

Toronto Public Health

2016 Preliminary Operating Budget and 2016 - 2025 Preliminary Capital Budget & Plan

Budget Committee



Agenda

- Operating Overview
- 2016 Preliminary Operating Budget

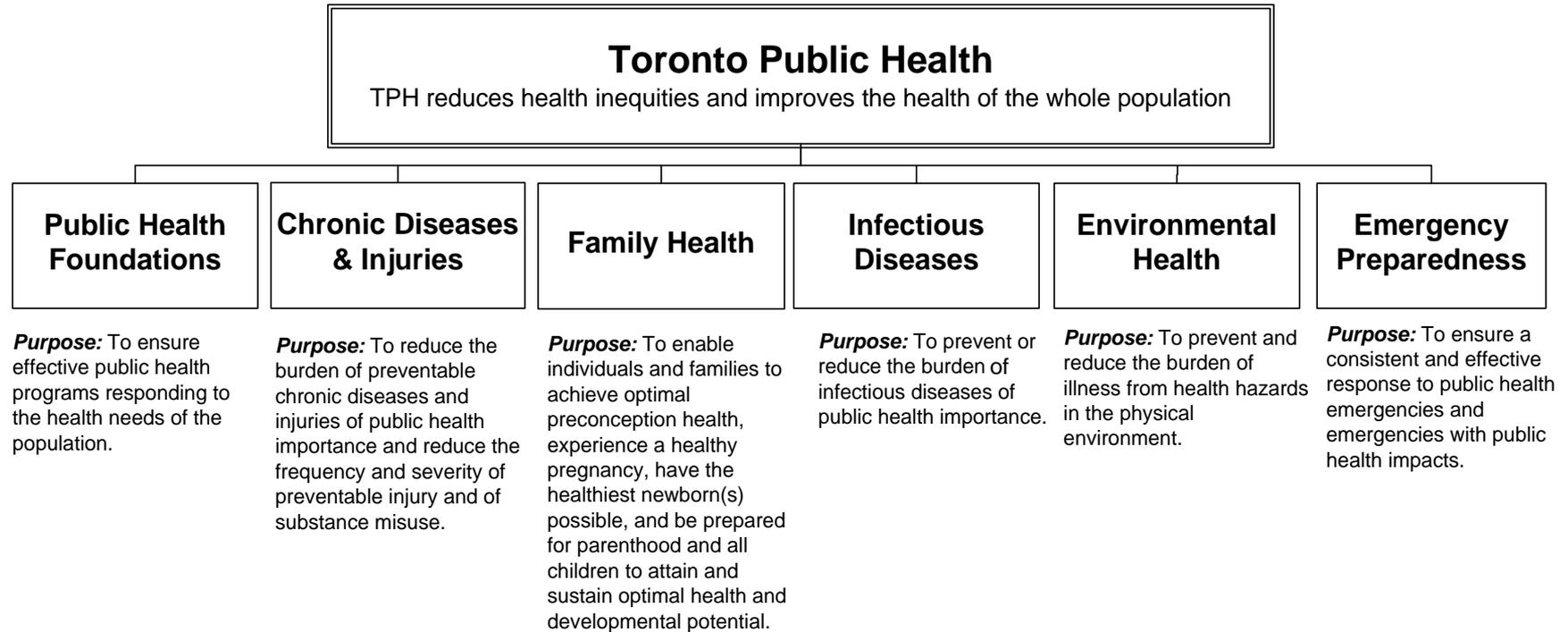
- Capital Overview
- 2016 – 2025 Preliminary Capital Budget & Plan



Overview



2015 Program Map



TPH Operating Budget Overview

100% Provincially Funded Programs:

- 25% of gross budget
- Different year ends (MCYS March 31)
- Flat-lined for many years
- Challenge:
 - Managing the cost of inflation within the fixed budget

TPH Operating Budget Overview

100% Municipally Funded Programs:

