



REPORT FOR ACTION

Toronto Public Health Capital Budget Variance for the Twelve Months Ended December 31, 2018

Date: May 31, 2019

To: Board of Health

From: Medical Officer of Health

Wards: All

SUMMARY

This report provides an update to the Board of Health on the Toronto Public Health Capital Budget Variance for the twelve months ended on December 31, 2018.

As of December 31, 2018, Toronto Public Health spent \$3.358 million representing 73.4 percent of the 2018 Approved Capital Budget of \$4.575 million.

RECOMMENDATIONS

The Medical Officer of Health recommends that:

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

FINANCIAL IMPACT

As of December 31, 2018, Toronto Public Health spent \$3.358 million representing 73.4 percent of the 2018 Approved Capital Budget of \$4.575 million.

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

DECISION HISTORY

At its meeting on February 12, 2018, City Council, approved a Toronto Public Health 2018 Capital Budget of \$3.455 million in cash flows (including \$0.273 million of carry forward funding from 2017).

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX31.2>

At its meeting on April 24, 2018, City Council, approved additional carry forward funding from 2017 of \$1.120 million from unspent capital projects in order to continue work on previously approved capital projects, and directed the 2018 Approved Capital Budget be adjusted accordingly with no incremental impact on debt.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX33.14>

COMMENTS

The Toronto Public Health (TPH) 2018 Approved Capital Budget of \$4.575 million is comprised of the following Projects:

Information Technology

- Infectious Disease Control Information System
- Dental & Oral Health Information Systems
- Community Health Information System
- Inspection Management - Phase 1
- Early Abilities Information System - Phase 1
- DataMart Data Warehouse - Phase 2
- DataMart Data Warehouse - Phase 3
- Electronic Medical Record - Phase 2
- Electronic Medical Record - Phase 3

Facilities

- Relocation and Expansion of Scarborough Dental Clinic

As of December 31, 2018, Toronto Public Health spent \$3.358 million representing 73.4 percent of the 2018 Approved Capital Budget of \$4.575 million as shown in Table 1.

Table 1: 2018 Q4 Capital Variance Report

Capital Budget Variance for the period ended December 31, 2018				
	Budget	Actuals	Variance	Spend Rate
	(\$000s)	(\$000s)	(\$000s)	%
Infectious Disease Control Information System	171	167	4	97.7
Dental & Oral Health Information Systems	270	107	163	39.7
Community Health Information System	1,363	1,123	240	82.4
Inspection Management - Phase 1	295	196	99	66.4
Early Abilities Information System - Phase 1	375	219	156	58.4
Datamart Data Warehouse - Phase 2	79	79	0	100.0
Datamart Data Warehouse - Phase 3	464	441	23	95.0
Electronic Medical Record - Phase 2	78	78	0	100.0
Electronic Medical Record - Phase 3	427	313	114	73.3
Relocation and Expansion Scarborough Dental Clinic	1,053	635	418	60.3
Total	4,575	3,358	1,216	73.4

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

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

The following provides summary information on projects within the 2018 Capital Budget.

Information Technology Projects:

- **Infectious Disease Control Information System:**

Overall Project Status
Green-Completed

This 100% provincially funded project was for the on-going development and implementation of the pan-Canadian Panorama systems for infectious disease control. This phase of the project enhanced system functionality; provided access to immunization records while in the field; and enabled electronic import of immunization and demographic information.

This project was completed by March 31, 2018 with total capital expenditures of \$0.167 million representing 97.7 percent of the 2018 approved cash flow of \$0.171 million.

- **Dental & Oral Health Information Systems**

Overall Project Status
Yellow

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

As of December 31, 2018, capital expenditures totaled \$0.107 million representing 39.7 percent of the approved 2018 cash flow of \$0.270 million. This project will require \$0.163 million to be carried forward to 2019 for software purchase.

