



Toronto Public Health Capital Budget and Plan Request

2013 - 2022

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Executive Summary

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EXECUTIVE SUMMARY

This report provides an overview of the Toronto Public Health (TPH) 2013 Capital Budget, and 2014-2022 Capital Plan and Forecast.

TPH is submitting a 2013 – 2022 Capital Budget and Plan request of \$34.746 million, including a 2013 Capital Budget of \$4.611 million and future year commitments of \$5.527 million and a 2014 – 2022 Capital Plan and Forecast of \$24.608 million. The Debt Affordability Target provided by the City for TPH is \$3.396 million in 2013, \$3.393 million in 2014, \$3.396 million in 2015, \$3.392 million in 2016, \$3.388 million in 2017 and, \$15.636 million for 2018 to 2022 for a total of \$32.601 million. TPH will receive 100% provincial funding for one IT project for \$1.215 million in 2013, \$0.725 million in 2014 and \$0.205 million in 2015 for a total of \$2.145 million.

The 10-Year Capital Budget and Plan request will provide funding for eleven Information and Technology (IT) projects that support improvement of service delivery with the development and enhancement of systems while complying with provincial mandatory reporting requirements. There is no additional operating impact associated with these eleven IT projects.

Table 1

Toronto Public Health 2013 - 2022 Capital Budget and Plan Request (\$000's)													
	2013 Budget Request	Commitments/Plan					Total 2013 - 2017	2018-2022 Forecast					Total 2013 - 2022
		2014	2015	2016	2017	2018		2019	2020	2021	2022		
2013 Budget & Future Year Commitments	4,611	3,037	2,490	0	0	10,138	0	0	0	0	0	10,138	
2014 - 2022 Plan and Forecast (Estimates)		1,081	1,111	3,392	3,388	8,972	3,363	3,373	3,400	3,000	2,500	24,608	
Total Plan and Forecast	4,611	4,118	3,601	3,392	3,388	19,110	3,363	3,373	3,400	3,000	2,500	34,746	
Provincial Funding (100%)	1,215	725	205			2,145						2,145	
Debt Affordability Target	3,396	3,393	3,396	3,392	3,388	16,965	3,363	3,373	3,400	3,000	2,500	32,601	
Over/(under) Debt Target	0	0	0	0	0	0	0	0	0	0	0	0	

Demands on public health services and the business support for them continue to grow. Technology is required to extend our capacity to provide service in a timely way while fiscal constraints require human resources to be maintained or reduced. Service metric and reporting with real time data is an increasing expectation as people have become used to availability of information on demand. Professionals also expect to use tools that allow them to provide their services most effectively and that enable them to access information, upload

data and report on services, costs, performance metrics and other requirements. TPH uses a number of technology systems to assist in delivering services. Increased awareness and need to demonstrate accountability requires systems that provide management with means to monitor various information and metrics to ensure standards are being met within acceptable boundaries.

The Ontario Public Health Organizational Standards includes the requirement to develop and implement an IT strategy for each public health unit as one of the expectations for a well managed system. When employees are asked to do more with the same or fewer resources, it's critical that the organization provides them with the IT tools they need to do their jobs. Audit requirements, performance metrics and the need to demonstrate effective management of resources requires a planned realistic approach to providing tools that enable timely and efficient reporting.

Toronto Public Health is in certain cases required to use certain forms of information technology and certain systems in order to collect and share information with other jurisdictions through provincially developed systems. TPH, as with all health units in Ontario, is also required by law to collect and report certain forms of critical information related to communicable and reportable diseases within mandated timelines and formats prescribed by Ontario.

The Capital Plan presented below outlines a series of projects designed to both improve the ability of TPH to share quickly, critical information, to improve accountability through better and more timely information collection and to assist in more efficient delivery of our programs and services to and on behalf of the residents of Toronto.

RECOMMENDATIONS

The Medical Officer of Health recommends that:

1. City Council approve a 2013 Recommended Capital Budget for Toronto Public Health with a total project cost increase of \$4.157 million and a 2013 cash flow of \$4.958 million and future year commitments of \$5.527 million. The 2013 Capital Budget is comprised of the following:
 - a) new cash flow funding for:
 - i) one new sub-project and two change in scope sub-projects with a 2013 total project cost increase of \$4.157 million that requires an increase in cash flow of \$0.754 million in 2013 and future year commitments of \$1.514 million in 2014; and \$1.889 million in 2015; and

- ii) three previously approved sub-projects with a 2013 cash flow of \$3.857 million and future year commitments of \$1.523 million in 2014, and \$0.600 million in 2015.
 - b) 2012 approved cash flow for one previously approved sub-project with carry forward funding from 2012 into 2013 totalling \$0.347 million;
2. City Council approve the 2014-2022 Capital Plan for Toronto Public Health totalling \$24.608 million in project estimates, comprised of \$1.081 million in 2014, \$1.111 million in 2015, \$3.392 million in 2016, \$3.388 million in 2017, \$3.363 million in 2018, \$3.373 million in 2019, \$3.4 million in 2020, \$3.0 million in 2021 and \$2.5 million in 2022; and
 3. the Board of Health forward this report including the attachment to the City's Budget Committee for its consideration during the 2013 budget process.