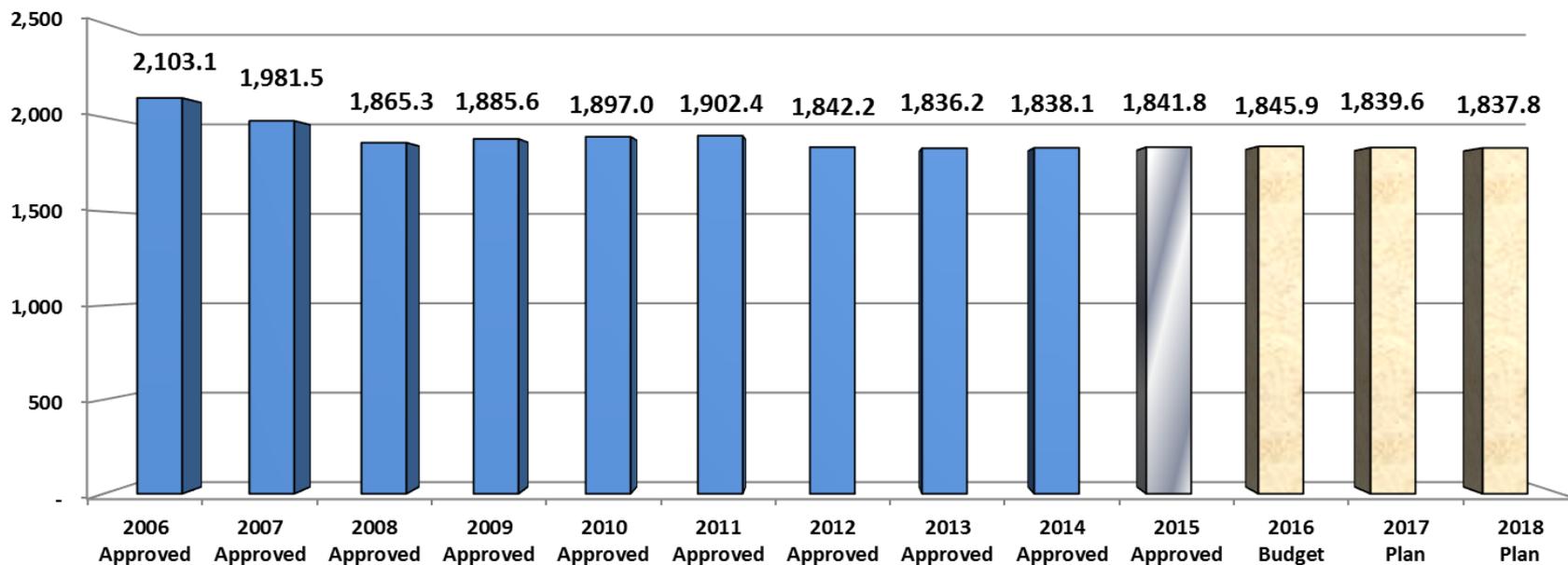
- 7% of gross budget
- Student Nutrition and Seniors' Dental
- Challenges:
 - Growing Student Nutrition
 - Long waiting lists in Seniors' Dental clinics

TPH Operating Budget Overview

Cost-shared Programs (75% Provincial 25% City):

- 68% of gross budget
- Challenge:
 - Maximizing provincial revenue - new provincial funding formula provides opportunity for increased revenue if City share is available

Staff Trend (Excludes Capital Positions)



- Net reduction of 58.25 positions in 2012 to meet reduction target
- Since 2012, the strength (approved complement) trend has been stable with minor adjustments

Vacancy Analysis

Toronto Public Health	2013			2014			2015 Year-End Projections			
	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent	# of Vacancies as at Sep 30	# of Vacancies Projections to Dec 31	Vacancies % of Total Approved Pos.	Approved Pos. Equivalent
Operating	142.8	7.8%	1,837.7	111.6	6.1%	1,838.1	111.1	101.0	5.5%	1,838.1
Capital	8.5	22.7%	37.5	10.0	25.6%	38.9	4.5	3.5	10.5%	33.5
Total	151.3	8.1%	1,875.2	121.6	6.5%	1,877.0	115.7	104.6	5.6%	1,871.6

- Previous recruitment challenges
- Recruitment process improved
- Challenges meeting gapping targets in 2015

