



Toronto Public Health Capital Budget Variance - Nine Months Ended September 2020

Date: October 26, 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 Capital Budget Variance for the nine months ended on September 30, 2020.

As of September 30, 2020, Toronto Public Health spent \$1,119.7 thousand representing 18.0 percent of the 2020 Approved Capital Budget of \$6,217.3 thousand.

The majority of planned 2020 capital projects have been deferred as resources have been deployed to support Toronto Public Health's COVID-19 response.

RECOMMENDATIONS

The Medical Officer of Health recommends that:

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

FINANCIAL IMPACT

As of September 30, 2020, Toronto Public Health spent \$1,119.7 thousand representing 18.0 percent of the 2020 Approved Capital Budget of \$6,217.3 thousand.

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

DECISION HISTORY

At its meeting on September 30, 2020, City Council approved an increase to the Toronto Public Health 2020 Capital Budget for the Ontario Senior Dental Care Program by \$2.345 million fully funded by the Ontario Ministry of Health, with cash flows of \$2.781 million in 2020 and \$0.711 million in 2021, bringing the total project cost of this project to \$3.492 million.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.HL20.5>

At its meeting on July 28, 2020, City Council, approved the 2020 TPH Executive Committee Recommended Capital Budget carry-forward funding of (\$0.021) million in cash flows.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX15.6>

At its meeting on February 19, 2020, City Council, approved the 2020 TPH Executive Committee Recommended Capital Budget of \$9.639 million in cash flows and future year commitments to include \$1.147 million from the Province of Ontario for the Ontario Senior Dental Care program.

<http://app.toronto.ca/tmmis/viewPublishedReport.do?function=getCouncilDecisionDocumentReport&meetingId=17180>

At its meeting on February 14, 2020, City Council approved a Toronto Public Health 2020 Capital Budget of \$8.492 million cash flows and future year commitments and \$22.124 million of the 2021-2029 Budget Committee Recommended Capital Plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX13.2>

COMMENTS

The Toronto Public Health (TPH) 2020 Approved Capital Budget of \$6,217.3 thousand is comprised of the following Projects:

Information Technology

- Dental & Oral Health Information Systems
- Community Health Information System
- DataMart Data Warehouse - Phase 3
- Electronic Medical Record - Phase 3
- Community Collaboration - Seed
- Correspondence and Communication Tracking - Seed
- Inspection Management Implementation

Facilities

- Ontario Seniors Dental Care Program

As of September 30, 2020, Toronto Public Health spent \$1,119.7 thousand representing 18.0 percent of the 2020 Approved Capital Budget of \$6,217.3 thousand as shown in Table 1 below:

Table 1: Capital Budget Variance for the period ended at September 30, 2020

| | Budget | Actuals | Variance | Spent Rate |
|--|----------------|----------------|----------------|-------------|
| | (\$000s) | (\$000s) | (\$000s) | % |
| Dental & Oral Health Information Systems | 31.1 | 20.1 | 11.0 | 64.6 |
| Community Health Information System | 850.1 | 321.3 | 528.8 | 37.8 |
| Datamart Data Warehouse-Phase 3 | 845.2 | 360.0 | 485.2 | 42.6 |
| Electronic Medical Records-Phase 3 | 734.9 | 384.8 | 350.1 | 52.4 |
| Community Collaboration - Seed | 243.0 | 33.5 | 209.5 | 13.8 |
| Correspondence And Communications Tracking | 69.0 | - | 69.0 | - |
| Inspection Management Implementation | 663.0 | - | 663.0 | - |
| Ontario Seniors Dental Care Program | 2,781.0 | - | 2,781.0 | - |
| Total | 6,217.3 | 1,119.7 | 5,097.6 | 18.0 |

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 2020 TPH Capital Budget.

Information Technology Projects:

- **Dental & Oral Health Information Systems**

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|------------------------|
| Overall Project Status |
| Green |

The objective of this project is to improve the operational efficiency and effectiveness of providing dental and oral health services to eligible clients in all TPH run dental clinics. 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 provincial billing system.

As of September 30, 2020, capital expenditures totaled \$20.1 thousand representing 64.6 percent of the approved 2020 cash flow of \$31.1 thousand.

- **Community Health Information System**

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|------------------------|
| Overall Project Status |
| Red |

This project will enhance the Toronto Community Health Information System (TCHIS), which is used as a client relationship management system to coordinate service delivery and transfer data between several systems, including the provincial Integrated Services for Children Information System (ISCIS). 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 in efficiently delivering service to a growing public health client base.

As of September 30, 2020, capital expenditures totaled \$321.3 thousand representing 37.8 percent of the 2020 approved cash flow of \$850.1 thousand. Overall Project Status is red; the project has been deferred so that resources could be deployed to support TPH's COVID-19 response. The project is expected to restart in January 2022.

