



Toronto Public Health Capital Budget and Plan Request

2015-2024



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EXECUTIVE SUMMARY

This report provides an overview of the Toronto Public Health (TPH) 2015 Capital Budget and 2016-2024 Capital Plan and Forecast.

TPH is submitting a 2015 – 2024 Capital Budget and Plan request of \$29.895 million, including a 2015 Capital Budget of \$3.579 million and future year commitments of \$2.760 million and a 2016 – 2024 Capital Plan and Forecast of \$23.556 million. The Debt Affordability Target provided by the City for TPH is \$3.396 million in 2015, \$3.392 million in 2016, \$3.388 million in 2017, \$3.363 million in 2018, \$3.373 million in 2019 and, \$12.800 million for 2020 to 2024 for a total of \$29.712 million. TPH will receive 100 percent Provincial funding for one IT project (Infectious Disease Control Information System) for \$0.183 million in 2015.

The 10-Year Capital Budget and Plan request will provide funding for seventeen 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 seventeen IT projects.

Table 1: 2015-2024 Capital Budget and Plan Request

Toronto Public Health 2015 - 2024 Capital Budget and Plan Request (\$000's)												
	2015 Budget Request	Commitments/Plan				Total 2015 - 2019	2020-2024 Forecast					Total 2015 - 2024
		2016	2017	2018	2019		2020	2021	2022	2023	2024	
2015 Budget & Future Year Commitments	3,579	1,947	813			6,339						6,339
2016 - 2024 Plan and Forecast (Estimates)		1,445	2,575	3,363	3,373	10,756	3,400	3,000	2,500	2,200	1,700	23,556
Total Plan and Forecast	3,579	3,392	3,388	3,363	3,373	17,095	3,400	3,000	2,500	2,200	1,700	29,895
Provincial Funding (100%)	183					183						183
Debt Affordability Target	3,396	3,392	3,388	3,363	3,373	16,912	3,400	3,000	2,500	2,200	1,700	29,712
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 TPH's capacity to provide service in a timely way while fiscal constraints require human resources to be maintained or reduced. Service metrics and reporting with real time data are an increasing expectation as people have become used to having information available on demand. Professionals also expect to use tools that allow them to provide these 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 the need to demonstrate accountability requires systems that provide management with the 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 is 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 in providing tools that enable timely and efficient reporting.

Toronto Public Health is, in certain cases, required to use specific forms of information technology and certain systems 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 critical information related to communicable and reportable diseases within mandated timelines and formats prescribed by Ontario.

The Capital Budget and Plan presented below outlines a series of projects designed to improve the ability of TPH to share required information and improve accountability through effective and timely information collection as well as assisting 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 2015 Recommended Capital Budget for Toronto Public Health with a total project cost increase of \$2.698 million and a 2015 cash flow of \$4.840 million and future year commitments of \$2.760 million. The 2015 Capital Budget is comprised of the following:
 - a) new cash flow funding for:

- i) One new sub-project and three change in scope sub-projects with a 2015 total project cost increase of \$2.698 million that requires an increase in cash flow of \$0.622 million in 2015 and future year commitments of \$1.263 million in 2016; and \$0.813 million in 2017; and
 - ii) Three previously approved sub-projects with a 2015 cash flow of \$2.957 million and future year commitments of \$0.684 million in 2016.
 - b) 2014 approved cash flow for three previously approved sub-project with carry forward funding from 2014 to 2015 totalling \$1.261 million;
2. City Council approve the 2016-2024 Capital Plan for Toronto Public Health totalling \$23.556 million in project estimates, comprised of \$1.445 million in 2016, \$2.575 million in 2017, \$3.363 million in 2018, \$3.373 million in 2019, \$3.400 million in 2020, \$3.000 million in 2021, \$2.500 million in 2022, \$2.200 million in 2023; and \$1.700 million in 2024; and
 3. The Board of Health forward this report including the attachment to the City's Budget Committee for its consideration during the 2015 budget process.

