

Analyst Briefing Notes

Budget Committee Review (October 30, 2008)

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PART I: CAPITAL PROGRAM**Executive Summary**

- Toronto Public Health's 2008 Approved Capital Budget of \$5.363 million was 21.7% or \$1.165 million spent as at June 30, 2008. Actual expenditures by year-end are projected to be \$3.751 million or 70% of the 2008 approved cash flow. The projected under expenditure is primarily attributed to staffing issues (difficulty in hiring and retaining qualified IT staff), complexity of IT system applications and delays in finalizing hardware and software requirements. The projected year-end under spending of \$1.612 million will be carried forward into 2009 to complete 2008 capital works.
- Toronto Public Health (TPH)'s 2009-2018 Capital Plan and Forecast has been developed to support its strategic vision to invest in technology to improve efficiency and service delivery especially with service demands increasing in volume and complexity.
- TPH's capital long term strategic plan is to develop six core integrated business information systems, (from 225 information systems in 1998 to the current 100 systems) to support its public health programs and services. To date, TPH has implemented four core integrated business systems that include the Integrated Public Health Information System (iPHIS) for the communicable disease program; the Toronto Healthy Environments Information System (THEIS); the Toronto Community Health Information System (TCHIS) to support the Healthy Families and Healthy Living programs; and the Integrated Services for Children Information System (ISCIS). The last two core business systems, the Dental Strategy and Implementation and the PH Surveillance and Management System, will be completed and implemented within the Recommended 5-Year Capital Plan.
- The 2009 Recommended Capital Budget; 2010 to 2013 Recommended Capital Plan and 2014 to 2018 Proposed Capital Forecast of \$34.198 million, comprised entirely of Information Technology (IT) projects, is fully funded from debt and meets the debt affordability targets for each of the 10 years. Of the total amount, \$17.198 million pertains to the Recommended 5-Year Capital Plan, with the remainder of \$17.0 million needed to fund the Proposed 5-Year Forecast.
- The 2009-2013 Recommended Capital Plan totals \$17.198 million, of which 8% (\$1.297 million) is allocated to a legislated project and the remaining 92% (\$2.847 million) to Service Improvement projects. The Recommended 5-Year Capital Plan provides funding for six IT systems projects that primarily focus on the development and implementation of two core business systems to support the dental program and the new national public health information system and enhancements to the business system that supports the environmental health program.

- The 2009 Recommended Capital Budget of \$3.499 million includes:
 - commitments for previously approved projects and new/change in scope projects requiring 2009 cash flow of \$3.499 million. This cash flow combined with carry forward funding of \$1.612 million for 2008 projects bring the total 2009 Recommended Capital Budget to \$5.111 million; and,
 - future year commitments of \$3.499 million in 2010; \$2.861 million in 2011; and, \$0.596 million in 2012.
- The 2009 Recommended Capital Budget of \$3.499 million is 15% or \$0.531 million allocated to a Legislated project and 85% or \$2.968 million allocated to Service Improvement projects. The recommended cash flow in 2009 will provide funding to:
 - continue with the Public Health Surveillance and Management System project, a joint project with the Province, to implement a new national public health information system, based on the Provincial timelines for system implementation;
 - continue with the next phase of the Dental Strategy and Implementation System project, that will integrate eleven separate systems into one core business integrated system to support dental operations;
 - begin three new projects consisting of the Healthy Environment (HE) Inspection project for better monitoring and control of healthy environments, HE Reporting project for faster retrieval of information; and the Health e-Services project for enhancements to TPH's website for beach water quality reporting and payment processing for the Food Handler Program.
- TPH has no SOGR backlog as all capital facility projects were transferred from TPH and consolidated within the Facilities and Real Estate Capital Budget in 2006 for consistency in maintenance standards across City facilities.
- Approval of the 2009 Recommended Capital Budget will increase the 2009 net operating budget by a total of \$0.089 million as a result of the following capital projects:
 - the Public Health Information Protection Act Compliance project for \$0.52 million net for the addition of two Security / Programmer Analyst positions;
 - the Healthy Families/Healthy Living Mandatory Management Reporting project for \$0.037 million net for maintenance and service costs.

