



REPORT FOR ACTION

Toronto Public Health Capital Budget Variance for the Nine Months Ended September 30, 2019

Date: October 24, 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 nine months ended on September 30, 2019.

As of September 30, 2019, Toronto Public Health spent \$2.633 million representing 54.1 percent of the 2019 Approved Capital Budget of \$4.864 million.

RECOMMENDATIONS

The Medical Officer of Health recommends that:

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

FINANCIAL IMPACT

As of September 30, 2019, Toronto Public Health spent \$2.633 million representing 54.1 percent of the 2019 Approved Capital Budget of \$4.864 million.

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

DECISION HISTORY

At its meeting on October 3, 2019, City Council approved additional carry forward funding from 2018 of \$0.124 million from unspent capital projects in order to continue work on previously approved capital projects, and requested that the 2019 Approved Capital Budget be adjusted accordingly with no incremental impact on debt.

[EX8.13 Capital Variance Report for the Six-Month Period Ended June 30, 2019](#)

At its meeting on May 14, 2019, City Council approved additional carry forward funding from 2018 of \$0.388 million from unspent capital projects in order to continue work on previously approved capital projects, and requested that the 2019 Approved Capital Budget be adjusted accordingly with no incremental impact on debt.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX5.4>

At its meeting on March 7, 2019, City Council approved a Toronto Public Health 2019 Capital Budget of \$4.477 million in cash flows (including \$0.660 million of carry forward funding from 2018).

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.5>

COMMENTS

The Toronto Public Health (TPH) 2019 Approved Capital Budget of \$4.864 million is comprised of the following Projects:

Information Technology

- Dental & Oral Health Information Systems
- Community Health Information System
- Early Abilities Information System - Phase 1
- Inspection Management - Phase 1
- DataMart Data Warehouse - Phase 3
- Electronic Medical Record - Phase 3
- Community Collaboration - Seed
- Correspondence and Communication Tracking - Seed

Facilities

- Relocation and Expansion of Scarborough Dental Clinic

As of September 30, 2019, Toronto Public Health spent \$2.633 million representing 54.1 percent of the 2019 Approved Capital Budget of \$4.864 million as shown in Table 1 below:

Table 1: 2019 Nine Month Capital Variance Report

Capital Budget Variance for the period ended September 30, 2019					Year End	
	Budget	Actuals	Variance	Spend Rate	Projected	
	(\$000s)	(\$000s)	(\$000s)	%	Actuals \$	%
Dental & Oral Health Information Systems	341,736	133,013	208,723	38.9	195,400	57.2
Community Health Information System	946,593	752,320	194,273	79.5	941,593	99.5
Early Abilities Information System - Phase 1	130,078	125,656	4,422	96.6	125,656	96.6
Inspection Management - Phase 1	125,214	98,500	26,714	78.7	125,214	100.0
DataMart Data Warehouse - Phase 3	1,028,346	566,562	461,784	55.1	851,399	82.8
Electronic Medical Record - Phase 3	1,384,882	526,135	858,747	38.0	1,052,840	76.0
Community Collaboration - Seed	319,000	52,650	266,350	16.5	129,675	40.7
Correspondence and Communications Tracking - Seed	100,000	11,077	88,924	11.1	45,077	45.1
Relocation and Expansion Scarborough Dental Clinic	488,606	367,342	121,264	75.2	367,342	75.2
Total	4,864,455	2,633,254	2,231,201	54.1	3,834,196	78.8

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

- Green – on target to meet project goals (scope/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 2019 Capital Budget.

Information Technology Projects:

- **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 September 30, 2019, capital expenditures totaled \$0.133 million representing 38.9 percent of the approved 2019 cash flow of \$0.342 million. Delays in the completion of deliverables by the vendor will require \$0.022 million to be carried forward to 2020 to complete planned deliverables.