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

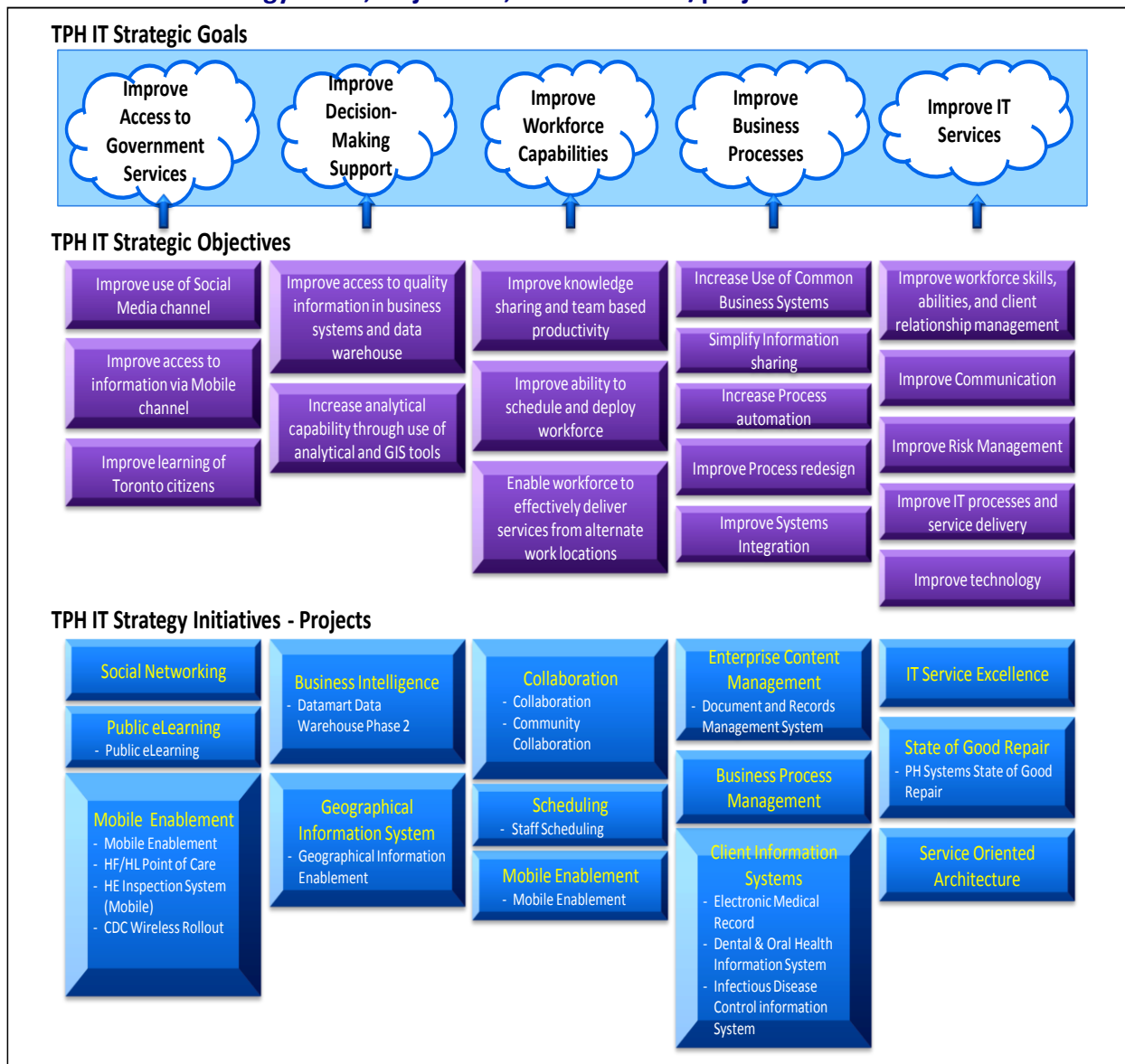
Table 2: 2015-2024 Capital Budget and Plan Request

2015 - 2024 Capital Budget and Plan Request (\$000's)												
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015-2019	Total 2016-2024
Gross Expenditures												
2014 FY Commitments	2,957	684									3,641	
Recommended Changes to Approved FY Commitments	-289	-353	-61								-703	
Total Previously Approved Sub Projects	2,668	331	(61)	-							2,938	
2015 New/Change in Scope & Future Year Commitments	622	1,263	813								2,698	
Total Plan and Forecast	3,579	1,947	813								6,339	2,760
Projected Carry Forward to 2015	1,261											
Total 2015 Cash Flow	4,840											
2016-2024 Capital Plan		1,445	2,575	3,363	3,373	3,400	3,000	2,500	2,200	1,700		23,556

IMPACT OF THE TPH IT STRATEGIC PLAN ON THE CAPITAL PROGRAM

The Capital Program is integral to the achievement of the following TPH business driven IT Strategic goals and objectives contained in the TPH IT Strategy (2014-2018) through the funding of various initiatives and projects identified in the IT Strategy:

Chart 1: TPH IT Strategy Goals, Objectives, and Initiatives/projects



OVERVIEW CAPITAL BUDGET AND PLAN

2015-2024 Capital Budget and Plan

The 2015 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.

As shown in the Chart 1, the TPH IT Strategy (2014-2018) identifies five IT Strategic goals and 18 supporting objectives to be achieved. The TPH IT Strategy also identifies 14 initiatives to realize these strategic goals and objectives.

As described below, various projects support the achievement of each of the five TPH IT Strategic Goals and associated objectives.

1. *Improve Access to Government services*

Information Technology plays an important role in meeting the public’s demand for access to TPH information and services. To satisfy this need, TPH plans to: improve the use of Social Media channels and mobile devices; and provide additional distance learning opportunities.

- ☑ The **HF/HL Point of Care** project will implement wireless devices which will allow communication with the TCHIS-*Toronto Community Health Information System* and synchronize data between the mobile units and the TCHIS database.
- ☑ The **Healthy Environments Inspection** project will include the rollout of mobile application and devices to Food Safety, Pools and Spas and develop a mobile application to support Rabies investigations and Bed Bug inspections.
- ☑ The **CDC Wireless Rollout** project will enable staff in Vaccine Preventable Disease (VBD), TB and Personal Service Setting (PSS) components of the Control of Infectious Disease /Infection Control (CID/IC) program to enter and access information remotely while in the field and improve service delivery of the Communicable Disease Control (CDC) portfolio.

2. *Improve Decision-making Support*

Information technology has a key role in supporting TPH's objectives of service excellence and accountability by: improving access to quality information in business systems and data warehouses; and strengthening analytical capabilities through use of various analytical and GIS tools.

- ☑ Phase 2 and 3 of the **Datamart Data Warehouse** project will continue to utilize City wide business intelligence tools for query, reporting and analysis tools 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.