Recommendations

The City Manager and Acting Chief Financial Officer recommend that:

- (1) Council approve the 2009 Recommended Capital Budget for Toronto Public Health with a total project cost of \$8.134 million and a 2009 cash flow of \$5.111 million and future year commitments of \$6.956 million. The 2009 Recommended Capital Budget consists of the following:
 - a) New Cash Flow Funding for:
 - i) three new sub-projects and two change in scope sub-projects with a 2009 total project cost of \$8.134 million that requires cash flow of \$2.037 million in 2009 and future year commitments of \$2.640 million in 2010; \$2.861 million in 2011; and, \$0.596 million; and,
 - ii) two previously approved sub-projects with a 2009 cash flow of \$1.462 million and future year commitments of \$0.859 million in 2010.
 - b) 2008 approved cash flow for four previously approved sub-projects with carry forward funding from 2008 into 2009 totalling \$1.612 million.
- (2) Council approve new debt service costs of \$0.051 million in 2009 and incremental costs of \$0.280 million in 2010, \$0.349 million in 2011, \$0.315 million in 2012 , and \$0.063 million in 2013 resulting from the approval of the 2009 Recommended Capital Budget for inclusion in the 2009 and future year operating budgets;
- (3) Council approve the 2010-2013 Capital Plan for Toronto Public Health totaling \$6.743 million in project estimates, comprised of \$0.539 million in 2011; \$2.804 million in 2012 and \$3.400 million in 2013;
- (4) Council approve in principle the 2014-2018 Capital Forecast for Toronto Public Health totaling \$17.0 million in project estimates, comprised of \$3.400 million in 2014; \$3.400 million in 2015; \$3.400 million in 2016; \$3.400 million in 2017; and \$3.400 million in 2018; and that this forecast be used as a foundation for preparing a 2010-2019 Capital Plan and Forecast as part of the 2010 Capital Budget process; and,
- (5) Council consider the net operating impacts in the Toronto Public Health's operating budget of \$0.089 million net for 2009, \$0.060 million in 2010; \$0.195 in 2011, \$0.132 million in 2012; and, \$0.041 million in 2013 emanating from the approval of the 2009 Recommended Capital Budget within the overall scope of Toronto Public Health's 2009 to 2013 operating budget submissions.

2008 Capital Variance Review

2008 Budget to Actuals Comparison - Total Gross Expenditures (\$000s)					
2008 Approved	Actuals as of June 30 (2nd Qtr Variance)		Projected Actuals at Year End		Balance
\$	\$	% Spent	\$	% Spent	\$ Unspent
5,363	1,165	21.7%	3,751	70%	1,612