The figures forming the basis of the Recommendations are shown in the table below.

Table 2

TORONTO PUBLIC HEALTH 2013 CAPITAL BUDGET AND 2014-2022 CAPITAL PLAN AND FORECAST													
	(\$'000s)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total 2013- 2017	Total 2014- 2022
Gross Expenditures													
2012 FY Commitments		3,857	1,523	600								5,980	
2013 New/Change in Scope & Future Year Commitments		754	1,514	1,889								4,157	
Total Budget and Commitments		4,611	3,037	2,490	-	-						10,138	5,527
Projected Carry Forward to 2013		347											
Total 2013 Cash Flow		4,958											
2014-2022 Capital Plan			1,081	1,111	3,392	3,388	3,363	3,373	3,400	3,000	2,500		24,608

IMPACT OF THE CAPITAL PROGRAM ON TPH STRATEGIC PLAN

The capital program is integral to the achievement of the following TPH Priority Directions and Actions contained in the TPH 2010-2014 Strategic Plan:

Table 3

Priority Directions & Actions Impacted By TPH Capital Projects	2013 Projects				Future Projects							
	HF/HL Systems Integration	Web re-Brand Project	Infectious Disease Control Information System	HF/HL Point of Care	TPH Datamart/ Data Warehouse	Document & Records Mgmt System	Dental and Oral Health Info System	Public Health System State of Good Repair	Internet & Intranet Strategy Implementation	CDC Wireless Rollout	Public Health Service Delivery Transformation	
Priority Direction 1												
Deliver services that meet the health needs of Toronto's diverse communities												
Plan service delivery based on the assessment of health needs across different populations, including newcomers and racialized communities	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Establish equity goals using relevant health indicators as a means of targeting service provision to priority populations	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Priority Direction 2												
Champion healthy public policy												
Sustain public awareness of the vital role played by TPH staff and programs in achieving a healthy city for all		<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Report to the Board of Health on priority issues and recommended actions for system-wide, whole-of-government policies that protect and promote health			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Priority Direction 3												
Plan for and respond to urgent public health threats and emergencies												
Update and maintain TPH emergency preparedness and response systems and provide ongoing training and exercises for staff		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Priority Direction 4												
Lead innovation in urban public health practice												
Foster knowledge exchange with other public health units and academic, government and community agencies to strengthen engagement in applied research and evaluation of public health practice	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Build and sustain partnerships across sectors locally, regionally and globally that advance the goals of protecting and promoting public health	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Implement an organizational performance management framework that ensures continuous quality improvement	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Priority Direction 5												
Be a healthy workplace that embraces excellence and promotes collaboration and mutual respect												
Develop and implement an organization-wide learning plan							<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Strengthen internal communication channels and processes to promote engagement and support collaboration		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