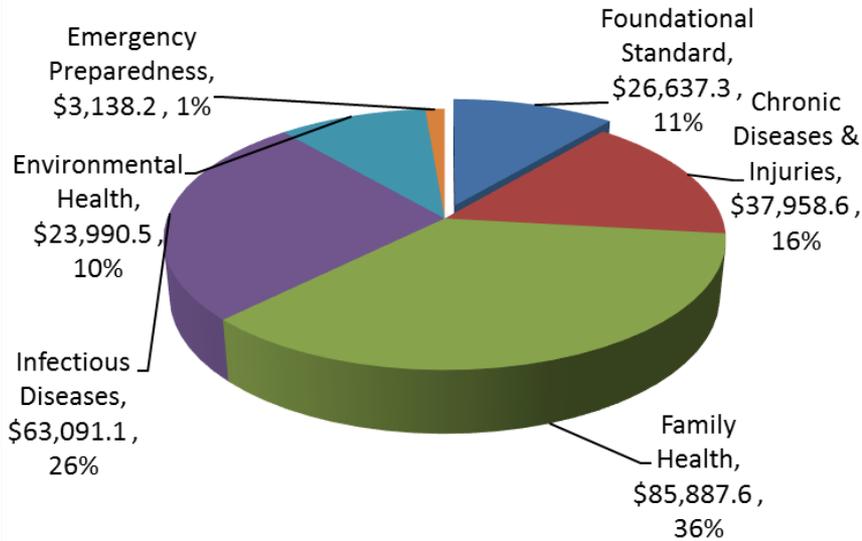


2016 Preliminary Operating Budget

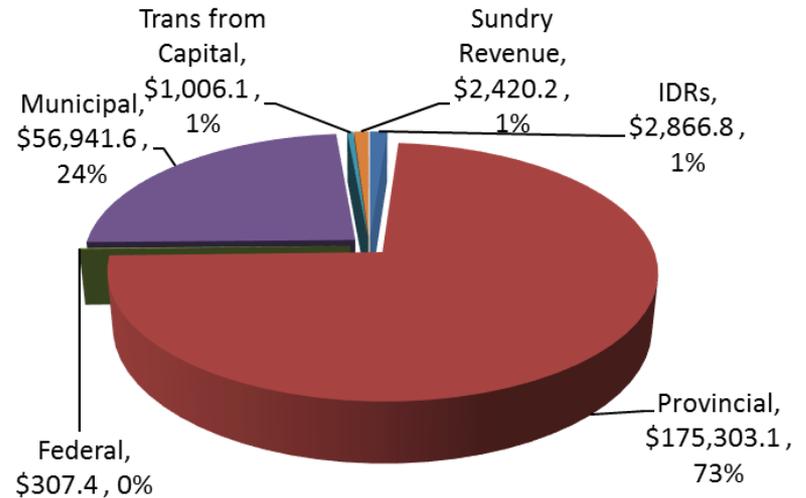


2016 Preliminary Operating Budget - Gross Expenditures by Program & Funding Source

Where the Money Goes
\$240.703 Million



Where the Money Comes From
\$240.703 Million



2016 Service Issues & Priority Actions

- **Student Nutrition Program** experiencing rising food costs and unmet demand in higher needs communities
- Non compliance with provincial requirements for **day nursery immunization**
- **Tobacco enforcement** workload increased due to enhanced provincial and municipal regulations
- Support for community based service delivery (**Toronto Urban Health Fund**)
- Maintaining **staffing levels** for service delivery

2016 Preliminary Operating Budget Summary

(In \$000s)	2015 Budget		2016 Budget		Change from 2015 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Toronto Public Health								
Foundational Standard	28,793.3	11,149.5	26,637.3	10,994.0	(2,156.0)	-7%	(155.5)	-1%
Chronic Diseases & Injuries	34,910.4	9,572.2	37,958.6	10,489.4	3,048.2	9%	917.2	10%
Family Health	99,162.5	16,547.6	85,887.6	15,798.8	(13,274.9)	-13%	(748.8)	-5%
Infectious Diseases	63,928.4	13,476.5	63,091.1	13,441.7	(837.2)	-1%	(34.8)	0%
Environmental Health	24,009.8	5,416.6	23,990.5	5,446.8	(19.3)	0%	30.2	1%
Emergency Preparedness	3,175.1	765.1	3,138.2	770.8	(36.9)	-1%	5.7	1%
Toronto Public Health	253,979.5	56,927.5	240,703.3	56,941.6	(13,276.1)	(5.2%)	14.2	0.02%

Key Point:

- Changes in service allocations are due to internal accounting changes and provincial uploading

Efficiency Reductions

Description (\$000s)	Total 2016 Service Changes			Incremental Change			
	\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:							
Base Expenditure Changes							
<i>Reduce Contribution to IT Reserve Fund</i>	(174.1)	(43.5)					
<i>Reductions in Non Salary Budget to Reflect Actual Experience</i>	(109.1)	(31.2)					
Base Expenditure Changes	(283.2)	(74.8)					
Base Revenue Changes							
<i>Mobile Good Food Network Tsfr from 100% City to Cost Shared</i>		(66.8)					
Base Revenue Changes		(66.8)					
Sub-Total	(283.2)	(141.5)					
Total Preliminary Service Changes	(283.2)	(141.5)					

History of TPH Efficiencies

- Absorbed inflation 2011-2015:
 - approximately \$922.0 thousand
- Reduced non-payroll base budget 2011 – 2015:
 - approximately \$2.0 million
- Reduced budget by 10% in 2012:
 - 58 FTEs
 - \$7.5 million (including non payroll)

Board of Health Recommendations

New & Enhanced Public Health Services:	Gross (\$000s)	Net (\$000s)
Toronto Urban Health Fund:		
- Enhancement Year 2	150.0	37.5
- Inflation	56.8	14.2
Day Nursery Immunization (Year 2)	537.7	134.4
Reduce Gapping from 5.8% to 4.8%	1,512.5	426.3
Student Nutrition:		
- Cost of Food Inflation	109.1	109.1
- Expansion (49 new programs)	853.1	853.1
- Enhancement (of existing programs)	641.5	641.5



Capital Overview



Capital Overview

- TPH 2016-2025 Capital Budget and Plan contains only Information Technology (IT) projects
- TPH implements IT solutions to:
 - Enhance service efficiency (eg mobile technology)
 - Increase transparency (e.g. DineSafe, SwimSafe, etc.)
 - Comply with provincial requirements
 - Maintain State of Good Repair
- The 10-Year Capital Budget and Plan request will provide funding for nineteen (19) IT projects

TPH IT Strategic Initiatives

Objectives	Key Projects
Provide staff access to business applications and information while working in the community	<ul style="list-style-type: none"> • HF/HL Point of Care • CDC Wireless Rollout • Healthy Environments Inspection (Mobile) • Mobile Enablement
Increase analytical capability and management information quality to improve service decision making	<ul style="list-style-type: none"> • Datamart Data Warehouse Phase 2 and 3 • Geographic Information Enablement
Facilitate staff and community knowledge sharing and team based productivity	<ul style="list-style-type: none"> • Community Collaboration (externally focused) • Collaboration (internally focused)
Provide the public with access to information through mobile and web channels	<ul style="list-style-type: none"> • Mobile Enablement • Public eLearning
Improve business processes and information sharing through process redesign, automation and system integration	<ul style="list-style-type: none"> • Infectious Disease Control Information System • Electronic Medical Records Phase 1 and 2 • Dental and Oral Health Information System • Document & Records Management System
Enhance or replace critical business applications that have reached their end of life	<ul style="list-style-type: none"> • Library Management System • Inspection Management • Infectious Disease Control Information System