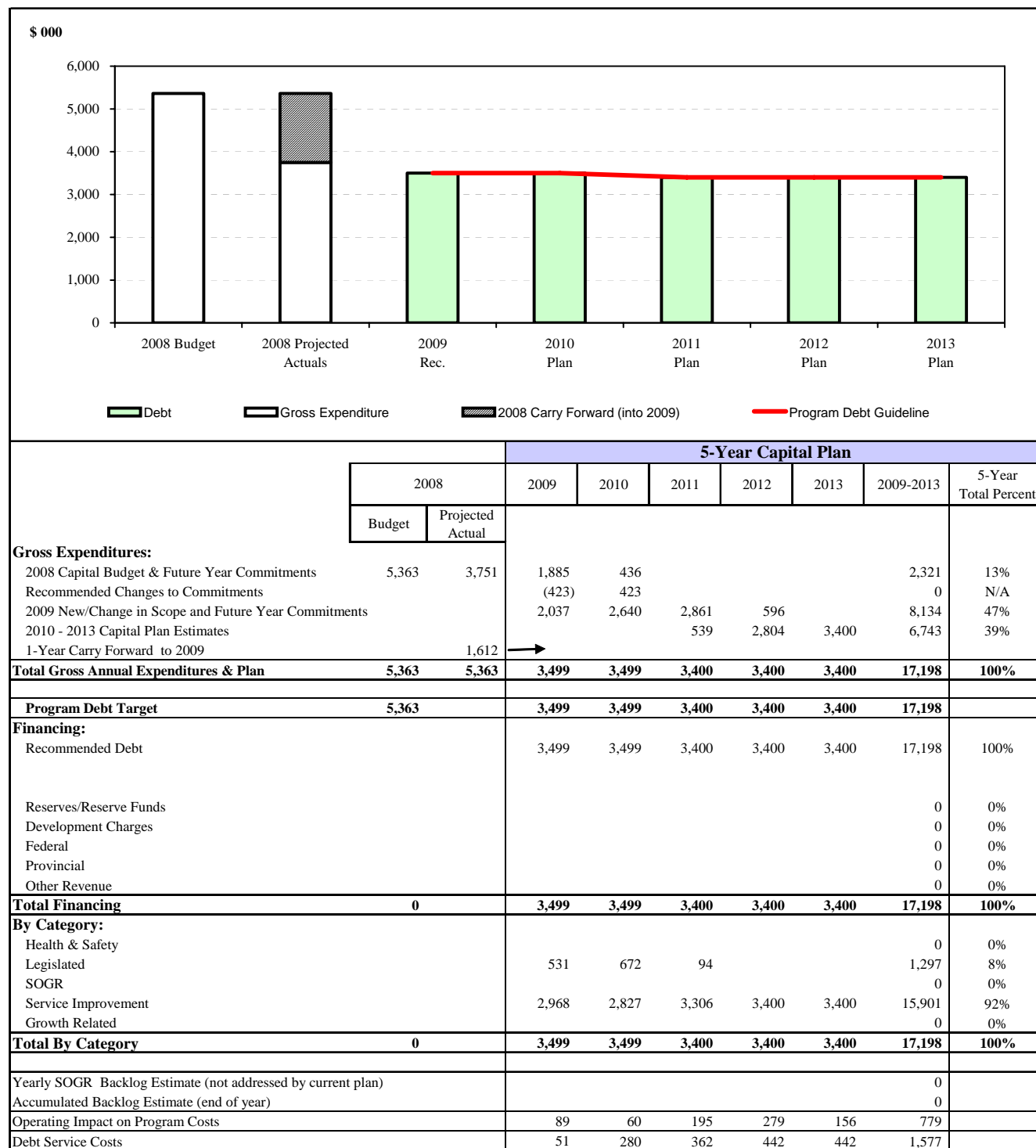
Comments / Issues:

As at June 30, 2008, Toronto Public Health (TPH) spent \$1.165 million or 21.7% of the 2008 Approved Capital Budget of \$5.363 million. The year-end capital expenditure is projected to be \$3.751 million or 70% of the approved cash flow, an improvement over the 61% achieved for 2007. The projected year-end under spending of \$1.612 million is attributable to the following:

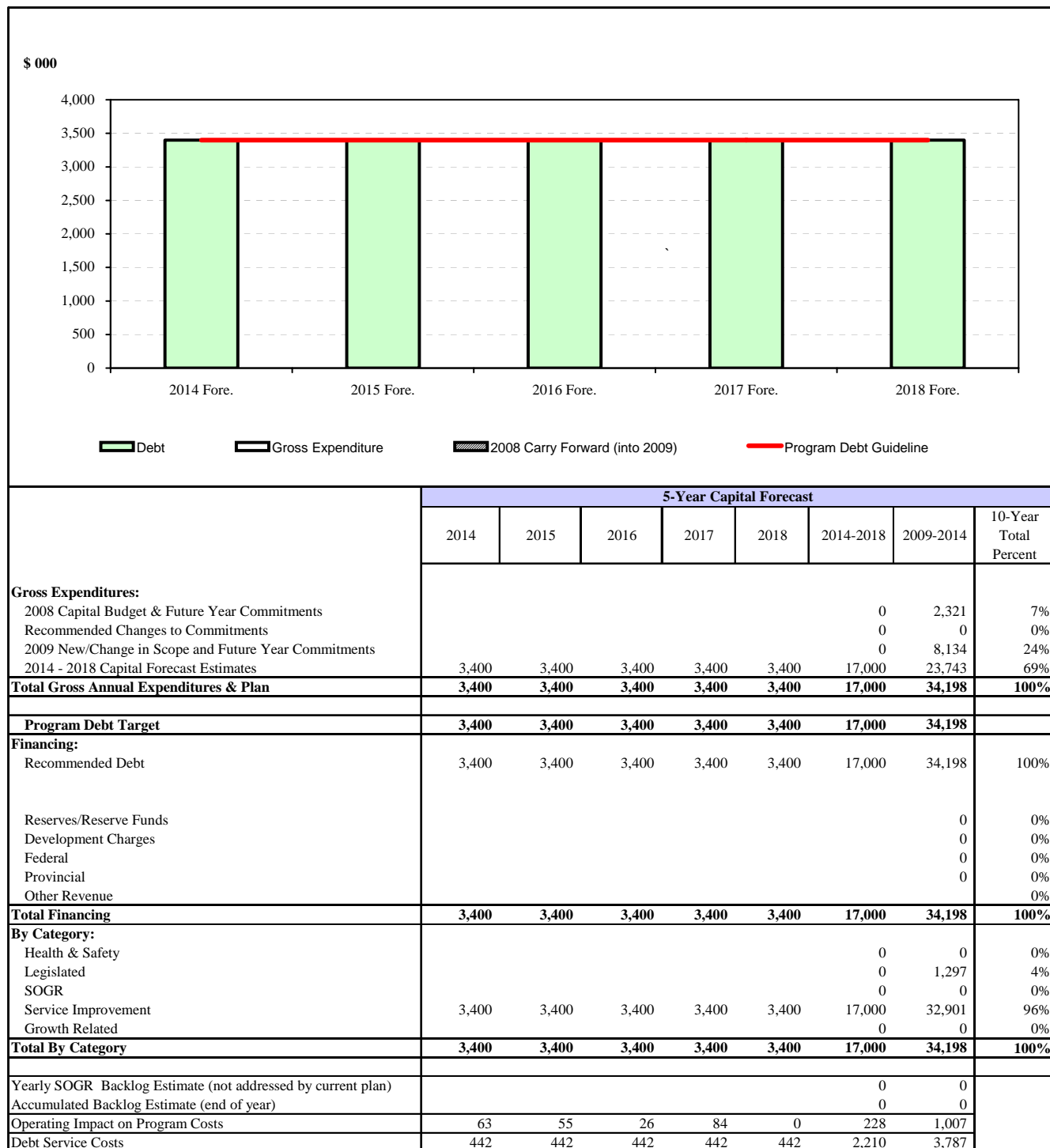
- Delay in finalizing the hardware and software requirements combined with difficulty in hiring qualified IT staff for the Healthy Families /Healthy Living Mandatory Management Reporting project (\$0.782 million). As this is the first project that TPH will implement within the existing Public Health's Privacy and Security Framework to ensure Personal Health Information Privacy Act (PHIPA) compliance, the complexity of finalizing the architectural requirements delayed the implementation process.
- Change in provincial timelines delayed the implementation of the Public Health Surveillance and Management System project (\$0.184 million), a joint project with the Province on the new national public health information system.
- Delay in the completion and tendering of the RFP for the Dental Strategy and Implementation project (\$0.276 million).
- Difficulty in hiring and retaining qualified IT staff, and delays in the vendor implementing new and innovative security related solutions for the Personal Health Information and Protection Act (PHIPA) System Compliance project (\$0.370 million).

The full under expenditure of \$1.612 million in funding will be carried forward into 2009 to complete these projects.

5-Year Capital Plan (2009-2013)



5-Year Capital Forecast (2014-2018)