- **Community Health Information System**

Overall Project Status
Yellow

This project will enhance the Toronto Community Health Information System which is used as a client relationship management system to coordinate service delivery and transfer data between several systems including the provincial Integrated Services for Children Information System. This project will improve reliability; comply with legal requirements (including Accessibility for Ontarians with Disabilities Act and Personal Health Information Protection Act); comply with industry standards; and enhance the capabilities of the application to improve workflows and reduce errors. This project supports program staff in efficiently delivering service to a growing public health client base.

As of December 31, 2018, capital expenditures totaled \$1.123 million representing 82.4 percent of the 2018 approved cash flow of \$1.363 million.

- **Inspection Management - Phase 1**

Overall Project Status
Yellow

This project will perform the required analysis and business case documentation prior to seeking approval to proceed to the next phase of the project which involves replacing the current Healthy Environments and Communicable Disease Control inspection system with a new case management solution. The goal of this project is to find a system that is flexible, allows modifications to the existing program workflows and business rules, enabling the addition of new programs with minimal customization of both mobile and web versions. The system will have enhanced technical capabilities including integrity of data, complete history and audit trail for all records, compliance with Personal Health Information legislation, and integration with City (e.g. business licensing) and provincial systems (e.g. Panorama).

As of December 31, 2018, capital expenditures totaled \$0.196 million representing 66.4 percent of the 2018 approved cash flow of \$0.295 million. Completion of this project is deferred until April 30, 2019.

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

Overall Project Status
Yellow

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

As of December 31, 2018, capital expenditures totaled \$0.219 million representing 58.4 percent of the approved 2018 cash flow of \$0.375 million. Completion of this project has been delayed to April 30, 2019 as TPH continues to engage with external stakeholders to clearly define the processes involved in the delivery of the program.

- **Toronto Public Health DataMart Data Warehouse - Phase 2**

Overall Project Status
Green-Completed

This project builds on previous phases to development a data warehouse which is used for reporting and data analysis. This phase enhanced monitoring of performance measures, decision making and reporting across ten additional data sources used in and by TPH programs.

This project was completed by March 31, 2018 with total capital expenditures of \$0.079 million representing 100 percent of the approved 2018 cash flow of \$0.079 million.

- **DataMart Data Warehouse - Phase 3**

Overall Project Status
Green

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

This project is on schedule. As of December 31, 2018, capital expenditures totaled 0.441 million representing 95.0 percent of the approved 2018 cash flow of \$0.464 million.

- **Electronic Medical Records - Phase 2**

Overall Project Status
Green-Completed

The Electronic Medical Records projects will replace a system that has reached its end of life. The new system will provide comprehensive electronic records of patients' health-related information for clients seen in sexual health and needle exchange clinics. This phase of the project involved conducting a current state assessment, preparing an implementation plan and a business case for the replacement of the old system.

This project was completed by March 31, 2018 with capital expenditures of \$0.078 million representing 100.0 percent of the 2018 approved cash flow.

- **Electronic Medical Records - Phase 3**

Overall Project Status
Yellow

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

As of December 31, 2018, capital expenditures totaled \$0.313 million representing 73.3 percent of the approved 2018 cash flow of \$0.427 million.

Facilities Project

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

Overall Project Status
Red

The TPH dental clinic at 160 Borough Drive will be relocated to 150 Borough Drive. The new larger facility will be compliant with the Accessibility for Ontarians with Disabilities Act and will address health and safety concerns created from overcrowding at the current location. This clinic will also increase access to dental services for adults on social assistance, adults with disabilities, and refugees. The increase capacity of the clinic will contribute towards decreasing wait times.

As of December 31, 2018, capital expenditures totaled \$0.635 million representing 60.3 percent of the 2018 approved cash flow of \$1.053 million. In 2018, we anticipated that the project would be substantially completed in late November/early December; however, during construction significant mechanical and electrical challenges relating to dental equipment design were identified. TPH is working with Facilities Management and Purchasing and Materials Management to address these issues. The design challenges have delayed the project completion date to May 2019.

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SIGNATURE

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