REPORT FOR ACTION

Toronto Public Health 2019 – 2028 Capital Budget and Plan Request

Date: October 29, 2018
To: Board of Health Budget Committee and Board of Health
From: Medical Officer of Health
Wards: All

SUMMARY

This report provides an overview of the Toronto Public Health 2019 Capital Budget and 2020-2028 Plan request.

Toronto Public Health is submitting a 2019-2028 Capital Budget and Plan request of $23.935 million, including a 2019 Capital Budget of $3.889 million with future year commitments of $2.039 million and future year estimates of $18.007 million.

The Debt Affordability Target allocated to Toronto Public Health is $3.889 million in 2019, $3.846 million in 2020, $3.000 million in 2021, $2.500 million in 2022, $2.200 million in 2023 and, $8.500 million for 2024 to 2028 for a total of $23.935 million.

The 10-Year Capital Budget and Plan request will provide funding for twenty four projects within the debt funding envelope. Toronto Public Health requires additional funding of $2.090 million above the allocated debt target to implement two additional projects with cash flows from 2019 to 2023.

RECOMMENDATIONS

The Medical Officer of Health recommends that:

1. The Board of Health request that City Council approve a 2019 Recommended Capital Budget for Toronto Public Health with a total project cost increase of $2.648 million for a 2019 cash flow of $3.889 million and future year commitments of $2.039 million.

2. The Board of Health request City Council approve the 2020-2028 Capital Plan for Toronto Public Health totalling $18.007 million in project estimates, comprised of $2.218 million in 2020, $2.589 million in 2021, $2.500 million in 2022, $2.200 million in 2023, $1.700 million in 2024, $1.700 million in 2025, $1.700 million in 2026, $1.700 million in 2027, and $1.700 million in 2028.

3. The Board of Health request City Council approve additional debt funding of $2.090 million to implement two additional projects to improve service delivery and enhance systems.

4. The Board of Health forward this report to the City's Budget Committee for its consideration during the 2019 budget process.

FINANCIAL IMPACT

Toronto Public Health is submitting a 2019-2028 Capital Budget and Plan request of $23.935 million, including a 2019 Capital Budget of $3.889 million with future year commitments of $2.039 million and future year estimates of $18.007 million. This request meets the Debt Affordability Target in all years over the 10-year Capital program.

The Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

A presentation on the 2019-2028 Preliminary Capital Budget Plan and 2019 Operating Budget was made to the Board of Health Budget Committee at its meeting of June 18, 2018.

http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.HU14.2

COMMENTS

Demands for public health services and the business support for these services continues to grow. Technology is required to extend Toronto Public Health's (TPH) capacity to provide service in a timely manner while fiscal constraints require human resources to be maintained or reduced.

Service delivery improvement and population health continues to be a priority for TPH. Investments in information technology are expected to continue to have a positive impact on client experience, program and service delivery, management decision making, and compliance with the Ontario Public Health Standards.

The 2019 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 10-Year Capital Budget and Plan request will provide funding for twenty-four projects that support improvement of service delivery with the development and enhancement of systems while complying with provincial mandatory reporting requirements.

Details on funding requirements for TPH's 2019-2028 Capital Budget and Plan request of $23.935 million including a 2019 Capital Budget of $3.889 million with future year commitments of $2.039 million, and a 2020-2028 Capital Plan and Forecast of $18.007 million, are shown in Table 1, below and details on the capital projects are summarized in Appendix 1