10-Year Capital Plan and Forecast Overview

- Toronto Public Health (TPH)'s 2009-2018 Capital Plan and Forecast has been developed to support its strategic vision to invest in technology to improve efficiency and service delivery. The Capital Plan incorporates changes in legislation and framed in a way to leverage both provincial and federal resources, as well as other City of Toronto initiatives, to reduce development costs.
- TPH's strategic vision includes the establishment of the following:
 - enhanced access channels including the web, wireless, virtual private networks, telephony, kiosks, and access channel integration technologies;
 - six core integrated business systems replacing over 100 systems to support inspections, communicable disease surveillance and outbreak management, immunization management and vaccine control, Healthy Babies Healthy Children case management, Healthy Families and Healthy Living case management, and dental treatment; and,
 - data warehouses and reporting databases to consolidate and integrate information across all TPH programs and services for better planning, monitoring and reporting.
- The 2009 Recommended Capital Budget; 2010 to 2013 Recommended Capital Plan and 2014 to 2018 Proposed Capital Forecast of \$34.198 million, fully debt funded, has met the Council approved debt affordability targets for each of the ten years, and is comprised of 4% for a Legislated project (\$1.297 million) and 96% for service improvement projects (\$32.901 million).
- The Recommended 5-Year Capital Plan of \$17.198 million and the Proposed 5-Year Capital Forecast of \$17.0 million, comprised entirely of Information Technology (IT) projects, will provide funding to continue the next phase of two previously approved projects, start three new projects in 2009 and seven projects in 2010 - 2018.
- The Recommended 5-Year Capital Plan of \$17.198 million consists of 6 IT projects and is allocated 8% or \$1.297 million to a Legislated project and 92% or \$15.901 million to Service Improvements projects. These projects are:
 - *Public Health Surveillance and Management System (2009-2012) - \$1.297 million.* This is a Legislated previously approved project that is being developed in conjunction with the new Provincial national public health information system. It will provide TPH with a reliable system to manage immunization records, assessments and suspensions; provide real time access to medical and health information improve accountability for publicly funded vaccines; and, integrate provider information with client information.
 - *Dental Strategy and Implementation (2009-2012) - \$4.240 million.* This project, previously approved,, will support the Dental Program, establish an integrated information environment, capture and maintain patient charting and x-rays and create a seamless and integrated communications environment between dental clinics for mobile screening and dental work teams
 - *The Health e-Services (2009-2010) - \$0.803 million.* This project will provide accurate and timely health related information on the water quality of our beaches and enhance payment processing for the Food Handler Program.
 - *Healthy Environment Inspection System (2009-2011) - \$2.743 million.* This project will allow TPH to participate in the development and implementation of a Provincial initiative to enhance the Public Health Inspection Information system (IPHIS) that will result in a single provincial

database with client and inspection information that will meet both the requirements of TPH and MOHLTC.

- *Healthy Environment Reporting (2009-2011) - \$1.372 million.* This project supports the implementation of a Healthy Environments reporting database and electronic connection to the Toronto Healthy Environments Information System (THEIS) database, the conversion of existing reports to the corporate reporting tool standard and the creation of management reports, thereby improving information access and management of data. This project will substantially reduce the effort required to create new reports and provide TPH the ability to create ad hoc reports in a timely manner to respond to Freedom of Information (FOI) requests and media requests.
- *Health Emergency Information System (2012 - 2013) - \$0.885 million.* This project will provide funding to implement a system that will enhance TPH's ability to manage and organize the scheduling assignment of staff in continued service delivery during an emergency situation.
- The Proposed 5-Year Capital Forecast of \$17.0 million consists of six future IT projects as follows:
 - *Healthy Family/Healthy Living (HF/HL) Point of Care (2011-2015) - \$6.072 million.* This project will allow secure mobile and wireless connectivity for nurses and PH professionals in order to access the Toronto Community Health Information System (TCHIS) application at the point of care when providing service (such as accessing customer information), as well as synchronize data between mobile units and the TCHIS database.
 - *HF/HL Systems Integration (2012-2015) - \$4.303 million.* This project will establish an electronic link between the existing Toronto Community Health Information System (TCHIS) application and the Province's newly revamped Integrated Services for Children Information System (ISCIS) that will eliminate duplicate data entry, reduce the need for staff to use both systems and will make reporting and access to information easier.
 - *Document and Records Management (2013-2016) - \$2.810 million.* This project will allow TPH to organize information and records stored in electronic documents, so that data can be efficiently retrieved, shared, revised and restored. The City piloted a document/information management system in 2006 in several divisions with the Information and Technology Division and City Clerk's Office / Records Management providing leadership and support. A corporate review is currently being undertaken of the document and records management architecture and implementation strategy across City Programs.
 - *Internet and Intranet Strategy Implementation (2014-2018) \$3.897 million.* This project will improve the efficiency and effectiveness of TPH program delivery and service to the public as well as support the eCity/eService strategic goals.
 - *Communicable Disease Control Wireless Rollout (2014-2018) - \$2.400 million.* This project will implement wireless laptops/tablets for the Communicable Disease Control (CDC) program, specifically the Control of Infectious Diseases/Infection Control (CID/IC) and Vaccine Preventable Disease (VPD) staff who do inspections and TB staff who do Directly Observed Therapy.
 - *Datamart / Data Warehouse (2016- 2018) - \$3.376 million.* This project will develop and implement a Datamart / Data Warehouse, building on the TPH HF/HL Mandatory Management Reporting and Healthy Environments Reporting projects as well as other Datamarts/Data Warehouses developed throughout the City of Toronto.