2016 – 2025 Preliminary Capital Budget & Plan



Summary of Major Projects in the 2016 – 2025 Preliminary Capital Plan

Project (\$000s)	2016 Request	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025
Infectious Disease Control Information System	460					460						460
HF/HL Point of Care	564					564						564
CDC Wireless Rollout	970					970						970
Healthy Environments Inspection (Mobile)	870					870						870
TPH Datamart Data Warehouse-Phase 2	739	882				1,621						1,621
Electronic Medical Record Phase 1	232					232						232
Electronic Medical Record Phase 2		733	1,339			2,072						2,072
Library Management System		60	1,243			1,303						1,303
Public Health Multilingual Website		255	252			507						507
Socio-Demographic Data Collection and Reporting		287	572	634	346	1,839						1,839
Datamart Data Warehouse Phase 3			827	554		1,381						1,381
TPH Common Geographical Interface				1,073		1,073						1,073
Public eLearning				312	729	1,041	300					1,341
Public Health Service Delivery Tracking				800	726	1,526	800					2,326
Inspection Management					1,599	1,599	1,504	1,496	787			5,386
Mobile Enablement						-	396	386	538	562	540	2,422
Reporting Environment Enhancement						-		618				618
Document and Records Management System						-			684	868	868	2,420
Geographic Information Enablement						-			191	270	292	753
Total	3,835	2,217	4,233	3,373	3,400	17,058	3,000	2,500	2,200	1,700	1,700	28,158

Unfunded Capital Projects

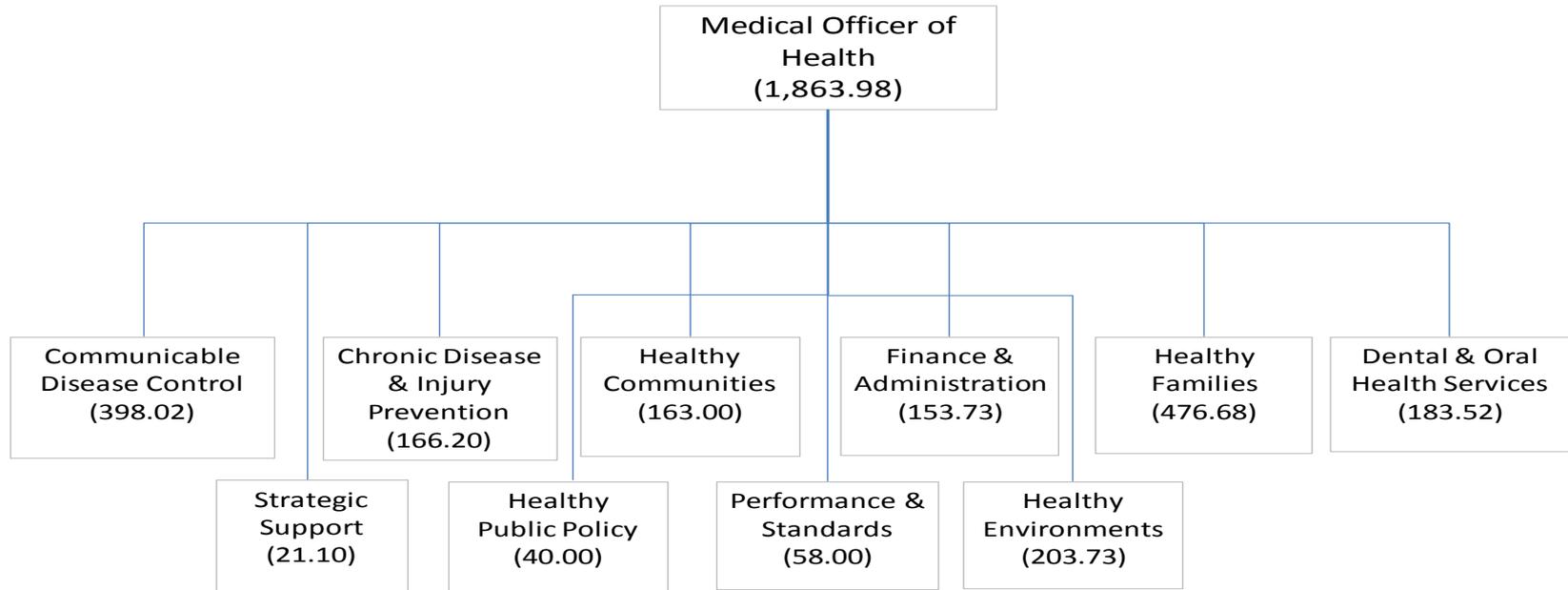
Project Description (\$000s)	2016	2017	2018	2019	Total
Community Collaboration Strategy		255			255
Collaboration			345	805	1,150
Community Collaboration		485	475	607	1,567
Dental & Oral Health Information Systems		972	1,809	666	3,447
Public Health Community Information System		1,036	1,017	1,028	3,081
Public Notice Advisories		555	472		1,027
Pre-school Speech and Language		696	737		1,433
Chemical Tacking Information System			133	576	709
Total		3,999	4,988	3,682	12,669