Table 1: 2019-2028 Capital Budget and Plan Request

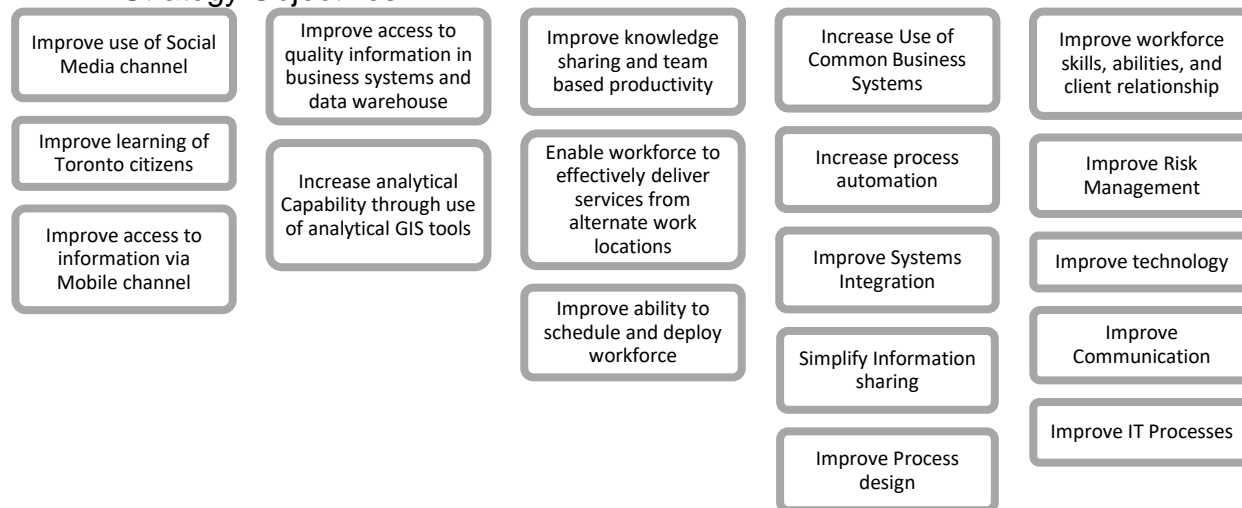| ($ Millions)	2019 Budget Request	2020	2021	2022	2023	Total 2019-2023	2024	2025	2026	2027	2028	Total 2019-2028
2019 Budget & Future Year Commitments	3.889	1.628	0.411			5.928						5.928
2019 - 2028 Plan and Forecast (Estimates)		2.218	2.589	2.500	2.200	9.507	1.700	1.700	1.700	1.700	1.700	18.007
Total Plan and Forecast	3.889	3.846	3.000	2.500	2.200	15.435	1.700	1.700	1.700	1.700	1.700	23.935
Debt Affordability Target	3.889	3.846	3.000	2.500	2.200	15.435	1.700	1.700	1.700	1.700	1.700	23.935
Over/(under) Debt Target	-	-	-	-	-	-	-	-	-	-	-	-

Projects within Funding Targets

The 2014-19 TPH IT Strategy identifies five information technology strategic goals and 18 supporting objectives.

TPH IT Strategy Goals

Improve Access to Government Services	Improve Decision Making Support	Improve Workforce Capabilities	Improve Business Processes	Improve IT Services

TPH IT Strategy Objectives

Improve use of Social Media channel	Improve access to quality information in business systems and data warehouse	Improve knowledge sharing and team based productivity	Increase Use of Common Business Systems	Improve workforce skills, abilities, and client relationship
Improve learning of Toronto citizens	Increase analytical Capability through use of analytical GIS tools	Enable workforce to effectively deliver services from alternate work locations	Increase process automation	Improve Risk Management
Improve access to information via Mobile channel		Improve ability to schedule and deploy workforce	Improve Systems Integration	Improve technology
			Simplify Information sharing	Improve Communication
			Improve Process design	Improve IT Processes

2019 Capital Budget

In 2019, there are eight priority projects, five of which will be delivered as multiple phased projects, supporting four of the five strategic goals defined in the City's IT Strategic Plan (eCity).

Improve Decision-making Support

Information technology has a key role in supporting TPH's objectives of service excellence and accountability. Toronto Public Health plans to accomplish this by improving access to quality information in business systems and data warehouses, and by strengthening analytical capabilities through the use of various analytical tools.

- *Datamart Data Warehouse - Phases 3 & 4* - 2018 to 2022 ($2.987 million) - Building on the accomplishments of phase 2, these projects will support further improvements in reporting, performance measurement, and decision making across additional data sources within TPH programs; and will align with corporate standards by migrating the TPH Business Intelligence (BI) environment to the corporate environment. These projects will enhance TPH operations by allowing stakeholders to better monitor performance and analyze trends to adjust programs and meet mandatory provincial reporting requirements in a timely manner.