3. *Improve Workforce Capabilities*

In support of TPH's commitment to excellence by ensuring continuous improvement in organizational performance, TPH strives to provide tools and systems that staff need to enhance performance and provide high quality service to clients. Workforce capabilities will be enhanced by: improving knowledge sharing and team based productivity; improving staff's ability to schedule and deploy resources; and enabling staff to effectively deliver services from alternate work locations.

- ☑ The **Staff Scheduling** project will deliver a staff scheduling system, incorporating internal staff and external Agency staff information, location of services, and rule requirements, to maximize efficiency and flexibility and allow for improved reporting, analytics and communication with stakeholders.
- ☑ The **Collaboration** project will implement corporate Unified Communication and Collaboration solutions within TPH to facilitate knowledge sharing and team based productivity through collaborating around documents and ideas, and enabling real time employee interactions from any City location.

4. *Improve Business Processes*

To improve business processes, TPH needs to capitalize on opportunities to automate work through increasing the use of common business systems and through process automation, redesign and system integration.

- ☑ The **Electronic Medical Records** project will deliver a client information system to provide a comprehensive electronic record of patients' health-related information for those seen in sexual health and methadone clinics creating efficiencies in business processes and improved client care.

5. *Improve IT Services*

Being a strategic enabler in the delivery of TPH services, it is critical that information technology services are continually improved. This will be accomplished by improving: workforce skills, abilities, and client relationship management; stakeholder communication; the management of risk; IT processes and service delivery; and information technology for continued optimal use.

- ☑ The **Infectious Disease Control Information System (IDCIS)** project will implement a provincially mandated 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.

CAPITAL PROJECT SUMMARIES AND FUNDING DETAILS

The funding for the TPH 2015-2024 IT Capital Budget and Plan is summarized in Table 3 below:

Table 3: Summary of Major Capital Initiative (excludes Carry Forward Funding)

	2015 Rec. Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015-2024 Total
2015 Budget and Future Year Commitments											
Ongoing Projects											
Infectious Disease Control Information System	183										183
HF/HL Point of Care	1,896	75									1,971
CDC Wireless Rollout	638	600									1,238
Healthy Environments Inspection (Mobile)	384	483									867
New Projects Beginning 2015											
TPH Datamart Data Warehouse-Phase 2	478	789	813								2,080
Subtotal	3,579	1,947	813								6,339
2016-2024 Plan And Forecast (Estimates)											
Future Projects											
TPH Datamart Data Warehouse-Phase 3				829	555						1,384
Staff Scheduling		375	322								697
Collaboration		515	616	241							1,372
Electronic Medical Records		555	1,109	376							2,040
Dental and Oral Health Info System			528	940	380						1,848
Community Collaboration				442	483	615					1,540
Public Health System State of Good Repair				535	981	861	692	1,066	949	1,100	6,184
Document & Records Management System					687	870	870				2,427
Public eLearning					287	350					637
Mobile Enablement						384	360	305	464		1,513
Inspection Management						320	1,078	1,129	787		3,314
Geographic Information Enablement										600	600
Subtotal		1,445	2,575	3,363	3,373	3,400	3,000	2,500	2,200	1,700	23,556
Grand Total	3,579	3,392	3,388	3,363	3,373	3,400	3,000	2,500	2,200	1,700	29,895

PROJECT SUMMARIES

Ongoing Projects

1. ***Infectious Disease Control Information System*** project – 2013 to 2015 (\$2.104 million) – This 100% provincially funded project uses TPH expertise and diverse requirements to assist in the on-going development and implementation of the *Panorama-Pan-Canadian Public Health Surveillance 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, it 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

2. ***HF/HL Point of Care*** project – 2013 to 2015 (\$4.884 million) – This project will implement wireless devices which will communicate securely with the TCHIS 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 with documentation guidelines, standards and policies; 4) provide increased accountability with 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 program and service delivery.
3. ***Communicable Disease Control (CDC) Wireless Rollout*** project – 2014 to 2016 (\$1.840 million) – This project will enable staff in the Vaccine Preventable Disease (VPD), TB and Personal Service Settings (PSS) components of the Control of Infectious Disease /Infection Control (CID/IC) program to enter and access data directly from health

information management systems while in the field. Wireless technology will be used to improve Communicable Disease Control (CDC) business processes and service to clients.

4. **Healthy Environments (HE) Inspection System** project 2014 to 2016 – (\$1.544 million) – This project will implement mobile application and devices for Food Safety, Pools & Spas, Rabies, and Bed Bugs inspectors/investigators, leveraging the corporate Remote Computing System (RCS) solution.

New Project Beginning in 2015

1. **Datamart / Data Warehouse Phase 2** project –2015 to 2017 (\$2.080 million) – Building on the accomplishments of phase 1, this project will support further improvements in reporting, performance measurement and decision making across TPH programs. Nineteen (19) additional data sources have been identified for inclusion within the Data Warehouse.