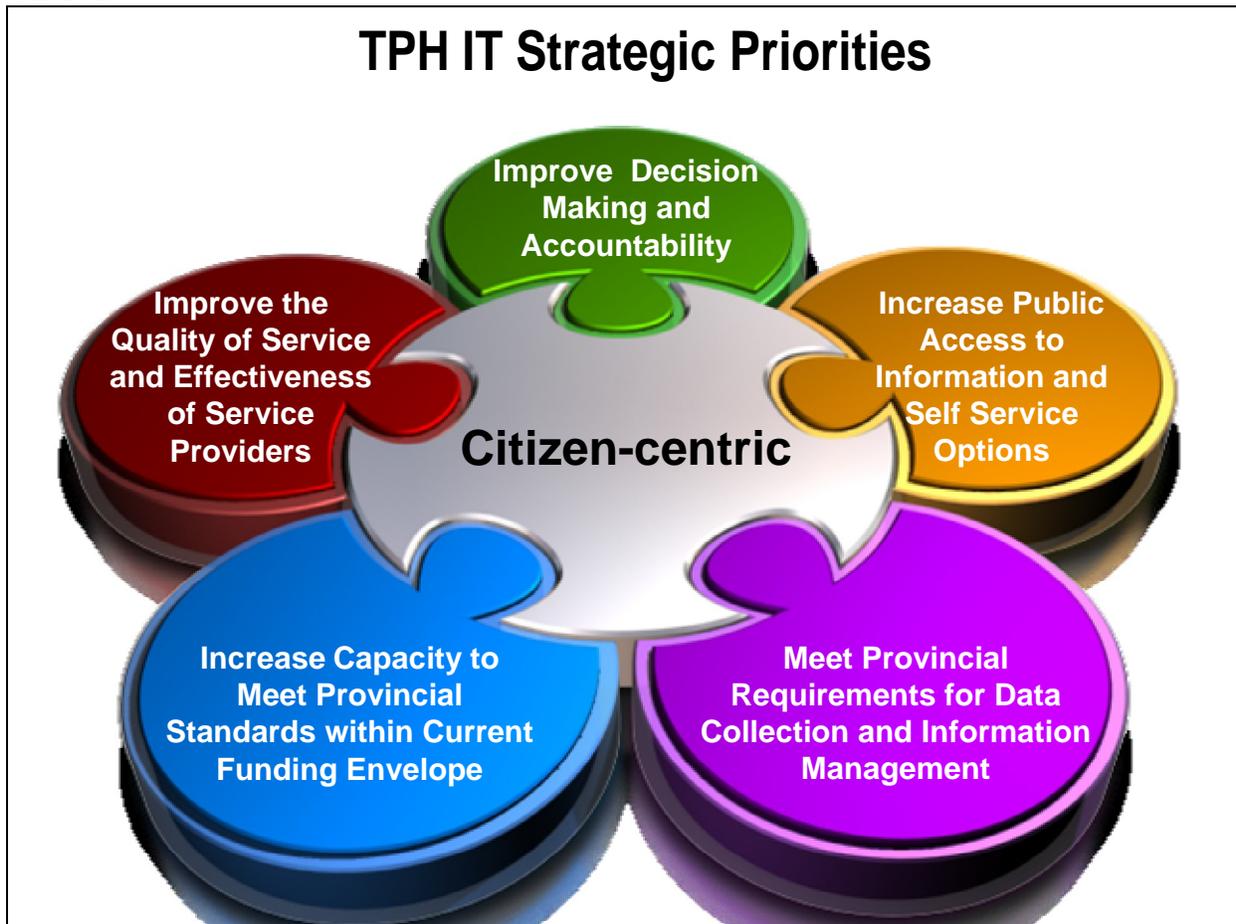
OVERVIEW CAPITAL BUDGET AND PLAN

2013-2022 Capital Budget and Plan

The 2013 Capital Budget process requires City Divisions and its Agencies, Boards and Commissions (ABCs) to submit a 10-Year Capital Budget and Plan within the debt affordability and capital targets established for each of the 10 years. City Divisions and ABCs must develop their 10-Year Capital Budget and Plan based on these debt targets. The TPH capital budget also includes one 100 percent provincially funded project.

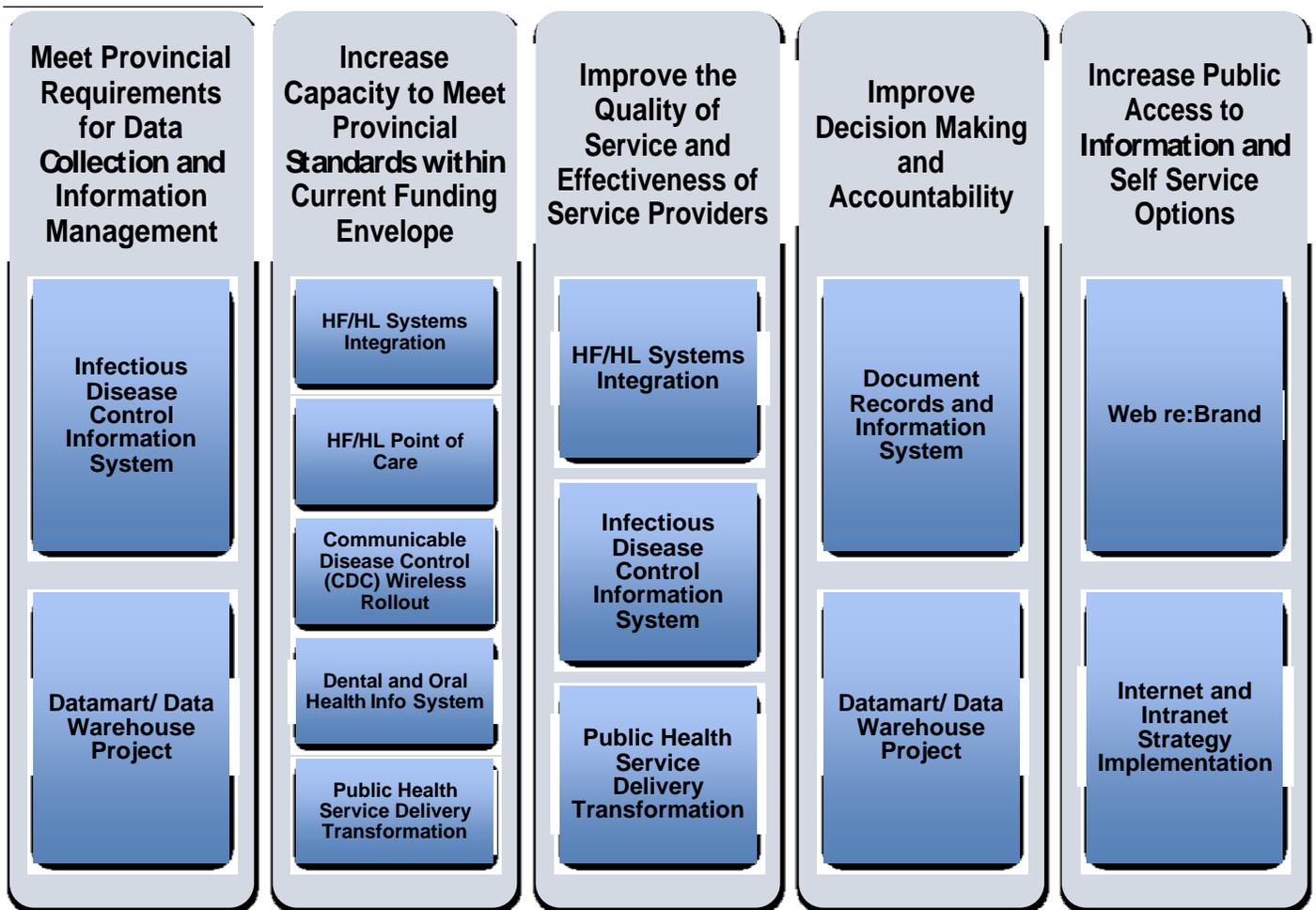
The Capital projects included in TPH's 10-Year Capital Budget and Plan are designed to support five strategic TPH IT priorities as represented in the diagram below.

