



REPORT FOR ACTION

Toronto Public Health Capital Budget Variance for the Twelve Months Ended December 31, 2019

Date: May 29, 2020
To: Board of Health
From: Medical Officer of Health
Wards: All

SUMMARY

This report provides an update to the Board of Health on the Toronto Public Health (TPH) Capital Budget Variance for the twelve months ended on December 31, 2019.

As of December 31, 2019, TPH spent \$3.852 million, representing 79.2 percent of the 2019 Approved Capital Budget of \$4.865 million.

RECOMMENDATIONS

The Medical Officer of Health recommends that:

1. The Board of Health receive this report for information.

FINANCIAL IMPACT

As of December 31, 2019, TPH spent \$3.852 million, representing 79.2 percent of the 2019 Approved Capital Budget of \$4.865 million.

The Chief Financial Officer and Treasurer has been provided the financial impacts associated with this program for review as part of the 2020 budget process.

DECISION HISTORY

On October 3, 2019, City Council approved in-year budget re-allocation between capital projects of \$0.124 million from unspent capital projects in order to continue work on previously approved capital projects. City Council requested that the 2019 Approved Capital Budget be adjusted accordingly with no incremental impact on debt.

[EX8.13 Capital Variance Report for the Six-Month Period Ended June 30, 2019](#)

On May 14, 2019, City Council approved additional carry forward funding from 2018 of \$0.388 million from unspent capital projects in order to continue work on previously approved capital projects. City Council requested that the 2019 Approved Capital Budget be adjusted accordingly with no incremental impact on debt.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX5.4>

On March 7, 2019, City Council approved a Toronto Public Health 2019 Capital Budget of \$4.477 million in cash flows (including \$0.660 million of carry forward funding from 2018).

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.5>

COMMENTS

The Toronto Public Health (TPH) 2019 Approved Capital Budget of \$4.865 million is comprised of the following Projects:

Information Technology

- Dental and Oral Health Information Systems
- Community Health Information System
- Early Abilities Information System - Phase 1
- Inspection Management - Phase 1
- DataMart Data Warehouse - Phase 3
- Electronic Medical Records - Phase 3
- Community Collaboration - Seed
- Correspondence and Communication Tracking - Seed

Facilities

- Relocation and Expansion of Scarborough Dental Clinic

As of December 31, 2019, TPH spent \$3.852 million, representing 79.2 percent of the 2019 Approved Capital Budget of \$4.865 million as shown in Table 1 below:

Table 1: 2019 Twelve Month Capital Variance Report

Capital Budget Variance for the period ended December 31, 2019				
	Budget	Actuals	Variance	Spend Rate
	(\$000s)	(\$000s)	(\$000s)	%
Dental & Oral Health Information System	342	310	32	90.6
Community Health Information System	947	877	70	92.6
Early Abilities Information System - Phase 1	130	126	4	96.9
Inspection Management - Phase 1	125	125	0	100.0
Datamart Data Warehouse - Phase 3	1,028	1,014	14	98.6
Electronic Medical Records - Phase 3	1,385	923	462	66.6
Community Collaboration - Seed	319	98	221	30.7
Correspondences and Communication Tracking	100	15	85	15.0
Relocation and Expansion of Dental Clinic	489	364	125	74.4
Total	4,865	3,852	1,013	79.2

Toronto Public Health's project management process, which is consistent with the City's practice, uses colour codes to reflect the status of capital projects. The status of each capital project is based on budget, schedule and scope considerations. The colour codes are defined as follows:

- Green – on target to meet project goals (scope/functionality), and on budget and schedule;
- Yellow – at risk of not meeting certain goals. Some scope, budget and/or schedule issues and corrective action required; and,
- Red – at risk of not meeting goals. Significant scope, budget and/or schedule issues and corrective action required.

The following provides summary information on projects within the 2019 Capital Budget.

Information Technology Projects:

- **Dental and Oral Health Information Systems**

Overall Project Status
Yellow

This project's objective is to improve TPH-run dental clinics' operational efficiency and effectiveness in providing dental and oral health services. This initiative will provide access to real-time dental and oral health practice management information, including shared appointment scheduling; patient charting; digital x-ray management; and electronic integration with the Province's billing system.

As of December 31, 2019, capital expenditures totaled \$0.310 million, representing 90.6 percent of the approved 2019 cash flow of \$0.342 million. Delays in the completion of deliverables by the vendor will require \$0.032 million to be carried forward into 2020 to complete planned deliverables.

- **Community Health Information System**

Overall Project Status
Green

This project will enhance the Toronto Community Health Information System, which is used as a client relationship management system to coordinate service delivery and transfer data between several systems, including the Province's Integrated Services for Children Information System.

This project will improve reliability; comply with legal requirements (including Accessibility for Ontarians with Disabilities Act and Personal Health Information Protection Act); comply with industry standards; and, enhance the capabilities of the application to improve workflows and reduce errors. This project supports program staff to efficiently deliver service to a growing public health client base.