Future Projects

1. **Datamart / Data Warehouse Phase 3** project –2018 to 2019 (\$1.384 million) – Building on the accomplishments of phase 2, this project will enhance TPH operations by allowing stakeholders to better monitor performance and analyze trends to adjust programs and meet mandatory reporting requirements for the Ministry of Health and Long-Term Care in a timely manner. Twelve (12) additional data sources have been identified for inclusion within or linkage to the Data Warehouse.
2. **Staff Scheduling** project – 2016 to 2017 (\$0.697) – This project will deliver a staff scheduling system, incorporating internal staff and external Agency staff information, location of services, and rule requirements, to maximize efficiency and flexibility and allow for improved reporting, analytics and communication with stakeholders. Solutions that can offer these types of capabilities are typically offered through Workforce Management Systems (WMS). These types of solutions cover all the processes needed to forecast labor needs, schedule and deploy the workforce, track the nature and amount of time worked, and manage the total cost of labour.
3. **Collaboration** project – 2016 to 2018 – (\$1.372 million) - This project will implement a Corporate Unified Communication and Collaboration solutions within TPH to facilitate knowledge sharing and team based productivity through collaborating around documents and ideas, and enabling real time employee interactions from any City location.
4. **Electronic Medical Records** project – 2016 to 2018 (\$2.040 million) – This project will deliver a client focused Electronic Medical Records (EMR) information system in providing a comprehensive electronic record of patients' health-related information for individuals seen in sexual health and methadone clinics creating efficiencies in business processes and improved client care.

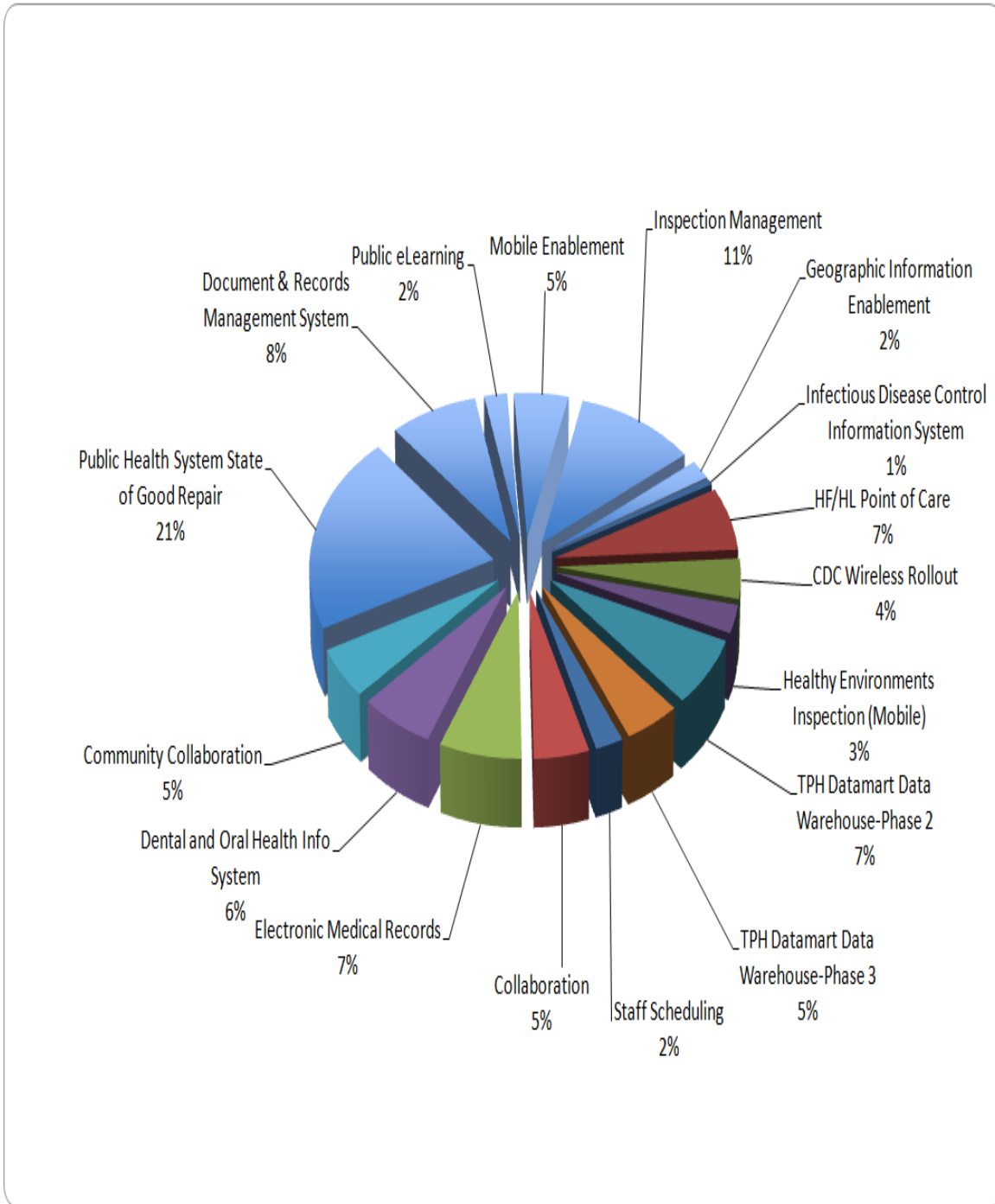
5. ***Dental and Oral Health Information System*** project – 2017 to 2019 (\$1.848 million) – The goal of this project is to improve the operational efficiency and effectiveness of providing Dental and Oral Health Services by TPH to eligible clients of the City of Toronto in twenty three dental clinics and one mobile dental clinic. This initiative will implement an integrated Oral Health Information System to support the service delivery process of public dental clinics. This system will provide access to meaningful, real time dental and oral health practice management information, including: 1) patient scheduling, charting, and digital x-ray management in City dental clinics; 2) dental screening, oral health services and on-site dental treatment for geriatric clients at collective living centres and other community facilities; and 3) electronic integration with provincial systems for school dental screening and private dental operations.
6. ***Community Collaboration*** project – 2018 to 2020 (\$1.540 million) – This project will deliver web based solutions to facilitate interaction with the public, partner agencies and businesses to improve information sharing including during mandatory data collection, data sharing with service delivery partners, and general interaction with the public.
7. ***Public Health Systems State of Good Repair*** project – 2018 to 2024 (\$6.184 million) – This project will enhance or replace a number of software systems/applications that have reached their end of life due to: 1) technical obsolescence; 2) inability to satisfy new security standards/legislation and protect personal health information; and 3) inability to support new business requirements. The goal of this project is to ensure that critical business systems are sustained.
8. ***Document and Records Management System*** project – 2019 to 2021 (\$2.427 million) – This project will extend the use of the Enterprise Document Management System to Public Health users to organize and efficiently search, share, revise, and store electronic information contained in documents. This will enable TPH to streamline operational processes by enabling programs to electronically handle all incoming inquiries/requests and subsequent outgoing responses. It will also introduce electronic workflow process management, which will enable staff and management to automate selected work processes, improve document version control, document tracking and approval along with enhanced systems integration.
9. ***Public eLearning million project*** – 2019 to 2020 (\$0.637 million) – Leveraging corporate solutions, this project will implement a system to enhance ability to create, deliver and manage eLearning for Toronto citizens. System components will include registration, content design and development, payment handling and reporting. e-Learning modules include online training for 1) community agency staff to administer nutrition screening, 2) the public education on Breast Feeding and Infant feeding, and 3) provide agency resources on immunization clinic protocols.
10. ***Mobile Enablement*** project – 2020 to 2023 (\$1.513 million) – This project will deploy mobile functionality to Public Health professionals to access and enter client and service