- **Community Health Information System**

Overall Project Status
Green

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

As of September 30, 2019, capital expenditures totaled \$0.752 million representing 79.5 percent of the 2019 approved cash flow of \$0.947 million. This project will require \$0.005 million to be carried forward to 2020.

Early Abilities Information System - Phase 1

Overall Project Status
Green-Completed

This phase of the project will conduct a current state assessment and prepare business case documentation prior to moving towards implementing a solution to replace the case management system (in Phase 2). The Early Abilities program delivers community-based identification and intervention (vision, hearing, speech and language) services for young children and their families.

This project was completed on August 31, 2019 with capital expenditures of \$0.126 million representing 96.6 percent of the 2019 approved cash flow of \$0.130 million. As part of the information and Technology (I&T) Governance process for completed Seed Funding projects, based on the findings and recommendations from this project a business case has been prepared to support implementation of this project in 2020.

- **Inspection Management - Phase 1**

Overall Project Status
Green-Completed

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).

This project was completed on August 31, 2019 with capital expenditures of \$0.099 million representing 78.7 percent of the 2019 approved cash flow of \$0.125 million. Outstanding vendor payments will be processed by yearend and the budget for this project will be fully spent. As part of the information and Technology (I&T) Governance process for completed Seed Funding projects, based on the findings and recommendations from this project a business case has been prepared to support implementation of this project in 2020.

- **DataMart Data Warehouse - Phase 3**

Overall Project Status
Yellow

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

As of September 30, 2019, capital expenditures totaled \$0.567 million representing 55.1 percent of the 2019 approved cash flow of \$1.028 million. Resource retention challenges and delays in obtaining contracted resources necessitates the carry forward of \$0.177 million into 2020 for resource requirements.

- **Electronic Medical Records - Phase 3**

Overall Project Status
Yellow

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

As of September 30, 2019, capital expenditures totaled \$0.526 million representing 38.0 percent of the approved 2019 cash flow of \$1.385 million. Delays in vendor contract execution and resource retention challenges necessitates the carry forward of \$0.185 million into 2012 to complete planned deliverables.

- **Community Collaboration - Seed**

Overall Project Status
Yellow

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

understanding of available solutions, which will provide a secure two-way information sharing portal with stakeholders.

As of September 30, 2019, capital expenditures totaled \$0.053 million representing 16.5 percent of the approved 2019 cash flow of \$0.319 million. Delays in the Office 365 project deliverables impacted the planned timeline for this project and necessitates the carry forward of \$0.110 million into 2020 to complete proof-of-concepts.

- **Correspondence and Communications Tracking - Seed**

Overall Project Status
Yellow

This project will identify and recommend an automated workflow and document management solution for tracking correspondence and communications received by the Medical Officer of Health. This project will identify solutions with a focus on reducing or eliminating manual processes, and improving the timelines to produce reports and respond to queries.

As of September 30, 2019, capital expenditures totaled \$0.011 million representing 11.1 percent of the approved 2019 cash flow of \$0.100 million. Delays in resource allocation review necessitates the carry forward of \$0.044 million into 2020 to complete planned deliverables.

Facilities Project

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

Overall Project Status
Green-Completed

The TPH dental clinic at 160 Borough Drive has been relocated to 150 Borough Drive. The new larger facility is compliant with the Accessibility for Ontarians with Disabilities Act. This clinic is providing improved access to dental services for adults on social assistance, adults with disabilities, and refugees.

As of September 30, 2019, capital expenditures totaled \$0.367 million representing 75.2 percent of the 2019 approved cash flow of \$0.489 million. The clinic was opened and the staff started seeing patients on May 14, 2019. This project is in the close-out phase and outstanding vendor invoices will be processed by year-end.

CONTACT

Althea Hutchinson, Director, Finance & Administration, Toronto Public Health
Tel: 416-338-7840, Email: Althea.Hutchinson@toronto.ca

SIGNATURE

Dr. Eileen de Villa
Medical Officer of Health