health 2010-2019 Capital Budget and Plan". The Budget Sub-Committee received for information the 2010-2019 Toronto Public Health Capital Budget and Plan submitted by the Medical Officer of Health.

## COMMENTS

### 2010 – 2019 Capital Budget and Plan

The 2010 Capital Budget process requires City Programs and ABCs to submit a 10-Year Capital Budget and Plan. Beginning in 2010, affordability debt and capital targets have been established for each of the 10 years. City Programs and ABCs must develop their 10-Year Capital Budget and Plan based on these debt targets.

The Capital projects included in TPH's 10-Year Capital Budget and Plan are designed to support three strategic priorities. These are:

- enhanced access channels including the web, wireless, virtual private networks, telephony, and access channel integration technologies;
- six core integrated business systems replacing over 100 systems to support inspections, communicable disease surveillance and outbreak management, immunization management and vaccine control, Healthy Babies Healthy Children case management, Healthy Families and Healthy Living case management, and dental treatment; and,
- data warehouses and reporting databases to consolidate and integrate information across all TPH programs and services for better planning, monitoring and reporting.

The TPH 2010 Capital Budget and 2011 - 2019 Capital Plan request of \$35.395 million is comprised of a 2010 Capital Budget of \$4.342 million and future year commitments of \$9.134 million and a 2011 – 2019 Capital Plan of \$21.919 million. The 2010-2014 Capital Budget and Plan includes six previously approved projects, five of which have a change in scope, plus four new projects. The 2015 – 2019 Capital Plan includes three new IT projects that were included in the 2009 – 2018 Capital Budget and Plan submission.

The City's Debt Affordability Target to fund capital projects for TPH is \$4.342 million in 2010, \$3.853 million in 2011, and \$3.400 million in each year from 2012 to 2019 for a ten-year funding target of \$35.395 million. This capital project request fully utilizes the available funding.

As of June 30, 2009, TPH spent \$1.021 million or 18 percent of the 2009 approved cash flow of \$5.670 million for capital projects. The year-end capital expenditure is projected to be \$3.800 million or 67 percent of the approved cash flow. The projected under expenditure of \$1.870 million requires a cash flow carry-forward into 2009 for the Dental Strategy and Implementation project (\$0.846 million), the PH Surveillance and Management System project (\$0.183 million), Healthy Environments Inspection System project (\$0.570 million) and Health e-Service project (\$0.271 million).

TPH is submitting the following six previously approved projects, five of which have a change in scope and two new projects for the 2010 Capital Budget described in Appendix 1 and Appendix 3 attached to this report.

## 2010 Capital Budget & Future Year Commitments:

### Existing I.T. Projects:

1. The *Dental Strategy and Implementation* project involves the implementation of a new TPH Dental and Oral Health Information System (TPH-DOHIS) and integration with the new provincial reporting system, Oral Health Information Support System (OHISS). Recent changes to the project plan include acceleration of the timeline to implement the claims management and dental solution and a decision to utilize SAP's equipment maintenance functionality. The impact of the changes in scope will increase funding requirement by \$0.114 million.
2. Environmental Reporting Disclosure and Innovation project will develop a web-based system to support the by-law (Municipal Code Chapter 423). The by-law mandates the reporting of 25 priority chemicals used and released from targeted industries and facilities in the city of Toronto. Previously approved funding for 2010 is reduced by \$0.112 million due to a review of the resourcing assumptions.
3. The *HE Inspection System* project will enhance the Healthy Environments system (i.e. THEIS) functionality by upgrading Amanda software and integrating it with the provincial reporting system. Implementation delays in 2009 are due to Corporate System architectural review that is now underway, the dependency on I&T Division resources to complete the review, and the labour disruption. Deliverables planned for 2009 will be implemented in 2010, thus reducing request for additional funds in 2010 and extending the project completion date into 2012. Overall costs have increased by \$0.333 million due to the need to revise resourcing assumptions to ensure project success.
4. The *Public Health Surveillance and Management System* project involves the implementation by the province of a new infectious disease surveillance and management system, called Panorama. Delays in the provincial project due to its complex technical and resourcing requirements, have moved the scheduled date for the replacement of the Integrated Public Health Information System (iPHIS) and the implementation of the Ontario Laboratory Information System (OLIS) from Q4 2010 to Q3 2011. To support this change in scope the project budget has increased by \$0.192 million.
5. The *HE Reporting System* project will create a reporting database and electronic connection to the Toronto Healthy Environments Information System (THEIS) database, convert existing reports to the corporate reporting tool standard and create timely and useful management reports. Change in resource requirements has reduced the overall budget by \$0.166 million.
6. *Health e-Services* - 2010 (\$0.160 million) - This project involves enhancing City web site systems that support : i) the posting of beaches water quality test results and the notification of beach closures; and ii) the registration and payment processing by

restaurant owners for their staff to attend mandatory food handler training and certification sessions.

