

Toronto Public Health Capital Budget Variance for the Twelve Months Ended on December 31, 2021

Date: May 2, 2022

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, 2021.

As of December 31, 2021, Toronto Public Health spent \$1,217.9 thousand representing 24.2 per cent of the 2021 Approved Capital Budget of \$5,032.0 thousand. The underspending reflects the planned projects for 2021 which were affected by the impact of COVID-19 on the availability of resources within Toronto Public Health and its partners.

RECOMMENDATIONS

The Medical Officer of Health recommends that:

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

FINANCIAL IMPACT

As of December 31, 2021, Toronto Public Health spent \$1,217.9 thousand representing 24.2 per cent of the 2021 Approved Capital Budget of \$5,032.0 thousand.

DECISION HISTORY

At its meeting on February 18, 2021, City Council adopted Item EX21.2 "2021 Capital and Operating Budgets" and approved a Toronto Public Health 2021 Capital Budget of

\$11.071 million in cash flows and future year commitments and \$22.745 million of the 2022-2030 Budget Committee Recommended Capital Plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX21.2>

COMMENTS

As of December 2021, the Toronto Public Health (TPH) 2021 Approved Capital Budget of \$5,032.0 thousand was comprised of the following Projects:

Information Technology

- Inspection Management Implementation
- DataMart Data Warehouse - Phase 3
- Electronic Medical Record - Phase 3

Facilities

- Ontario Seniors Dental Care Program (OSDCP)
- Dental Vans
- Rexdale Community Health Centre Dental Taber Location
- Rexdale Community Health Centre Dental Dixon Location
- Blackcreek Community Health Centre Dental Clinic
- Taibu Community Health Centre Dental Clinic
- Midland Dental Clinic
- Dental Clinic Infection Control Upgrades

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), on budget and on schedule.
- Yellow – at risk of not meeting certain goals, some scope, budget and/or schedule. Corrective action is required.
- Red – at risk of not meeting goals, significant scope issues, not on budget and/or schedule issues. Corrective action is required.

As of December 31, 2021, TPH spent \$1,217.9 thousand representing 24.2 per cent of the 2021 Approved Capital Budget of \$5,032.0 thousand as shown in Table 1 below.

Table 1: 2021 Twelve Month Capital Variance

Project Name	Budget	Year End Actual	Variance	Spent Rate
	(\$000s)	(\$000s)	(\$000s)	% of Budget
Information Technology Projects				
Inspection Management Implementation	1,164.0	395.1	768.9	33.9
Datamart Data Warehouse – Phase 3	466.8	68.6	398.2	14.7
Electronic Medical Records – Phase 3	60.0	60.1	(0.1)	100.1
Facilities Projects - Ongoing				
Ontario Senior Dental Care Program: Dental Vans	780.0	119.7	660.3	15.3
Rexdale CHC Dental Taber Location	268.0	117.5	150.5	43.8
Rexdale CHC Dental Dixon Location	457.1	33.0	424.1	7.2
Black Creek CHC Dental Clinic	401.8	10.2	391.6	2.5
Taibu CHC Dental Clinic	275.0	13.8	261.2	5.0
Midland Dental Clinic	622.1	22.5	599.7	3.6
160 Borough Dental Clinic	129.0	0.0	129.0	0.0
Facilities Projects - Completed				
OSDCP: North District	65.1	62.3	2.8	95.7
OSDCP: Downtown District	22.3	0.7	21.6	3.1
OSDCP: West District	0.0	(0.3)	0.3	-
Dental Clinic Infection Control Upgrades	320.8	314.9	5.9	98.2
Total	5,032.0	1,217.9	3,814.1	24.2

The following section provides summary information on projects within the 2021 TPH Capital Budget.

Information Technology Projects

Inspection Management Implementation

Overall Project Status
Yellow

This project will replace current inspection systems leveraging corporate customer relationship management systems and common infrastructure components to improve efficiency and effectiveness of inspection, investigation, and enforcement service delivery.