Appendices



2016 Organizational Chart for Toronto Public Health



Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.00	193.80	50.00	1567.03	1811.83
Temporary	0.00	5.50	0.00	46.65	52.15
Total	1.00	199.30	50.00	1613.68	1863.98

Operating Funding Growth

Year	Allowable Provincial Increase for Eligible Mandatory Programs (75%)	Provincial Average	Toronto Public Health
2010	Up to 3% growth over prior year's allocation	2.3% growth	Requested and received \$118.7 million (at 75%), which represented 0.5% growth over 2009
2011	Up to 3% growth over prior year's allocation	2.8% growth	Requested and received \$121.3 million (at 75%), which represented 2.2% growth over 2010
2012	Up to 3% growth over the prior year's allocation	1.5% growth	Requested and received \$121.7 million (at 75%) for mandatory programs, which represented 0.4% growth over 2011.
2013	Up to 2% growth over prior year's allocation	2.0% growth	Requested and received \$124.1 million (at 75%) for mandatory programs, which represented 2.0% growth over 2012
2014	Up to 2% growth over prior year's allocation	2.0% growth	Requested \$125.3 million (at 75%) for mandatory programs, which represented 0.9% growth over 2013
2015	2% growth allocated by equity funding formula.	2.0% growth	Requested \$126.9 million (at 75%) for mandatory programs, which represented 1.3% growth over 2014. Province approved 2.6% growth.

2015 Accomplishments

1. Public Health Foundations

- First Toronto Public Health Student Survey (Healthy Futures report)
- Unequal City 2015 report
- Monitored, and reported on 48 health surveillance indicators

2. Chronic Diseases & Injuries

- Served 175,000 participants in Student Nutrition Toronto (SNT)
- Engaged 6,350 adults in 135 walking promotion pedometer lending programs
- Provided 100 workplace health promotion services to workplaces participating in Health Options at Work

2015 Accomplishments

3. Family Health

- Screened 90% of infants for hearing and 80% of postpartum women for parenting risk
- Provided education and counseling to 19,000 women to support breastfeeding
- Provided support to 33 Canada Prenatal Nutrition Program sites (provided 1,700 group sessions)
- Delivered 2,100 prenatal and 31,500 parenting home visits

4. Infectious Diseases

- Received, assessed, and reported on 74,000 notifications of infectious diseases
- Inspected 900 licensed child care facilities
- Responded to 525 outbreaks of communicable diseases
- Provided over 55,000 sexual health clinic visits

2015 Accomplishments

5. Environmental Health

- Conducted inspections at 17,600 food premises
- Responded to 1,315 bed-bug complaints/requests for service
- Provided food safety training and certification to approximately 8,910 food handlers
- Treated 364,742 catch basins with mosquito larvacide
- Completed 4,351 recreational water facility inspections

6. Emergency Planning & Preparedness

- Completed respiratory fit testing for approx. 1,700 staff (95% of the workforce)
- Updated 92 (100%) Business Continuity Plans (BCP)
- Implemented TPH response to plan and prepare for Pan/Parapan Am games
- 95% of non-union staff up-to-date in IMS training

Key Services Issues & Priority Actions for 2016

Key action areas for 2016 to reduce health inequities and improve the health of the whole population:

- Promote healthy food system change including: food access, food retail environments and food literacy
- Identify key public health interventions to address the needs of seniors
- Implement an Aboriginal Health Strategy
- Promote actions that increase resilience to climate change impacts on health
- Collaborate with city divisions to advance municipal policy
- Improve service through evidence, innovative practice and technology
- Enhance capacity to measure and improve service quality
- Implement a workforce strategy to recruit and retain highly skilled staff, at all levels of the organization, that reflect the diversity of the city we serve

User Fee Change Highlights

- User Fees have increased by inflation of 2.2%
- Increases in user fees reduce the revenue recovery from the Province so for every \$1 increase in user fees, TPH only receives \$0.25 in additional revenue

Key Cost Drivers

(In \$000s)	2016 Base Budget	
	Net Total	
	\$	Position
Gross Expenditure Changes		
Prior Year Impacts		
Revenue for 2015 In Year Corporate Adjustments	(36.8)	
Annualized Impact: Reducing Health Impacts-Climate Chg	7.0	
Annualized Impact: Mobile Good Food Network	8.0	
Pan-Am Games Reversal		(2.4)
Adjustments to 100% Funded Programs		10.9
Capital Adjustments		(11.4)
Economic Factors		
Corporate Changes	2.6	
Sexual Health Clinics Inflation on Contracts (2%)	11.7	
Zero Based Expenditures		
IDC/IDR	(8.6)	
COLA and Progression Pay		
Salaries	(3,034.0)	(2.0)
Progression Pay	753.0	
Benefits Adjustment	(309.6)	
Reduction in Revenues associated with PEP Projections	2,107.2	
Gapping	(7.0)	
PEP Adjustments	619.2	
Other Base Changes		
Integration of Healthy Smiles Ontario Program		(6.5)
Total Gross Expenditure Changes	112.6	(11.4)
Revenue Changes (Increase) / Decrease		
User Fees	43.1	
Total Revenue Changes	43.1	
Net Expenditure Changes	155.7	(11.4)