Chart 1



The TPH 2013-2022 Capital Budget and Plan contains projects that deliver on each of the five strategic priorities. The chart below titled “2013-2022 IT Capital Portfolio” places projects under the priorities where they have the largest impact. It should be noted that most projects have benefits that fall into all the categories.

2013 - 2022 IT Capital Portfolio



IT Strategic Priorities

Below is a statement on each of the five IT Strategic Priorities with an illustration from a capital project about how this priority is being addressed.

1. Meet Provincial Requirements for Data Collection and Information Management

TPH must comply with Provincial legislation and standards around the collection and protection of personal and public health information.

- The Infectious Disease Control Information System project is a provincially mandated system that will implement a new national public health information system. This system will encompass an immunization information system, a vaccine ordering and distribution system, health alerts, and a case, contact, and outbreak management system for reportable diseases. TPH is partnering with the Province to develop a system that will meet both their requirements and the complex needs of the City of Toronto.

2. Increase Capacity to Meet Provincial Standards within Current Funding Envelope

TPH is committed to delivering services that meet community health needs and comply with the Ontario Public Health Standards while making wise use of human and financial capital. IT investments capitalize on opportunities to automate work and increase the capacity of staff to meet required standards of service.

- The HF/HL Point of Care System will expand program capacity and allow TPH to better meet provincial standards by enabling staff to spend a greater proportion of each work day engaged in professional program and service delivery.

3. Improve the Quality of Service and Effectiveness of Service Providers

In support of TPH's commitment to excellence by ensuring continuous improvement in organizational performance, the capital program strives to provide staff with the tools they need to enhance performance and provide high quality service to our clients.

- One of the key objectives of the Healthy Families/Healthy Living (HF/HL) Systems Integration Project is to create a single record that contains a complete history of client information. This will facilitate continuity of care and a holistic approach to client management by allowing staff to review past services provided by multiple TPH programs, monitor and follow up on important issues identified by other staff, and meet current needs based on a complete client history and assessment.

4. Improve Decision Making and Accountability

Information technology has a key role to play in supporting TPH's objectives of service excellence and accountability to the Board of Health, the Government of Ontario, and to the people of Toronto through the use of evidence to support the design and delivery of programs, and the implementation of an organizational performance management framework.

- The Datamart/ Data Warehouse Project will provide management with direct access to timely information from all key TPH systems that will make it easier to assess program effectiveness, strengthen accountability and results, identify trends, and perform comprehensive analysis.

5. Increase Public Access to Information and Self Service Options

Technology has an important role in meeting the public's demands for service 24/7 and the growing use of the internet to access information.

- The Web re:Brand and Internet/Intranet Strategy Implementation projects will together help TPH expand and make its current website more user friendly and accessible to better support: i) the communication and education of the public on disease prevention, health promotion, and health protection; ii) access to information on TPH programs and services; and iii) the quick dissemination of information during public health threats and emergencies.

CAPITAL PROJECT SUMMARIES AND FUNDING DETAILS

The funding for the TPH 2013-2022 IT Capital Budget and Plan is summarized in Table 4 below:

Table 4

Summary of Major Capital Initiatives (excludes 2012 Carry Forward Funding)											
(in thousands)	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013- 2022 Total
2013 Budget and Future Year Commitments											
Ongoing Projects											
HF/HL Systems Integration	1,933										1,933
Web re:Brand Project	420	445	334								1,199
Infectious Disease Control Information System	1,215	725	205								2,145
New Project Beginning in 2013											
HF/HL Point of Care	1,043	1,867	1,950								4,860
Subtotal	4,611	3,037	2,490								10,138
2014-2022 Plan And Forecast (Estimates)											
Future Projects											
TPH Datamart Data Warehouse		1,081	941	913	914	825					4,674
Document & Records Mgmt System			171	1,019	867	738					2,795
Dental and Oral Health Info System				300	684	709	410				2,103
Public Health System State of Good Repair				1,160	923	1,091	1,180	1,221	1,007	1,756	8,338
Internet & Intranet Strategy Impl							979	594	839	135	2,547
CDC Wireless Rollout							804	634			1,438
Public Health Service Delivery Transformation								951	1,154	609	2,714
Subtotal		1,081	1,111	3,392	3,388	3,363	3,373	3,400	3,000	2,500	24,608
Grand Total	4,611	4,118	3,601	3,392	3,388	3,363	3,373	3,400	3,000	2,500	34,746