### **New Projects beginning in 2010**

7. *HF/HL Systems Integration* project - 2010 to 2013 (\$4.362 million) - This project involves developing and integrating additional features into the Toronto Community Health Information System (TCHIS) by incorporating several different systems into the TCHIS framework. Most of these features relate to 1) changes in Healthy Families (HF) and Healthy Living (HL) processes, and 2) TCHIS interface with the Integrated Services for Children Information System (ISCIS) application hosted by Ontario e-Health. ISCIS-TCHIS integration involves the design and implementation of the necessary interfaces to facilitate electronic transfer of data between the two systems. The benefits of the enhanced system include 1) enabling TCHIS to comply with legislation surrounding records retention; 2) reducing duplication of work by unifying legacy applications; 3) increasing data security and integrity; and 4) enhancing PHNs' ability to provide integrated and continuous services to their clients.
8. *Health Emergency Information System* - 2010 to 2011 (\$0.504 million) – This project will implement a system, in support of TPH's emergency preparedness, to allow for the identification of staff skill sets and the scheduling of staff during an emergency. Implementation of this project will provide the ability to: effectively and efficiently manage and organize the scheduling assignment of staff in continued service delivery during an emergency situation.

### **2011 - 2019 Capital Plan**

9. *Document and Records Management System* project – 2014-2017 (\$5.629 million) - Records and information contained in documents are key assets for Toronto Public Health. This information is primarily available now in electronic documents. City of Toronto had initiated pilot implementations of an Enterprise Document Management System (EDMS) for various City divisions, however EDMS pilots could not be completed and now the City is revising its EDMS solution and implementation strategy. It is anticipated that EDMS pilot projects will be completed by 2011 and starting 2013 this project will initiate work with TPH to extend EDMS for TPH users.
10. *HF/HL Point of Care* project - 2013 to 2016 (\$6.952 million) – This project will implement wireless devices which securely communicate with the TCHIS application and synchronize data between the mobile units and the TCHIS database.
11. *Internet and Intranet Strategy Implementation* project – 2016 to 2019 (\$4.154 million) - TPH has developed a three year Internet and Intranet Strategy (2008-2010). During the implementation of this strategy, a number of internet and intranet applications / solutions will be identified to meet TPH's business needs. These applications / solutions will need to be developed/purchased and implemented beginning 2016. These applications/solutions will improve the efficiency and effectiveness of TPH program delivery and service to the public as well support the eCity/eService strategic goals. The expected improvements in TPH's ability to deliver enhanced services and

provide health information to the public through more effective and efficient methods support Council's priority to "Improve Public Services".

12. *Communicable Disease Control Wireless Rollout* project – 2017 to 2018 (\$2.4 million) - This project will implement wireless laptops/tablets for use by the Communicable Disease Control (CDC) program, specifically the Control of Infectious Diseases / Infection Control (CID/IC) and Vaccine Preventable Disease (VPD) staff who do inspections and TB staff who do Directly Observed Therapy. This project will support the capture and viewing of information by staff while in the field delivering services. Improvements in TPH's ability to deliver enhanced services to the public through more efficient use of staff time support Council's priority to "Improve Public Services".
13. *Datamart / Data Warehouse* project – 2017 to 2019 (\$2.784 million) – This project will develop and implement a Datamart / Data Warehouse, building on the TPH HF/HL Mandatory Management Reporting and Healthy Environments Reporting projects as well as other Datamarts/Data Warehouses developed throughout the City of Toronto (including within the Social Development Division). This project will support improved reporting across all TPH programs. The resulting improvements in TPH's ability to deliver enhanced services to the public through better decision making supports Council's priority to "Improve Public Services".

## **CONTACT**

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## **SIGNATURE**

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Dr. David McKeown  
Medical Officer of Health

## **ATTACHMENTS**

Appendix 1 – Toronto Public Health 2010 Capital Budget and 2010-2019 Capital Plan  
Appendix 2 – Toronto Public Health 2010-2019 Operating Impact of Capital  
Appendix 3 – TPH 2010 Capital Budget (Inc. Change in Scope and 2009 Carry-Forwards)