2017 & 2018 Plan

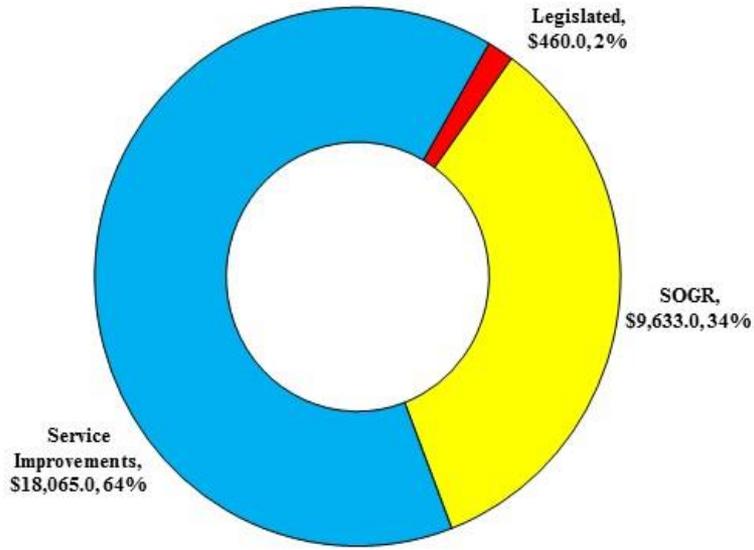
Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salaries & Benefits										
Salaries	(157.7)		(157.7)	(0.0003%)		737.0		737.0	0.0013%	
Progression Pay	(2.8)		(2.8)	(0.000005%)		2.9		2.9	0.000005%	
Benefits	643.3		643.3	0.0011%		875.6		875.6	0.0015%	
Annualization Impact of 2015 Approvals										
2015 In Year Adjustments (Adj for 2016)	(1,541.6)	(1,541.6)			(0.8)					
Annualization of 100% Funded Projects	667.3	667.3			(3.0)	(2.0)	(2.0)			
Capital Adjustments to Positions	(729.8)	(729.8)			(9.1)	680.6	680.6			6.5
IDC / IDR For Dental	(1,236.2)	(1,236.2)								
Other Base Changes										
Healthy Smiles Ontario Integration	(430.9)	(430.9)			(2.5)	(3.8)	(3.8)			
Call & Intake Centre Improvement Project Realign										(1.7)
Revenue										
User Fees		17.1	(17.1)	(0.00003%)			17.5	(17.5)	(0.00003%)	
Incremental Revenue for 2017 & 2018		371.6	(371.6)	(0.0007%)			1,232.6	(1,232.6)	(0.0021%)	
Sub-Total	(2,788.4)	(2,882.5)	94.1	0.0002%	(15.3)	2,290.3	1,924.8	365.4	0.0006%	4.8
Total Incremental Impact	(2,788.4)	(2,882.5)	94.1	0.0002%	(15.3)	2,290.3	1,924.8	365.4	0.0006%	4.8