data while in the community for the needle exchange, sexually transmitted infections, and Communicable Disease liaison programs; and provide mobile applications for use by the public to provide information pertaining to pre and post natal support, health alerts, and agencies providing public health services. Mobile technology will be used to improve business processes and service to clients.

11. ***Inspection Management*** project – 2020 to 2023 (\$3.314 million) – This project will replace existing Healthy Environments and Communicable Disease Control inspection applications with a single application that provides enhanced inspection management functionality and utilized current technology such as cloud computing. This project will also leverage future corporate case management capabilities and was included in the Public Health Systems State of Good Repair project in previous Capital Budget submissions.

12. ***Geographic Information Enablement*** – 2024 (\$0.600 million) – This project will enhance capacity to display location based information geographically (on maps) including reading ward profiles, health surveillance query information, and heat maps (e.g. identifying who is vaccinated in an area.) Enhanced GIS capability within TPH including health statistics related to wards and neighbourhoods will provide valuable inputs into decision making for service provision.

Chart 2: Breakdown of \$29.895 Million 10 Year Capital Budget and Plan



OPERATING BUDGET IMPACT OF 10 YEAR CAPITAL PLAN

Approval of the 2015-2024 Recommended Capital Plan will not impact future year Operating Budgets. The cost 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 IT capital projects.

IN YEAR CHANGES TO THE APPROVED CAPITAL BUDGET

In 2014 TPH did not request any in-year adjustment to the 2014 approved capital budget.

2014 ESTIMATED CARRY FORWARD IMPACT ON 2015 CAPITAL BUDGET

TPH is forecasting that capital project expenditures for 2014 will be under budget by \$1.261 million.

Table 4: Summary of Major Capital Initiatives (includes Carry Forward Funding)

(\$000s)	2015 Rec. Budget	2014 Carry Forward	2015 Budget Request	2016 Plan	2017 Plan	2015- 2024 Total
2014 Budget and Future Year Commitments						
Ongoing Projects						
Infectious Disease Control Information System	183		183			183
HF/HL Point of Care	1,896	637	2,533	75		2,608
CDC Wireless Rollout	638	449	1,087	600		1,687
Healthy Environments Inspection (Mobile)	384	175	559	483		1,042
New Projects Beginning 2015						
TPH Datamart Data Warehouse-Phase 2	478		478	789	813	2,080
Grand Total	3,579	1,261	4,840	1,947	813	7,600

SUMMARY OF POSITIONS FUNDED THROUGH THE CAPITAL BUDGET

TPH requires staff to work temporarily on capital projects. Salary and benefit costs of \$2.850 million gross and \$0.0 net are included in the 2015 Operating Budget to reflect the payroll cost that is funded from the 2015 Capital Budget. The number of capital FTEs in the 2015 Operating Budget is 25.5 as detailed in Table 5.