As of December 31, 2021, capital expenditures totaled \$395.1 thousand representing 33.9 per cent of the 2021 approved cash flow of \$1,164.0 thousand. Overall Project Status is yellow given a delay in the project restart in 2021 due to more complex than anticipated inspection criteria and business rules, availability of shared Technology Services Division resources with other priority enterprise initiatives, procurement delays of contractor resources, and staff turnover. The project timelines have been adjusted to allow for additional requirements gathering. The project duration can accommodate a schedule compression to meet planned project completion date.

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. This project will allow staff to better monitor performance and analyze trends to adjust programs and meet mandatory Ministry of Health reporting requirements.

As of December 31, 2021, capital expenditures totaled \$68.6 thousand representing 14.7 per cent of the 2021 approved cash flow of \$466.8 thousand. Overall Project Status remains yellow as the project restart was delayed to October 2021 from July 1, 2021 due to continued unavailability of key subject matter experts who are supporting TPH's COVID-19 response and recovery efforts and delays in procuring contracted services to advance the project. The project schedule has been adjusted to align with the use of alternate resources to commence the project in 2021. The outstanding scope will be completed in 2022.

Electronic Medical Records - Phase 3

Overall Project Status
Green

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 December 31, 2021, capital expenditures totaled \$60.1 thousand representing 100.1 per cent of the approved 2021 cash flow of \$60.0 thousand.

Facilities Projects

Ontario Seniors Dental Care Program

Overall Project Status
Green

The Ontario Seniors Dental Care Program is 100 per cent funded by the Ministry of Health. It is designed to provide dental services to low-income seniors who are 65 years of age or older. In 2019 and 2020, the province announced capital funds to enhance and renew existing dental clinics operated by the City and within Community Health Centres (CHCs). Funding for this project was approved in two allocations.

The first allocation was for enhancement/renewal of four City owned dental clinics, dental clinic infection control upgrades, and the commissioning of two dental vans. The renovation project at the four dental clinics: 340 College Street, 5100 Yonge Street, 2340 Dundas Street West and 1651 Keele Street, and the infection control upgrades were completed by March 3, 2021. Fleet Services Division has issued a Request for Quotation for the commissioning of two dental vans. The vehicle builds are expected to be completed by September 30, 2022.

The second allocation was for the enhancement/new construction of five dental clinics with capital funding provided to the CHCs through Service Level Agreements:

- Renovations to Rexdale CHC's 8 Taber Road clinic were completed at the end of March 2022.
- Rexdale CHC's new clinic at 222 Dixon Road was completed at the end of March 2022. At this time, TPH anticipates opening the clinic in May 2022.
- Black Creek CHC's new clinic was completed at the end of March 2022.
- The demolition phase of renovations to TAIBU CHC's 27 Tapscott Road clinic is complete. Due to delays with the applications and permits process, the project has been delayed. The projected date to complete this project is unknown at this time;

however, we anticipate the renovations will be done before the end of the summer 2022.

- During the planning phase for the clinic that was to be located at 3660 Midland Avenue, it became apparent that the building envelop did not lend itself to be a suitable location for a dental clinic. An alternate location was sought with the goal of finding a location near the original Midland location that would be near or adjacent to amenities and services sought out by Toronto seniors. In April 2022, a lease was negotiated for a clinic at 240 Alton Towers Circle, which is approximately 3.5 kilometres from the original Midland location. The next step for this clinic will be the procurement of construction services to renovate the site to accommodate the delivery of dental services.
- Renovation of the 160 Borough clinic is underway. A progress update on the 160 Borough clinic will be provided in future reports.

As of December 31, 2021, capital expenditures totaled \$694.2 thousand representing 20.8 per cent of the approved 2021 budget of \$3,341.2 thousand for the Ontario Seniors Dental Care Program.

CONTACT

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SIGNATURE

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