BOH Recommended vs. City Manager Recommended 2016 Operating Budget

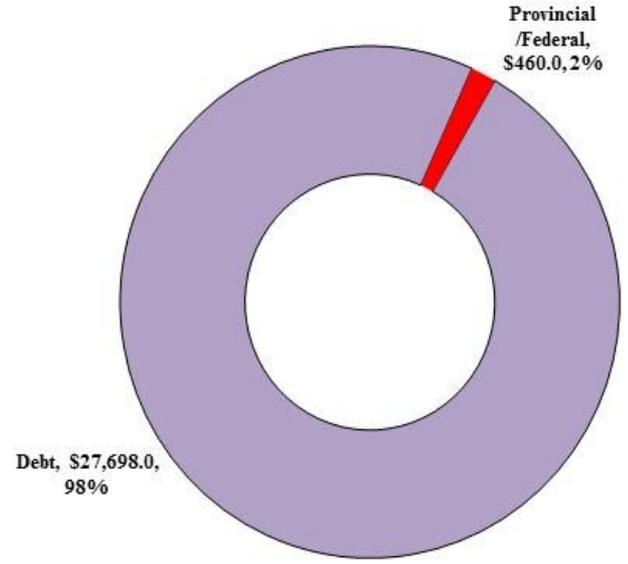
Description (\$000s)	BOH Recommended			2016 Preliminary Operating Budget			Additional Net Changes	Comments
	Position Change	Gross Exp.	Net Expense	Position Change	Gross Exp.	Net Expense		
	#	\$	\$	#	\$	\$	\$	
2015 Approved Budget	1,875.08	252,298.0	56,969.5	1,875.08	252,298.0	56,969.5		
In Year Adjustments	0.26	1,676.7	(42.0)	0.26	1,681.5	(42.0)		Additional one-time in-year adjustment of \$4.8k 100% Provincially funded
2015 Adjusted Approved Budget	1,875.34	253,974.7	56,927.5	1,875.34	253,979.5	56,927.5		
Base Changes:								
Base Expenditure Changes								
<i>Prior Year Impacts</i>	(0.69)	(313.8)	(21.8)	(0.69)	(318.6)	(21.8)		Reversal of One-time 100% Provincially funding of \$4.8k
<i>Changes to 100% Funded Programs due to announced funding</i>	8.01	(661.8)		9.21	(425.6)			FTE Adjustment for HBHC (-0.8 FTE), 1 time funding for Infant Hearing (Add \$80K Gross, \$0 Net), Transfer VPD UIIP from New to Base (2.0 FTE, \$156.2 Gross \$0 Net)
<i>Impact of Capital Changes</i>	(15.28)	(1,524.2)		(11.40)	(1,155.7)			Changes in TPH's 2016 Capital Budget Request including a reduction in positions; no net impact
<i>Progression Pay, Step Increase, Benefits, Gapping and Starting Salary Adjustment</i>	(2.00)	151.6	128.7	(2.00)	151.6	128.7		
<i>Economic Factors - Non Payroll</i>		57.3	14.3		57.3	14.3		
<i>Inflation increase of 2% for Toronto Urban Health Fund</i>		56.7	14.2				(14.2)	Inflation rate increase for Toronto Urban Health Fund not included in the 2016 Preliminary
<i>IDC / IDR</i>		(5,836.3)	(8.6)		(5,836.3)	(8.6)		IDC / IDR between TPH and TESS is being reduced due to integration of Dental Programs
<i>Other Base Changes</i>								
<i>Integration of Healthy Smiles Ontario (HSO) Pgm</i>				(6.48)	(5,593.0)			
Base Revenue Changes								
<i>User Fees</i>		127.4	43.1		127.4	43.1		
Base Savings								
<i>Reduced IT Reserve Contribution</i>		(174.1)	(43.5)		(174.1)	(43.5)		
<i>Non-Salary Reductions</i>		(109.1)	(31.2)		(109.1)	(31.2)		
<i>Mobile Good Food Network</i>			(66.8)			(66.8)		
Sub-Total	(10.0)	(8,226.4)	28.4	(11.4)	(13,276.2)	14.2	(14.2)	
2016 Recommended Base Budget	1,865.38	245,748.3	56,955.9	1,863.98	240,703.4	56,941.7	(14.2)	
New & Enhanced								
<i>Toronto Urban Health Fund - Year 2</i>		150.0	37.5					
<i>Day Nursery Immunization Program</i>	6.0	537.7	134.4					
<i>VPD UIIP Pharmacy Inspection</i>	2.0	156.2	-					
<i>Decrease Gapping from 5.8% to 4.8%</i>		1,512.5	426.3					
Sub-Total	8.0	2,356.50	598.3				(598.3)	
BOH Recommended Table 1 Total	1,873.38	248,104.8	57,554.1	1,863.98	240,703.4	56,941.7	(612.4)	
Other New & Enhanced								
<i>SNP Inflation Cost Increase</i>		109.1	109.1					
<i>SNP Enhancement</i>		641.5	641.5					
<i>SNP Expansion</i>		853.1	853.1					
Total New & Enhanced		1,603.7	1,603.7				(1,603.7)	
2016 Recommended Operating Budget	1,873.38	249,708.5	59,157.8	1,863.98	240,703.4	56,941.7	(2,216.1)	All New/Enhanced Services not currently included in TPH's 2016 Preliminary Operating Budget