PROJECT SUMMARIES

Ongoing Projects

1. ***HF/HL Systems Integration*** project - 2010 to 2013 (\$5.645 million) – The purpose of this project is to develop and integrate several different systems into the Toronto Community Health Information System (TCHIS) framework including the provincial Integrated Services for Children Information System (ISCIS). 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 over 30 legacy applications; 3) reducing risk by increasing data security and integrity; and 4) enhancing PHNs' ability to provide better quality service to more clients by enabling access to comprehensive client files and TPH resources.

2. ***Web re:Brand TPH Implementation*** project – 2011 to 2015 (\$1.921 million) This project addresses deficiencies pertaining to: management of 8,000 web pages/files; responding to future web content growth; and user experience. The project will redesign the TPH website and implement the City's new content management software to automate the web posting process in order to improve the accuracy, relevance and timeliness of web content.

3. ***Infectious Disease Control Information System*** project - 2012 to 2015 (\$2.391 million) – This 100 percent provincially funded project uses TPH expertise and diverse requirements to assist in the on-going development and implementation of the pan-Canadian Panorama System for infectious disease control. As one of six Builder health units in the province, Toronto Public Health's involvement is funded by the Ministry of Health and Long Term Care and includes developing the implementation approach, product evaluation, configuration, data migration, and reporting to ensure that the solution meets our requirements and aligns with our business processes.

Implementing this system will provide TPH with a comprehensive, inter-operable integrated public health information system that, once fully implemented, will replace existing obsolete systems and provide Ontario's public health professionals – provincially and locally with: 1) a common immunization registry, improving the understanding of immunization coverage vaccine rates and strengthening immunization programs; 2) a shared view of vaccine inventory, increasing the efficiency of vaccine delivery and the redistribution of vaccines during an outbreak – supporting timely and rapid response to a vaccine shortage in one area or another in the province; and 3) a common repository of communicable disease and outbreak data, reducing the risk to the population through

early detection, rapid verification and appropriate response to epidemic-prone and emerging disease threats.

New Project Beginning in 2013

1. ***HF/HL Point of Care*** project - 2013 to 2015 (\$4.860 million) – This project will implement wireless devices which securely communicate with the TCHIS system and synchronize data between the mobile units and the TCHIS database. Implementing this project will: 1) increase quality of care through enabling professional staff to have access to materials, documents, health promotion literature and related policies and procedures on-site during a home visit; 2) improve accuracy of documentation by reducing the time gap between client interaction and documentation of these interactions; 3) improve compliance to documentation guidelines, standards and policies; 4) provide increased accountability with regard to the information contained within the customer record; and 5) increase quantity of care through point of care (POC) access by enabling staff to spend a greater proportion of each work day engaged in professional level program and service delivery.

Future Projects

1. ***TPH Datamart / Data Warehouse*** project - Phase 2 - 2014 to 2018 (\$5.698 million) - Phase 2 will support improved reporting, performance measurement and decision making across all TPH programs. Implementing this project will improve operations by allowing stakeholders to better monitor performance and analyze trends to adjust programs and meet mandatory Ministry of Health and Long-Term Care reporting requirements in a timely manner.
2. ***Document and Records Management System*** project – 2015 to 2018 (\$2.795 million) - Records and information contained in documents are key assets for Toronto Public Health. This information is primarily available now in electronic documents. The City Clerk's Division and the City's Information & Technology Division have selected a corporate Enterprise Document Management System (EDMS) in 2012 and will complete a pilot of this solution in select City divisions in Q1 2014. Approval to implement the EDMS solution in other divisions is expected in Q1 2014 and TPH plans to begin implementing it in 2015.
3. ***Public Health Systems State of Good Repair*** project – 2016 to 2022 (\$8.338 million) – This project will enhance or replace a number of software systems/applications that have reached their end of life due to their: i) technical obsolescence; ii) inability to satisfy new security standards/legislation and protect personal and personal health information; and iii) inability to support new business requirements. The goal of this project is to ensure that critical business systems are sustained.

4. ***Internet and Intranet Strategy Implementation*** project – 2019 to 2022 (\$2.547 million) - TPH has developed an Internet and Intranet Strategy. During the implementation of this strategy, a number of internet and intranet applications/solutions have and will continue to be identified to meet TPH's business needs for public and client engagement using the internet. These applications/solutions will be developed/purchased and implemented beginning 2019.

5. ***Communicable Disease Control (CDC) Wireless Rollout*** project – 2019 to 2020 (\$1.438 million) - This project will implement wireless devices in the Communicable Disease Control (CDC) program, specifically for 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 allow staff to capture and view information while in the field delivering services. This project will improve TPH's ability to deliver timely health management services.