Table 5: Summary of Positions Funded through Capital (excludes Carry Forward Funding)*

	2015 Budget Request (\$'000s)	2015 Salaries Exp (\$'000s)	2015 FTE	2016 FTE	2017 FTE	2018 FTE	2019 FTE	2020 FTE	2021 FTE	2022 FTE	2023 FTE	2024 FTE	Total
2013 Budget and Future Year Commitments													
Ongoing Projects													
Infectious Disease Control Information System	183	183	1.8										1.8
HF/HL Point of Care	1,896	1,720	16.3	0.5									16.8
CDC Wireless Rollout	638	528	4.0	4.0									8.0
Healthy Environments Inspection (Mobile)	384	268	2.0	2.0									4.0
New Projects Beginning 2015													
TPH Datamart Data Warehouse-Phase 2	478	152	1.5	1.5	1.0								4.0
Subtotal	3,579	2,850	25.5	8.0	1.0								34.5
Community Collaboration													
Future Projects													
TPH Datamart Data Warehouse-Phase 3						2.0	1.0						
Staff Scheduling				1.3	2.5								3.8
Collaboration				1.4	2.9	1.3							5.6
Electronic Medical Records				3.0	6.0	3.0							12.0
Dental and Oral Health Info System					3.0	4.4	1.5						8.9
Community Collaboration						1.1	3.3	3.3					7.6
Public Health System State of Good Repair						4.5	6.7	5.9	4.5	8.0	7.4	7.2	44.1
Document & Records Management System							2.8	4.3	4.5				11.5
Public eLearning							2.1	2.7					4.8
Mobile Enablement								2.5	2.5	1.9	3.3		10.1
Inspection Management								2.8	6.9	6.9	5.7		22.4
Geographic Information Enablement												2.8	2.8
Subtotal				5.7	14.4	14.3	16.4	21.4	18.4	16.8	16.3	9.9	133.5
Grand Total				13.7	15.4	14.3	16.4	21.4	18.4	16.8	16.3	9.9	168.0

*Note: Not included in this table is the carry forward funding from 2014 to 2015 for 3.0 FTEs

KEY CHANGES TO THE 2014-2024 CAPITAL BUDGET AND 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 6: Key Changes to the 2015-2024 Capital Budget and Plan (Part 1 of 3)

	2015	2016	2017	2018	2019	2020-2024	TOTAL	Comment
(\$000's)								
Project Scope and/or Funding Requirements Changes to Previously Approved Projects								
2014 Infectious Disease Control Information System-Panorama Builder	183						183	No change in cost.
2015 Infectious Disease Control Information System-Panorama Builder	183	0	0	0	0	0	183	
Recommended Total Changes	0	0	0	0	0	0	0	
2014 HF/HL Point of Care	2,055						2,055	Corporate delays in implementing enterprise Mobile Device Management (MDM) solution during 2013 and 2014 has resulted in requirement to defer implementation of devices into 2015 and project closure and transition to operations activities into 2016. Corporate has advised that middleware hardware is not required and cost of devices has reduced.
2015 HF/HL Point of Care	1,896	75	0	0	0	0	1,971	
Recommended Total Changes	-159	75	0	0	0	0	-84	
2014 CDC Wireless Rollout	719	684					1,403	Reviewed resource requirements and it was determined that project required one less wireless device support resource.
2015 CDC Wireless Rollout	638	600	0	0	0	0	1,238	
Recommended Total Changes	-81	-84	0	0	0	0	-165	
2014 Healthy Environments Inspection (Mobile)	0	0					0	Increase scope in 2015 to complete the rollout of mobile application and devices to Food Safety and Pools & Spas and develop mobile application to support Rabies investigations. Increase scope in 2016 to rollout mobile application and devices to support Rabies investigations, and develop and rollout mobile application and devices to support Bed Bug inspections.
2015 Healthy Environments Inspection (Mobile)	384	483	0	0	0	0	867	
Recommended Total Changes	384	483	0	0	0	0	867	
2014 TPH Datamart Data Warehouse-Phase 2							0	Corporate Finance requested that Phase 2 be deviced into two phases (i.e. Phase 2 and 3). Roadmap has been revised to incorporate lessons learned from phase 1 and anticipated benefits/value, readiness, and effort to add data into the data warehouse. Nineteen (19) additional data sources were identified for Phase 2 and costing assumptions have been revised due to Phase 1 lessons learned.
2015 TPH Datamart Data Warehouse-Phase 2	478	789	813			0	2,080	
Recommended Total Changes	478	789	813	0	0	0	2,080	
Sub Total Recommended Funding Changes Budget & Future Year Commitments	622	1,263	813	0	0	0	2,698	
Future Projects Changes in Forecasted Funding Requirements								

...continued

Table 6: Key Changes to the 2015-2024 Capital Budget and Plan (Continued Part 2 of 3)