2016 – 2025 Preliminary Capital Budget and Plan Spending & Funding Sources

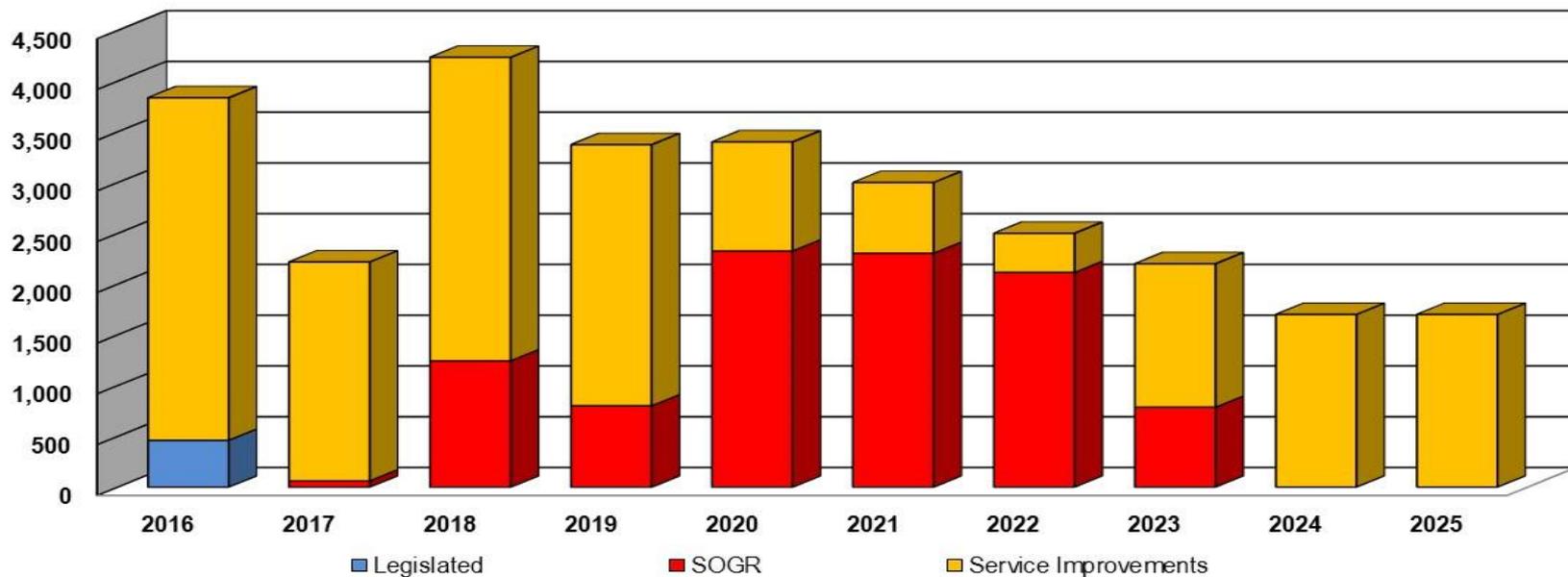
Where the Money Goes
(S 000s)



Where the Money Comes From
(S 000s)

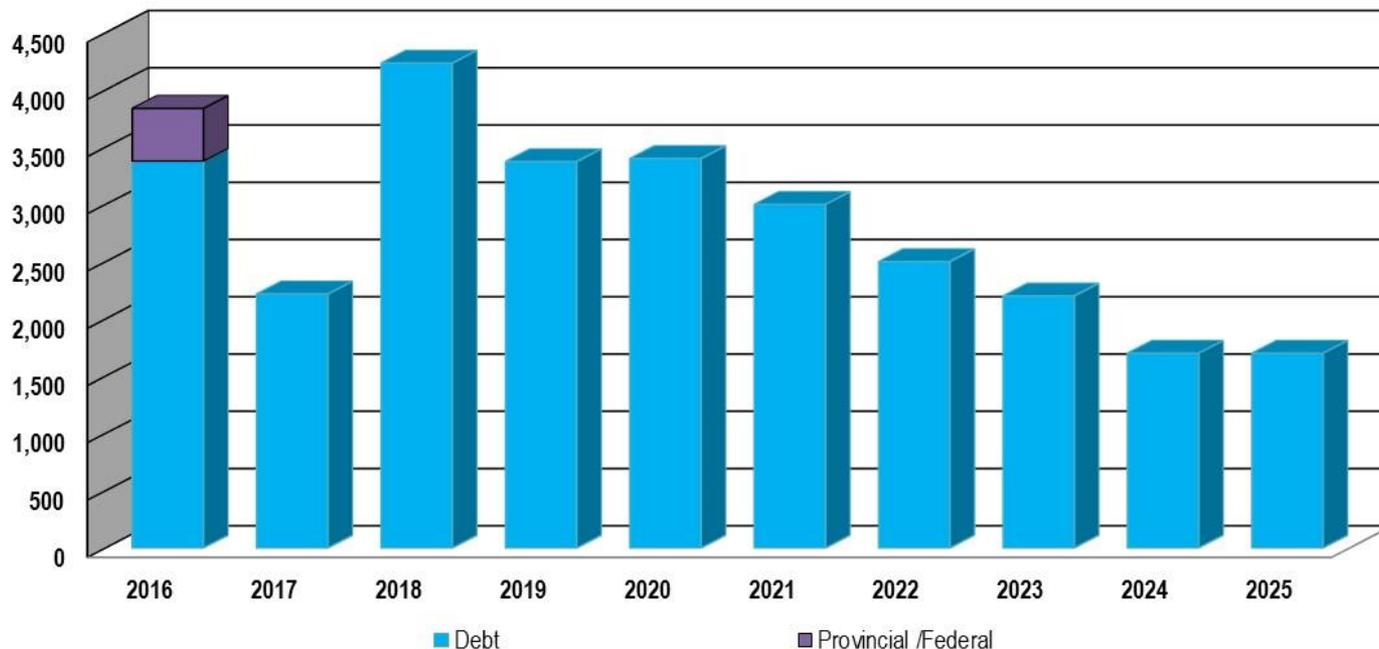


2016 – 2025 Preliminary Capital Budget and Plan by Project Category



\$ Millions	2016 - 2025 Capital Budget and Plan by Category									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Health & Safety										
Legislated	460									
SOGR		60	1,243	800	2,325	2,304	2,114	787		
Service Improvements	3,375	2,157	2,990	2,573	1,075	696	386	1,413	1,700	1,700

2016 – 2025 Preliminary Capital Budget and Plan by Funding Source



\$ Millions	2016 - 2025 Capital Budget and Plan by Source									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Debt	3,375	2,217	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700
Provincial /Federal	460									