6. ***Dental and Oral Health Information System*** project – 2016 to 2019 (\$2.103 million) – This project will assess the requirements not met by the provincial dental and oral health system, with features, as required, to support: dental practice management including patient scheduling, charting, and digital x-ray management in City dental clinics; dental screening, oral health services and on-site dental treatment for geriatric clients at collective living centres and other community facilities; and electronic integration with provincial systems for school dental screening and claims processing and private dental operations for claims processing. This project will improve TPH's ability to deliver dental health services to vulnerable and under-privileged children and seniors in Toronto.

7. ***Public Health Service Delivery Transformation*** project – 2020 to 2022 (\$2.714 million) - TPH will implement the priority initiatives identified in the TPH IT Strategic Plan that will be developed and updated as required by the Organizational Standards for Ontario public health units.

OPERATING BUDGET IMPACT OF 10 YEAR CAPITAL PLAN

Approval of the 2013-2022 Recommended Capital Plan will not impact future year Operating Budgets. The costs of new system maintenance and support will be fully absorbed within the existing TPH operating budget using program efficiency and service realignment realized through the implementation of the IT capital projects.

In-Year Changes to the Approved 2012 Capital Budget

In 2012 TPH requested an in-year adjustment to the 2012 approved capital budget. Funds were transferred between subprojects to capitalize on opportunities to accelerate projects. TPH also received 100 percent provincial funding for the Infectious Disease Control Information System that was approved by Council in October 2012.

Table 5

TPH Capital Program In-Year Adjustments for 2012 Budget				
(\$'000s)	2012 Approved Budget	In-Year Changes	2012 Revised Budget	Comment
Infectious Disease Control Information System	0	246	246	TPH received in-year 100% provincial funding for the system and a commitment from the province to provide 100% funding for the next 3 years to cover the total project cost of \$2.391 million. Council approved at its meeting of October 2 and 3, 2012.
Web re:Brand	2,719	-361	2,358	Reduced expense on contracted services for Web Information Architecture and technical skills. Reduced need for contracted services on web design.
HF/HL Systems Integration	5,931	-20	5,911	Reduced expense on systems development effort to accommodate enhanced functionality.
Health Emergency Information System	499	20	519	Increased contracted services to complete the development of enhanced functionality and better integration with existing systems.
TPH Datamart Data Warehouse - Phase 1	663	361	1,024	Increased contracted services to develop Data Warehouse and Business Intelligence standards, Meta data standards, Business Intelligence tools and solutions to align deliverables recommended in recently approved TPH and corporate Data Warehouse and Business Intelligence strategy.
Total		246		

2012 ESTIMATED CARRY FORWARD IMPACT ON 2013 CAPITAL BUDGET

TPH is forecasting that capital project expenditures for 2012 will be under budget by \$0.347 million. This funding for the Healthy Environment Inspection System will be carried forward to 2013 and is included in the 2013 Budget Request.

Table 6

Summary of Major Capital Initiatives (includes 2012 Carry Forward Funding)							
(in thousands)	2013 Rec. Budget	2012 Carry Forward	2013 Budget Request	2014 Plan	2015 Plan	2016 Plan	2013-2022 Total
2013 Budget and Future Year Commitments							
Ongoing Projects							
HF/HL Systems Integration	1,933		1,933				1,933
Web Re:Brand Project	420		420	445	334		1,199
Infectious Disease Control Information System	1,215		1,215	725	205		2,145
Healthy Environment Inspection System		347	347				
New Project Beginning in 2013							
HF/HL Point of Care	1,043		1,043	1,867	1,950		4,860
Subtotal	4,611	347	4,958	3,037	2,490		10,485

SUMMARY OF POSITIONS FUNDED THROUGH THE CAPITAL BUDGET

TPH requires staff to work temporarily on capital projects. Salary and benefit costs of \$3.725 million gross and \$0.0 net are included in the 2013 Operating Budget to reflect the payroll cost that is funded from the 2013 Capital Budget. The number of capital FTEs in the 2013 Operating Budget is 37.3 as detailed in Table 7.

Table 7

Summary of Positions Funded Through Capital (Excludes 2012 Carry Forward Funding)													
	2013 Budget Request (\$'000s)	2013 Salaries Exp (\$'000s)	2013 FTE	2014 FTE	2015 FTE	2016 FTE	2017 FTE	2018 FTE	2019 FTE	2020 FTE	2021 FTE	2022 FTE	Total
2013 Budget and Future Year Commitments													
Ongoing Projects													
HF/HL Systems Integration	1,933	1,616	16.0										16.0
Web re:Brand Project	420	391	3.8	4.0	3.0								10.8
Infectious Disease Control Information System	1,215	880	9.0	7.0	2.0								18.0
New Project Beginning in 2013													
HF/HL Point of Care	1,043	838	8.5	16.5	16.3								41.3
<i>Subtotal</i>	4,611	3,725	37.3	27.5	21.3								86.1
2014-2022 Plan And Forecast (Estimates)													
Future Projects													
TPH Datamart Data Warehouse Document & Records Mgmt System				4.5	4.5	4.5	4.5	4.5					22.5
Dental and Oral Health Info System					1.0	3.5	3.5	3.5					11.5
Public Health System State of Good Repair						3.0	3.0	4.0	3.0				13.0
Internet & Intranet Strategy Impl						10.4	6.8	6.8	9.7	8.5	9.1	15.8	67.0
CDC Wireless Rollout									8.0	5.0	6.0	1.0	20.0
Public Health Service Delivery Transformation									2.2	2.2			4.4
										8.0	10.0	5.0	23.0
<i>Subtotal</i>				4.5	5.5	21.4	17.8	18.8	22.9	23.7	25.1	21.8	161.5
Grand Total				32.0	26.8	21.4	17.8	18.8	22.9	23.7	25.1	21.8	247.4