	2015	2016	2017	2018	2019	2020-2024	TOTAL	Comment
(\$000's)								
Future Projects Changes in Forecasted Funding Requirements								
2014 TPH Datamart Data Warehouse-Phase 2	622	894	985	970	240		3,711	Corporate Finance requested that Phase 2 be deviced into two phases (i.e. Phase 2 and 3). Roadmap has been revised to incorporate lessons learned from phase 1 and anticipated benefits/value, readiness, and effort to add data into the data warehouse. Twelve (12) additional data sources were identified for Phase 3 and costing assumptions have been revised due to Phase 1 lessons learned.
2015 TPH Datamart Data Warehouse-Phase 3				829	555	0	1,384	
Recommended Total Changes	-622	-894	-985	-141	315	0	-2,327	
2014 Staff Scheduling							0	During the 2014 submission, the project costs for Public Health Enablement and Service Delivery Transformation project and Intranet Strategy Implementation project were estimates and business plans were in preliminary stages subject to revision as solutions that aligned with the Corporate IT Strategy needed to be identified through the development of the 2014-18 TPH IT Strategy. Staff Scheduling was one of seven new future year projects that replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects.
2015 Staff Scheduling	0	375	322	0	0		697	
Recommended Total Changes	0	375	322	0	0	0	697	
2014 Collaboration							0	During the 2014 submission, the project costs for Public Health Enablement and Service Delivery Transformation project and Intranet Strategy Implementation project were estimates and business plans were in preliminary stages subject to revision as solutions that aligned with the Corporate IT Strategy needed to be identified through the development of the 2014-18 TPH IT Strategy. Collaboration was one of seven new future year projects that replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects.
2015 Collaboration	0	515	616	241	0		1,372	
Recommended Total Changes	0	515	616	241	0	0	1,372	
2014 Electronic Medical Records							0	During the 2014 submission, the project costs for Public Health Enablement and Service Delivery Transformation project and Intranet Strategy Implementation project were estimates and business plans were in preliminary stages subject to revision as solutions that aligned with the Corporate IT Strategy needed to be identified through the development of the 2014-18 TPH IT Strategy. Electronic Medical Records was one of seven new future year projects that replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects.
2015 Electronic Medical Records	0	555	1,109	376	0		2,040	
Recommended Total Changes	0	555	1,109	376	0	0	2,040	
2014 Dental and Oral Health Info System			525	988	380	0	1,893	No significant change in cost.
2015 Dental and Oral Health Info System	0	0	528	940	380	0	1,848	
Recommended Total Changes	0	0	3	-48	0	0	-45	
2014 Community Collaboration	0						0	During the 2014 submission, the project costs for Public Health Enablement and Service Delivery Transformation project and Intranet Strategy Implementation project were estimates and business plans were in preliminary stages subject to revision as solutions that aligned with the Corporate IT Strategy needed to be identified through the development of the 2014-18 TPH IT Strategy. Community Collaboration was one of seven new future year projects that replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects.
2015 Community Collaboration	0	0	0	442	483	615	1,540	
Recommended Total Changes	0	0	0	442	483	615	1,540	
2014 Public Health System State of Good Repair		793	1,010	1,110	1,390	5,491	9,794	Applications included within scope have been revised based on developments during the past year including the development and retiring of applications. Inspection related applications have been removed to focus effort on enhancing inspection management functionality and leverage future corporate case management capabilities through a separate project named Inspections Management.
2015 Public Health System State of Good Repair	0	0	0	535	981	4,668	6,184	
Recommended Total Changes	0	-793	-1,010	-575	-409	-823	-3,610	

...continued

Table 6: Key Changes to the 2015-2024 Capital Budget and Plan (Continued Part 3 of 3)

	2015	2016	2017	2018	2019	2020-2024	TOTAL	Comment
	(\$000's)							
Future Projects Changes in Forecasted Funding Requirements								
2014 Document & Records Management System		1,021	868	295	612		2,796	Delay in selecting and implementing corporate document management solution necessitates the deferral of this project.
2015 Document & Records Management System	0	0	0	0	687	1,740	2,427	
Recommended Total Changes	0	-1,021	-868	-295	75	1,740	-369	
2014 Public eLearning							0	During the 2014 submission, the project costs for Public Health Enablement and Service Delivery Transformation project and Intranet Strategy Implementation project were estimates and business plans were in preliminary stages subject to revision as solutions that aligned with the Corporate IT Strategy needed to be identified through the development of the 2014-18 TPH IT Strategy. Public e-Learning was one of seven new future year projects that replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects.
2015 Public eLearning	0	0	0	0	287	350	637	
Recommended Total Changes	0	0	0	0	287	350	637	
2014 Mobile Enablement							0	During the 2014 submission, the project costs for Public Health Enablement and Service Delivery Transformation project and Intranet Strategy Implementation project were estimates and business plans were in preliminary stages subject to revision as solutions that aligned with the Corporate IT Strategy needed to be identified through the development of the 2014-18 TPH IT Strategy. Mobile Enablement was one of seven new future year projects that replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects.
2015 Mobile Enablement						1,513	1,513	
Recommended Total Changes	0	0	0	0	0	1,513	1,513	
2014 Inspection Management	0	0	0	0	0		0	The 2015-2024 Requested Capital Budget and Plan for TPH, includes a new future year project, the Inspection Management project, that was previously part of the Public Health Systems State of Good Repair project in the 2014 submission.
2015 Inspection Management	0					3,314	3,314	
Recommended Total Changes	0	0	0	0	0	3,314	3,314	
2014 Geographic Information Enablement	0						0	During the 2014 submission, the project costs for Public Health Enablement and Service Delivery Transformation project and Intranet Strategy Implementation project were estimates and business plans were in preliminary stages subject to revision as solutions that aligned with the Corporate IT Strategy needed to be identified through the development of the 2014-18 TPH IT Strategy. Geographic Information Enablement was one of seven new future year projects that replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects.
2015 Geographic Information Enablement	0					600	600	
Recommended Total Changes	0	0	0	0	0	600	600	
2014 Public Health Service Delivery Transformation						3821	3,821	During the 2014 submission, the project costs for Public Health Enablement and Service Delivery Transformation project and Intranet Strategy Implementation project were estimates and business plans were in preliminary stages subject to revision as solutions that aligned with the Corporate IT Strategy needed to be identified through the development of the 2014-18 TPH IT Strategy. Seven (7) new future year projects replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects.
2015 2014 Public Health Service Delivery Transformation							0	
Recommended Total Changes	0	0	0	0	0	-3,821	-3,821	
2014 Internet & Intranet Strategy Implementation					751	1,788	2,539	During the 2014 submission, the project costs for Public Health Enablement and Service Delivery Transformation project and Intranet Strategy Implementation project were estimates and business plans were in preliminary stages subject to revision as solutions that aligned with the Corporate IT Strategy needed to be identified through the development of the 2014-18 TPH IT Strategy. Seven (7) new future year projects replaced the Public Health Enablement and Service Delivery Transformation and the Intranet Strategy Implementation projects.
2015 Internet & Intranet Strategy Implementation	0	0	0	0	0	0	0	
	0	0	0	0	-751	-1,788	-2,539	
2014-2023 Capital Plan TOTAL	3,579	3,392	3,388	3,363	3,373	11,100	28,195	
2015-2024 Capital Plan TOTAL	3,579	3,392	3,388	3,363	3,373	12,800	29,895	
Grand Total Recommended Funding Change	0	0	0	0	0	1,700	1,700	