- **DataMart Data Warehouse - Phase 3**

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|------------------------|
| Overall Project Status |
| Red |

Building on the accomplishments of Phase 2, this project will support further improvements in reporting, performance measurement and decision making within TPH programs. Implementing this project will enhance TPH operations by allowing staff to better monitor performance and analyze trends to adjust programs and meet mandatory Ministry of Health reporting requirements in a timely manner.

As of September 30, 2020, capital expenditures totaled \$360.0 thousand representing 42.6 percent of the 2020 approved cash flow of \$845.2 thousand. Overall Project Status is red; the project has been deferred so that resources could be deployed to support TPH's COVID-19 response. The project is expected to restart in July 2021.

- **Electronic Medical Records - Phase 3**

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| Overall Project Status |
| Red |

Phase 3 of the Electronic Medical Records (EMR) project builds on the work done in Phase 2 and will implement a new client information system to provide a comprehensive electronic record of health-related information for clients of TPH's sexual health and needle exchange clinics, creating efficiencies in business processes and improved client care.

As of September 30, 2020, capital expenditures totaled \$384.8 thousand representing 52.4 percent of the approved 2020 cash flow of \$734.9 thousand. Overall Project Status is red; the project has been deferred so that resources could be deployed to support TPH's COVID-19 response. The project is expected to restart in January 2022.

- **Community Collaboration - Seed**

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| Overall Project Status |
| Red |

This seed funding project will develop a strategy, and define the scope for implementing community collaboration solutions at TPH, in conjunction with other interested City divisions to efficiently and securely collaborate with external stakeholders and increase communication with the public. This project will result in a proof-of-concept using a cloud-based document sharing and collaboration product; investigate methods for securely sharing sensitive data with external partners; and, identify options for expanding the use of social media to inform the public. This project will provide a clear understanding of available solutions, which will provide a secure two-way information sharing portal with stakeholders.

As of September 30, 2020, capital expenditures totaled \$33.5 thousand representing 13.8 percent of the approved 2020 cash flow of \$243.0 thousand. Overall Project Status is red; the project has been deferred so that resources could be deployed to support TPH's COVID-19 response. The project is expected to restart in January 2022.

- **Correspondence and Communications Tracking - Seed**

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|------------------------|
| Overall Project Status |
| Red |

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 to produce reports and

respond to queries.

As of September 30, 2020, there were no capital expenditures incurred from the approved 2020 cash flow of \$69.0 thousand. Overall Project Status is red; the project has been deferred so that resources could be deployed to support TPH's COVID-19 response. The project is expected to restart in January 1, 2021.

- **Inspection Management Implementation**

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| Overall Project Status |
| Red |

This project will replace current inspection systems leveraging corporate customer relationship management systems and common infrastructure components to reduce ongoing technical infrastructure and resource costs and improve efficiency and effectiveness of inspection, investigation, and enforcement service delivery.

As of September 30, 2020, there were no capital expenditures incurred from the approved 2020 cash flow of \$663.0 thousand. Overall Project Status is red; the project has been deferred as a result of COVID-19 and its impact on the corporate Enterprise Inspection Management Program roadmap. The project is expected to restart in January 2021.

Facilities Project

- **Ontario Seniors Dental Care Program**

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|------------------------|
| Overall Project Status |
| Red |

The Ontario Seniors Dental Care Program is 100 percent funded by the Ministry of Health. The project includes funding to provide dental services to low-income seniors who are 65 years of age or older. Funding for this project came in two allocations. The first allocation was for enhancement/renewal of four City owned dental clinics and the commissioning 2 dental vans. The second allocation, received in August 2020, is for enhancement/renewal of six dental clinics.

As of September 30, 2020, there were no capital expenditures incurred from the approved 2020 cash flow of \$2,781.0 thousand. The drawings and finalized design for the millwork in original four City owned dental clinics are completed and the renovation has commenced. Three of the original four City owned clinics are expected to be completed by December 2020 and the fourth clinic is planned to be completed by March 2021. The dental vans require a Request for Quotation (RFQ) to be issued and the vehicle build project is expected to be completed by December 2021. Of the six new clinic projects, capital funding for five clinics will be provided to contracted agencies to manage the entire project with an expected completion date in March 2022. Overall

Project Status is red; components of the project have been deferred so that resources could be deployed to support COVID-19 response.

CONTACT

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SIGNATURE

Dr. Eileen de Villa
Medical Officer of Health

ATTACHMENTS

Attachment 1: Toronto Public Health Capital Budget Variance Report for the Period Ended September 30, 2020