Key Changes to the 2013-2022 Capital Budget & Plan

Annual updates to the 10-Year Capital Plan provides TPH the opportunity to refine its IT projects based on changing conditions and better information. Significant changes to the 10-Year Capital Plan are as follows:

Table 8

TPH Project Funding - Key Changes								Comment
(\$'000s)	2013	2014	2015	2016	2017	2018-2022	TOTAL	
Project Scope and/or Funding Requirements Changes to Previously Approved Projects								
2012 HF/HL Systems Integration	2,199						2,199	Some positions will be shared between the HF/HL Point of Care project and the HF/HL Systems Integration. Both projects involve enhancing the TCHIS application.
2013 HF/HL Systems Integration	1,933						1,933	
Recommended Total Changes	-266						-266	
2012 Web Re:Brand Project	443	798	395				1,636	A change in the City and TPH's web content migration strategy has resulted in a reduced need for resources.
2013 Web Re:Brand Project	420	445	334				1,199	
Recommended Total Changes	-23	-353	-61				-437	
2012 HF/HL Point of Care	754	1,903	2,301	1,454			6,412	The rollout has been accelerated due to technology and business readiness. Overall project costs have been reduced as the project will be completed in less time (three years instead of four).
2013 HF/HL Point of Care	1,043	1,867	1,950	0			4,860	
Recommended Total Changes	289	-36	-351	-1,454			-1,552	
2012 Infectious Disease Control Information System	1,215	725	205				2,145	This is a new 100 % provincially funded project. All public health units will be required to implement this system to support the pan-Canadian vision for health surveillance. TPH is one of the six builders selected to participate in the preparatory activities related to the implementation of the system.
2013 Infectious Disease Control Information System	1,215	725	205				2,145	
Recommended Total Changes	0	0	0	0	0	0	0	
Future Projects Changes in Forecasted Funding Requirements								
2012 Document & Records Mgmt		361	368	670	1,500	3,970	6,869	Corporate EDMS solution has been selected and cost estimates have been revised based on the solution selected as a result of the pilot project and decisions on how to proceed with further rollouts of the project
2013 Document & Records Mgmt			171	1,019	867	738	2,795	
Recommended Total Changes		-361	-197	349	-633	-3,232	-4,074	
2012 CDC Wireless					200	200	400	Refined cost estimates include additional project staff resources and device costs based on current technologies.
2013 CDC Wireless						1,438	1,438	
Recommended Total Changes					-200	1,238	1,038	
2012 PH Service Delivery Trans							0	This is a new project in TPH's 10 year Capital plan for the implementation of initiatives/ solutions expected to be identified in the IT strategic plan to enable service delivery transformation
2013 PH Service Delivery Trans						2,714	2,714	
Recommended Total Changes						2,714	2,714	
2012 Datamart/Data Warehouses		331	332	329	330	330	1,652	The increase in cost of \$3.02 million due to changes in scope to each phase based on TPH revised strategy and roadmap developed in Q1 2012.
2013 Datamart/Data Warehouses		1,081	941	913	914	825	4,674	
Recommended Total Changes		750	609	584	584	495	3,022	
2012 Dental & Oral Health Info				300	684	1,119	2,103	No Change
2013 Dental & Oral Health Info				300	684	1,119	2,103	
Recommended Total Changes				0	0	0	0	
2012 TPH State of Good Repair				639	400	3,416	4,455	The increase in cost is a result of review done by TPH last year to leverage corporate initiatives planned or underway. The cost estimates have been revised to reflect cost of replacement, upgrading, purchasing or development of a replacement solution or decommission
2013 TPH State of Good Repair				1,160	923	6,255	8,338	
Recommended Total Changes				521	523	2,839	3,883	
2012 Internet & intranet Strategy					274	4,101	4,375	The scope of the project has been revised to include developing solutions or leveraging corporate solutions.
2013 Internet & intranet Strategy						2,547	2,547	
Recommended Total Changes					-274	-1,554	-1,828	
2012-2021 Capital Plan TOTAL	4,611	4,118	3,601	3,392	3,388	13,136	32,246	Capital Plan as approved in the 2012 Capital Budget cycle.
2013-2022 Capital Plan TOTAL	4,611	4,118	3,601	3,392	3,388	15,636	34,746	The increase is due to the new 100% provincially funded Infectious Disease Control information System project (\$2.145 million) and the addition of capital funds for 2022.
Grand Total Recommended Funding Change	0	0	0	0	0	2,500	2,500	