Improve Workforce Capabilities

In support of TPH's commitment to excellence by ensuring continuous improvement in organizational performance and service delivery, workforce capabilities for TPH staff will be enhanced through the use of technological tools that will improve knowledge sharing with stakeholders and team based productivity; scheduling and deployment of resources; and enabling staff to effectively deliver services from alternate work locations.

- *Community Collaboration - Seed & Implementation* - 2019 to 2023 ($1.966 million) - These projects will document business requirements and implement community collaboration solutions that provides secure two-way communication with the public, partner agencies, and businesses in order to improve information sharing.

Improve Business Processes

TPH will improve business processes through simplification and redesign of processes and system integration.

- *Dental and Oral Health Information System* - 2017 to 2019 ($0.250 million) - This initiative will implement an integrated Oral Health Information System which will improve the operational efficiency and effectiveness of providing Dental and Oral Health Services to clients of the City of Toronto in all 24 City and Provincially funded dental clinics including one mobile dental clinic.

- *Electronic Medical Records - Phase 3* - 2018 to 2020 ($1.544 million) - This project will replace a system that has reached its end of life with a new 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.

- *Correspondence and Communication Tracking* - Seed & Implementation - 2019 to 2022 - ($0.799 million) - These projects will implement an automated workflow and document management solution for tracking correspondence and communications received by the Medical Officer of Health. The proposed system will reduce manual processes, and improve timelines to produce reports and respond to queries.

Improve IT Services

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

- *Early Abilities Information System - Phases 1 & 2* - 2018 to 2021 ($1.451 million) - These projects will perform required analysis including documentation and definition, and implement a solution to replace the outdated case management system used by

the Early Abilities program in order to continue to facilitate the sharing of information with partner agencies and reduction of duplication.

- *Inspection Management - Phases 1 & 2 - 2018 to 2023 ($2.206 million) - These projects will replace current inspection systems leveraging corporate customer relationship management systems and common infrastructure components to reduce ongoing technical infrastructure and resource costs.*

- *Community Health Information System - 2017 to 2021 ($1.946 million) - This project will implement enhancements to the Toronto Community Health Information System (TCHIS) resulting in improvements in application workflows, reduction in system errors, and compliance with legislative requirements including Personal Health Information Protection Act (PHIPA).*

The following chart provides a breakdown of 2019-2028 Capital Budget and Plan by TPH IT Strategic Goals.