As of December 31, 2019, capital expenditures totaled \$0.877 million representing 92.6 percent of the 2019 approved cash flow of \$0.947 million. Contracted resources were used less than expected in the fiscal fourth quarter necessitating a carry forward of \$0.070 million into 2020.

- **Early Abilities Information System - Phase 1**

Overall Project Status
Green-Completed

This phase of the project will conduct a current state assessment and prepare business case documentation prior to moving towards implementing a solution to replace the case management system (in Phase 2). The Early Abilities program delivers community-based identification and intervention (vision, hearing, speech and language) services for young children and their families.

This project was completed on August 31, 2019 with capital expenditures of \$0.126 million, representing 96.9 percent of the 2019 approved cash flow of \$0.130 million.

- **Inspection Management - Phase 1**

Overall Project Status
Green-Completed

This project will perform the required analysis and business case documentation prior to seeking approval to proceed to the next phase of the project. This involves replacing the current Healthy Environments and Communicable Disease Control inspection system with a new case management solution.

The goal of this project is to find a system that is flexible: allowing for modifications to program workflows, changes in business rules, and the addition of new programs with minimal customization for both mobile and web versions.

The system will have enhanced technical capabilities, including integrity of data, complete history and audit trail for all records, compliance with Personal Health Information legislation, and integration with City (e.g. business licensing) and Provincial systems (e.g. Panorama).

This project was completed on August 31, 2019 with capital expenditures of \$0.125 million, representing 100.0 percent of the 2019 approved cash flow of \$0.125 million.

- **DataMart Data Warehouse - Phase 3**

Overall Project Status
Green

Within TPH programs, this project will support further improvements in reporting, performance measurement and decision making. TPH operations will be enhanced by implementing this project. Staff will be better equipped to monitor performance and analyze trends to adjust programs and meet mandatory Ministry of Health reporting requirements in a timely manner.

As of December 31, 2019, capital expenditures totaled \$1.014 million, representing 98.6 percent of the 2019 approved cash flow of \$1.028 million. Challenges in retaining resources requires the carry forward of \$0.014 million into 2020 for resource requirements.

- **Electronic Medical Records - Phase 3**

Overall Project Status
Green

Phase 3 of the Electronic Medical Records (EMR) project is the implementation of a client information system. TPH's sexual health and needle exchange clinics' clients will receive a comprehensive electronic record of health-related information. This system creates efficiencies in business processes and improves client care.

As of December 31, 2019, capital expenditures totaled \$0.923 million, representing 66.6 percent of the approved 2019 cash flow of \$1.385 million. Delays in vendor contract execution, resource retention, and hiring challenges requires the carry forward of

\$0.462 million into 2020 to complete planned deliverables.

- **Community Collaboration - Seed**

Overall Project Status
Yellow

This seed funding project includes developing a strategy and defining the scope for implementing community collaboration solutions at TPH. This will be in partnership with other interested City divisions to efficiently and securely collaborate with external stakeholders and increase communication with the public.

This project will investigate methods for securely sharing sensitive data with external partners; identify options for expanding the use of social media to inform the public; and result in a proof-of-concept using a cloud-based document-sharing and collaboration product. This project will provide a clear understanding of available solutions that can provide a secure two-way information-sharing portal with stakeholders.

As of December 31, 2019, capital expenditures totaled \$0.098 million, representing 30.7 percent of the approved 2019 cash flow of \$0.319 million. Office 365 project delays affected the planned timeline for this project and the unavailability of resources in the fiscal fourth quarter requires the carry forward of \$0.142 million into 2020 to complete planned deliverables.

- **Correspondence and Communications Tracking - Seed**

Overall Project Status
Yellow

This project will identify and recommend an automated workflow and document management solution for tracking correspondence and communications received by the Medical Officer of Health. This project will identify solutions with a focus on reducing or eliminating manual processes and improving the timelines of responding to queries.

As of December 31, 2019, capital expenditures totaled \$0.015 million, representing 15.0 percent of the approved 2019 cash flow of \$0.100 million. Resource allocation delays and the unavailability of resources in the fiscal fourth quarter requires the carry forward of \$0.041 million into 2020 to complete planned deliverables.

Facilities Project

- **Relocation and Expansion of Dental Clinic at Scarborough Civic Centre**

Overall Project Status
Green-Completed

The TPH dental clinic at 160 Borough Drive has been relocated to 150 Borough Drive. This new and larger facility is compliant with the Accessibility for Ontarians with Disabilities Act. This clinic is providing improved access to dental services for adults on social assistance, adults with disabilities, and refugees.

As of December 31, 2019, capital expenditures totaled \$0.364 million, representing 74.4 percent of the 2019 approved cash flow of \$0.489 million. The clinic opened and started seeing patients on May 14, 2019.

CONTACT

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SIGNATURE

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