PROJECTS EXPECTED TO BE COMPLETED IN 2014

The following projects are expected to be completed in 2014:

Table 7: Capital Projects to be Completed in 2014

	Life to Date		
	Total Project Budget	Projected Actuals at YE	Balance
HF/HL Systems Integration	488	488	0
Web re:brand TPH Implementation	303	303	0
Total	790	790	0

HF/HL Systems Integration project: The purpose of this project is to integrate several different systems into the Toronto Community Health Information System (TCHIS) framework.

The benefits of this enhanced system include: 1) compliance with legislation surrounding records retention; 2) reduction in duplication of work as a result of unification of over 30 legacy applications; 3) mitigation of risk by increasing data security and integrity; and 4) enhancing Public Health Nurses' (PHN) ability to provide better quality service to more clients by enabling them access to comprehensive client files and TPH resources.

Web re: brand TPH Implementation project: This project redesigned the TPH website and implemented the corporate content management software to automate the web posting process by improving the accuracy, relevance and timeliness of web content. TPH collaborated with the corporate Web Revitalization Project to implement the priority improvements identified during the TPH web content migration.

CAPITAL BUDGET CURRENT STATUS

2014 Capital Variance Review

Table 8: 2014 Budget to Actuals Comparison

	2014 Approved	Actuals as of September 30		Projected Actuals at year End		Balance
	(\$000s) \$	\$	Spent %	\$	Spent %	Unspent \$
HF/HL Systems Integration	488	267	54.7	488	100.0	0
Web re:brand TPH Implementation	303	98	32.5	303	100.0	0
Infectious Disease Control Info Sys	688	642	93.4	688	100.0	0
HF/HL Point of Care	2,234	933	41.8	1,597	71.5	637
CDC Wireless Rollout	602	53	8.8	153	25.4	449
Healthy Environment Inspection System	677	194	28.6	502	74.1	175
Total Capital	4,991	2,187	43.8	3,729	74.7	1,261

As at September 30, 2014, TPH spent \$2.187 million or 43.8 percent of the 2014 Approved Capital Budget of \$4.991 million. The year-end capital expenditure is projected to be \$3.729 million or 74.7 percent of the approved cash flow. All 2014 Capital Information Technology projects except for the HF/HL Point of Care, CDC Wireless Rollout and Healthy Environment Inspection System projects are on schedule.

HF/HL Point of Care

As at September 30, 2014 TPH spent \$0.933 million representing 41.8 percent of the 2014 approved cash flow of \$2.234 million. The year-end capital expenditure is projected to be \$1.771 million or 79.3 percent of the approved cash flow.

Delays in 2013 and through 2014 in the establishment of the corporate mobile and GIS infrastructure and the initial delay in purchasing and testing of mobile devices will defer the rollout of some devices and planned enhancement to the application into 2015. This necessitates the carryover of \$0.637 million into 2015.

CDC Wireless Rollout

This project is forecasted to spend \$0.153 million or 25.4 percent of its 2014 cash flow of \$0.602 million. Due to the unexpected resignation of the Project Manager and difficulty in

filling the vacancy resulted in delays in hiring the project team in 2014. As a result, the completion of the TB Directly Observed Therapy (DOT) mobile application and rollout of devices will be deferred until 2015. Additional contracted resources will be acquired in 2015 to accelerate completion of mobile application in 2015. In addition the cost and the number of required mobile devices has increased. This necessitates the carryover of \$0.449 million into 2015.

Healthy Environments Inspections System

The Healthy Environment Inspection System project's capital expenditures totalled \$0.194 million representing 28.6 percent of the 2014 approved cash flow of \$0.677 million. Vendor's inability to supply required tablets and difficulty in hiring qualified staff necessitates the carryover of funds totalling \$0.175 million to 2015 to complete planned 2014 deliverables.

BENCHMARKING PERFORMANCE

As shown in the table below TPH has a favourable spend rate when compared to comparable divisions' IT Capital Budgets within the City of Toronto.

Table 9: Comparison of Capital Spend Rates (%)

Comparison of Capital Spend Rates (%)						
	2009	2010	2011	2012	2013	Average
TPH	69.40	65.80	67.60	71.79	82.60	71.44
Children's Services	18.90	37.70	71.60	51.70	49.10	45.80
Parks, Forestry and Recreation	52.10	61.10	49.10	47.60	46.80	51.34
Corporate Finance	25.30	10.80	18.10	64.20	48.70	33.42
Corporate IT	60.70	63.00	72.20	55.10	57.20	61.64