2019-2028 Capital Budget-TPH IT Strategic Goals
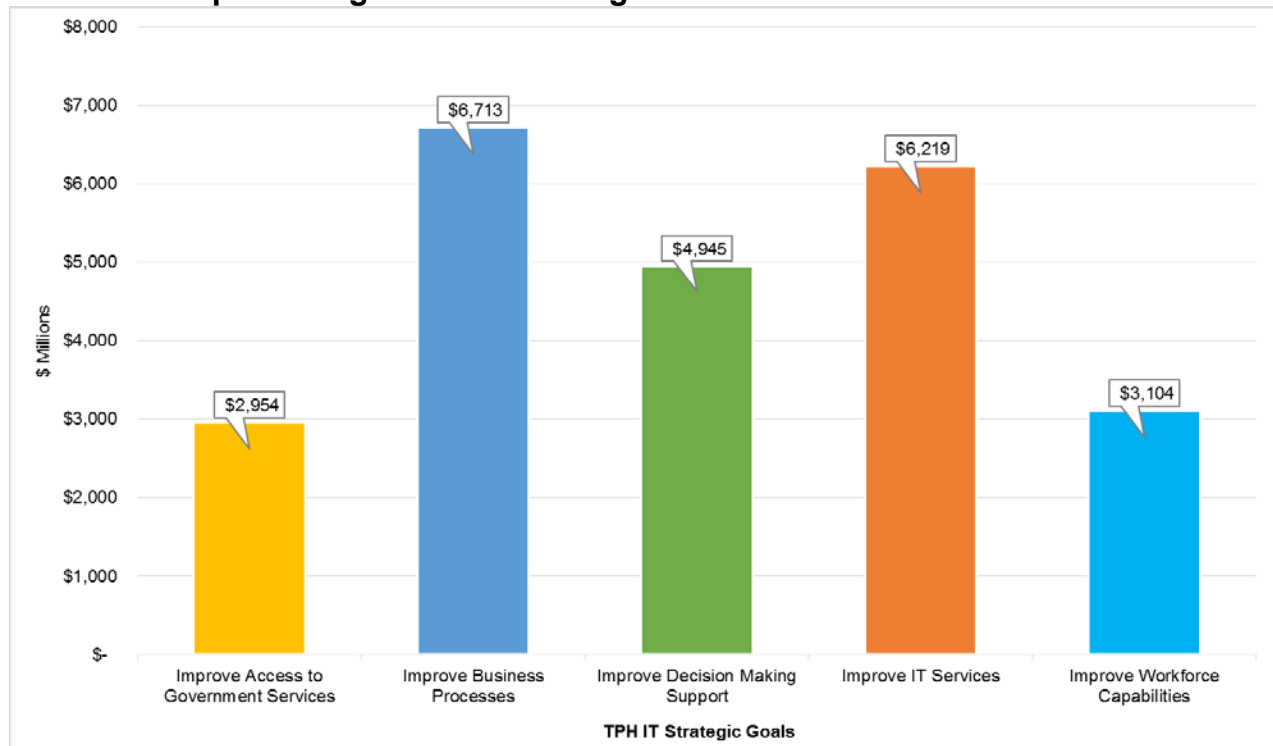
2019-2028 Capital Forecast

The objective of the sixteen modernization projects included in the 2019-2028 Capital Budget and plan is to enable TPH staff to deliver excellent and seamless service to residents in need in an innovative and integrated manner. These projects are summarized in the following three initiatives in support of TPH IT Strategic Goals:

Improve Decision-making Support

A Smart City is an urban area that uses different types of electronic data collection sensors to supply information which is used to manage assets and resources efficiently. Leveraging Smart City solutions including mobile, cloud, big data, machine learning, mapping, predictive analytics, artificial intelligence, and the Internet of Things can generate insights and drive pro-active and informed decisions to address health inequities and disparities, and improve health outcomes pertaining to achieving:

- active lifestyles
- safe travel throughout the city by car, taxi, public transit, ride-share, cycling, and walking
- effective responses to environmental challenges due to climate change
- effective social inclusion through making all groups of people within a society feel valued, heard and engaged
- affordable and assisted housing
- food security
- reduction in poverty
- food waste reduction

Improve Business Processes

Modernize the customer experience through the transformation of fourteen call centers into a single integrated customer focused solution that supports consistency and personalization across multiple channels including electronic chatting, SMS, video conferencing, and social networks; and effective human interactions by leveraging AI to adapt information responses to customer requests in real time.

Improve Access to Government Services

Modernize the customer experience through providing the ability for industries and business partners to securely manage their chemical use and release information held by the City reducing processing time and effort; enabling the public to subscribe to alerts and notifications; and access health information to improve learning.

Additional Funding Requirements

Toronto Public Health requires additional debt funding of $2.090 million for the period 2019 to 2023 to implement two projects to improve service delivery and enhance systems while complying with mandatory provincial requirements. Details are summarized in Table 3.

Table 2: Additional Funding Requirements

- *Documents and Records Management System - Seed* - 2019 to 2020 ($0.353 million) - This project will assess TPH's document management and records management needs against the City Clerk's OpenText Electronic Records and Documents Management System (EDRMS) solution; and ensure that the OpenText ERDMS solution is in compliance with TPH's legislated public health information privacy requirements and is suitable for integration with TPH processes and information systems, and business requirements.

- *Documents and Records Management System - Implementation* - 2021 to 2023 ($1.737) million) - This project will implement an electronic system which will address TPH's documents and records management needs to enable staff to efficiently search, share, revise, and store electronic information.

CONTACT

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SIGNATURE

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ATTACHMENTS
Appendix 1: 2019-2028 Capital Budget as Plan Projects