PROJECTS EXPECTED TO BE COMPLETED IN 2012

The following projects are expected to be completed in 2012:

Table 9

Capital Projects to be Completed in 2012			
	Life to Date		
	Total Project Budget	Projected Actuals at YE	Balance
('000)			
Mobile Dental Clinic	450	450	0
ChemTRAC	1,008	1,009	-1
Public Health Surveillance Management System	3,060	3,058	2
Healthy Environment Reporting System	1,545	1,545	0
Health Emergency Information System	499	499	0
Total	6,562	6,561	1

ChemTRAC project (formerly known as Environmental Reporting, Disclosure and Innovation): The ChemTRAC project has developed a Web-based system to support the Environment Reporting and Disclosure by-law (Municipal Code Chapter 423). The by-law mandates the reporting of 25 priority chemicals used and released from the targeted industries and facilities in the City of Toronto. Supporting program elements will help industries identify pollution prevention opportunities. The Web-based system provides information about the bylaw and pollution prevention to all its users; includes an emission calculation tool for facilities to estimate use and releases; and provides an search facility to allow the public to search for local pollution information and trends in the community. TPH is using the data to better understand and address potential health hazards, support innovation in pollution preventions and has made the information publicly accessible via a searchable internet site.

Public Health Surveillance and Management System project: TPH, through the city-funded 2007-2012 Public Health Surveillance and Management Capital project contributed significantly to Panorama system requirements and design. This new system will include an immunization information system, a vaccine ordering and distribution system, health alerts, and a case, contact, and outbreak management system for reportable diseases to manage

immunization records, assessments and suspensions; provide real time access to medical and health information; improve accountability for publicly funded vaccines; and integrate provider information with patient information. The scope of work will be completed through the 100 percent provincially funded Infectious Disease Control Information System project in which TPH will assist in the on-going development and implementation of the pan-Canadian Panorama System for infectious disease control.

Healthy Environment (HE) Reporting project: This project has reduced the effort and time required to create new reports for the Healthy Environments clients. Healthy Environments can now create ad hoc reports in a timely manner to respond to Freedom of Information (FOI) requests and media requests. They also are able to access issue specific data in a timely manner to track activities and trends on various health issues. This project supports the implementation of a Healthy Environments reporting database and electronic connection to the THEIS database, the conversion of existing reports to the corporate reporting tool standard, and the creation of management reports.

Health Emergency Information System project: This project has implemented a system, in support of TPH's emergency preparedness, that allows for scheduling of appropriately skilled staff during an emergency. Implementation of this project has provided the ability to: i) to effectively and efficiently manage and organize the scheduling assignment of staff in continued service delivery during an emergency situation; and ii) ensure that service quality is not reduced due to staff "burnt out" created by overwork and stress.

Mobile Dental Clinic: The mobile Dental Clinic was completed and delivered to TPH in the first quarter of 2012.

CAPITAL BUDGET CURRENT STATUS

2012 Capital Variance Review

Table 10

2012 Budget to Actuals Comparison - Total Gross Expenditures (\$000s)						
	2012 Approved	Actuals as of June 30 (2nd Qtr Variance)		Projected Actuals at year End		Balance
	\$	\$	% Spent	\$	% Spent	\$ Unspent
IT Projects	6,082	1,639	26.9%	5,735	94.3%	347
Mobile Dental Clinic	450	450	100.0%	450	100.0%	0
Total Capital	6,532	2,089	32.0%	6,185	94.7%	347

As at June 30, 2012, TPH spent \$2.089 million or 32.0 percent of the 2012 approved cash flow of \$6.532 million. The year-end capital expenditure is projected to be \$6.185 million or 94.7 percent of the approved cash flow of \$6.532 million. All 2012 Capital Information Technology projects except for the Healthy Environments Inspection System project are on schedule and the budget will be fully spent by year end.

Healthy Environment Inspection System

As at June 30, 2012 the Healthy Environment Inspection System project was \$0.378 million or 24.8% spent of its 2012 cash flow of \$1.525 million cash flow. Implementation of vendor modules is underway, however delays experienced in 2011 due to the requirement to perform additional testing has resulted in the requirement to defer the implementation of some software modules and hardware planned for 2012 to 2013. This results in a deferral of deliverables originally planned for 2012 to 2013. The 2012 under spending of \$0.347 million will be carried forward for project spending requirements in 2013.

BENCHMARKING PERFORMANCE

The table below shows the spend rate for TPH compared to IT capital budgets in other divisions within the City of Toronto.

Table 11

Comparison of Capital Spend Rates						
	2007	2008	2009	2010	2011	Average
TPH	61.7%	59.5%	69.4%	65.8%	67.6%	64.8%
Corporate Finance	31.0%	27.5%	24.9%	10.8%	18.1%	22.5%
Corporate IT	53.0%	71.0%	60.7%	63.0%	72.2%	64.0%

Planning and delivering these capital projects on time and within budget is monitored closely. Various factors impact delivery including staffing processes; complex purchasing processes; and new information or technology/software to assess for impact on business requirements and system environment.