- Approval of the 2009-2013 Recommended Capital Plan will increase future year Operating Budgets by \$0.089 million in 2009; \$0.060 million in 2010; \$0.195 million in 2011; \$0.279 million in 2012 and \$0.156 million in 2013 for a total of \$0.779 million which includes funding for 14 IT positions required in maintaining the new systems and ongoing maintenance and services costs.
- During the 2008 Capital Budget process, it was recommended that:
 - “that the Medical Office of Health, in conjunction with the Chief Information Officer, report to the Budget Committee, prior to the start of the 2009 Capital Budget process, on the estimated costs and timeline of any new and existing projects required as a result of provincial initiatives and future TPH strategic plans including operating impact of capital projects beyond 2012”.*
 - A report entitled “Toronto Public Health’s 2009 – 2018 Capital Plan and Forecast Submission” was submitted and adopted by the Board of Health at its meeting of September 18, 2008. See Issues on Page 17.

Multi Year Debt Affordability Target

The 2009-2013 Recommended Capital Plan of \$17.198 million, fully funded from debt, has met the Council approved debt affordability targets for each of the five years. The Recommended 5-Year Capital Plan includes changes to future year cash flow commitments previously approved by Council and a re-allocation of funding between projects. There is no change to the overall debt requirements as changes have been accommodated within the debt targets.

The Proposed 5-Year Capital Forecast of \$17.0 million, requires new debt funding of \$17.0 million, also meets the Council approved debt affordability targets for each of the five years (2014-2018).

Project Financing

The Recommended 5-Year Capital Plan of \$17.198 million and the Proposed 5-Year Capital Forecast of \$17.0 million are fully funded from debt.

Backlog – State of Good Repair (SOGR) and Unmet Service Needs

TPH does not budget for major facility maintenance or rehabilitation in its capital budget. During the 2006 Capital Budget, the SOGR maintenance plan was transferred and consolidated within the Facilities and Real Estate Capital Budget, to ensure consistency in maintenance standards applied throughout City facilities, thus capital repairs for city-owned facilities occupied by TPH are funded in F&RE Capital Budget.

Program Capacity and Readiness to Proceed

TPH’s projected spending rate in 2008 of 70% for 2008 is an improvement over the 61% achieved in 2007.

Three of the four projects that require carry forward funding in 2009 are presently underway. The PH Surveillance and Management system requires funding to be carried forward into 2009, however, this is a joint project with the Province and the completion is dependent on provincial timelines. TPH has phased cash flows to reflect the provincial schedule for the development and implementation of this Legislated project.

The three new projects and two future projects within the 5-Year Capital Plan have been reviewed and signed off by Corporate IT. All business cases submitted indicate that every effort has been made to reflect project requirements as well as the required cash flows for 2009 and beyond.

The Program is confident that it has the capacity to proceed and complete as scheduled. TPH plans to utilize staff currently developing projects for completion in 2009 for future projects, thus eliminating the delay resulting from the hiring process that has been the primary reason for project delays.

Recommended Changes to the 2008 – 2012 Capital Plan

The changes to the 5-Year Capital Plan are as follows:

- The Healthy Environment Inspection System project has been accelerated to 2009 from 2012 with an increased in scope totaling \$2.043 million due to the release of the provincial strategy on provincial environmental health reporting which will allow TPH to enhance its applications to include integration with the provincial reporting system to better support program delivery.
- The Health e-Service project of \$0.418 million was accelerated to 2009 from 2010 and 2011 due to the need to mitigate risks associated with beaches water quality reporting on the City's web-site.
- The deletion of the Animal Services Electronic Communication project (\$0.820 million) in TPH as responsibility for this service has been transferred to Municipal Licensing and Standards (MLS). This project is included in Policy, Planning, Finance and Administration's 2009 Recommended Capital Budget.
- The PH Surveillance and Management System project's previously approved commitments in 2009 were partially deferred to 2010 to bring the project in line with provincial timelines for the Province' system implementation. Completion of this project is dependant upon the provincial resources and deliverables.
- The Document and Records Management System project of \$2.418 million was deferred beyond 2013 due to a corporate review of the document and records management architecture and implementation strategy across City Programs.
- The Dental Strategy and Implementation project increased in scope of \$1.958 million includes additional enhancements such as:
 - support claims processing since the province has indicated that this functionality cannot be provided by the Provincial system as previously assumed;
 - enhancement of SAP to support Dental Equipment maintenance;
 - enhancement of the technical infrastructure to allow for acceptable network response times in the dental clinics and a better configuration of computer equipment in the dental operations; and,
 - acquisition and rollout of digital x-ray equipment in dental clinics.

Capital Project Highlights

Strategic Priorities:

Service delivery continues to be a TPH priority especially with service demands continuing to increase in volume and complexity. TPH has committed 100% of its capital debt funding in the next ten years to the development of information technology systems to support its strategic vision to improve efficiency, effectiveness and service delivery.

TPH's capital long term strategic plan is to develop six core integrated business information systems, (from 225 information systems in 1998 to the current 100 systems) to support its public health programs and services.

The Program's 2009 – 2018 Capital Plan and Forecast includes the following major capital initiatives:

Summary of Major Capital Initiatives

(In \$Thousands)	2009 Rec. Budget	2010 Plan	2011 Plan	2012 Plan	2013 Plan	5-Year Plan	2014 -2018 Forecast	2009 -2018 Total
New & Expanded Facility Projects								
N/A								
IT Projects								
1 Dental Strategy and Implementation	1,074.0	1,291.0	1,279.0	596.0		4,240.0		4,240.0
2 Healthy Environment Inspection	1,011.0	884.0	848.0			2,743.0		2,743.0
3 Health e-Services	640.0	163.0				803.0		803.0
4 Healthy Environment Reporting	243.0	489.0	640.0			1,372.0		1,372.0
5 PH Surveillance and Mgmt System	531.0	672.0	94.0			1,297.0		1,297.0
6 Health Emergency Information System				548.0	337.0	885.0		885.0
7 Healthy Families/Healthy Living Point of Care			539.0	1,643.0	1,269.0	3,451.0	2,621.0	6,072.0
8 Healthy Families/Healthy Living Systems Integration				613.0	1,492.0	2,105.0	2,198.0	4,303.0
9 Document and Records Management					302.0	302.0	2,508.0	2,810.0
10 CDC Wireless Rollout							2,400.0	2,400.0
11 Datamart/Data Warehouse							3,376.0	3,376.0
12 Internet & Intranet Strategy Implementation							3,897.0	3,897.0
Sub-Total	3,499.0	3,499.0	3,400.0	3,400.0	3,400.0	17,198.0	17,000.0	34,198.0
Other Major City Initiatives:								
N/A						0.0		0.0
						0.0		0.0
Sub-Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	3,499.0	3,499.0	3,400.0	3,400.0	3,400.0	17,198.0	17,000.0	34,198.0

The 2009-2018 Capital Plan and Forecast is comprised entirely of Information Technology (IT) projects which are financed by debt and address legislated requirements and service improvement through the development of information technology systems.

Of the twelve IT projects included in the 10-Year Capital Plan and Forecast, six are projected to be completed within the Recommended 5-Year Capital Plan and six projects within the Proposed 5-Year Capital Forecast. The twelve I&T projects focus on the integration and replacement of multiple business systems, development of a co-ordinated information environment, establishment of enhanced access channels such as wireless technology and web based systems, and development of emergency preparedness support system, data warehousing and document management system for better planning, managing, monitoring of information and an overall service objective of improving service delivery of various public health programs.

Operating Budget Impact – 10-Year Capital Plan and Forecast

Incremental Operating Impact Summary

(In \$Thousands)	2009 Rec. Budget	2010 Plan	2011 Plan	2012 Plan	2013 Plan	5-Year Plan	2014 - 2018 Forecast	2009-2018 Total
2009 Recommended Capital Budget								
Program Costs (net)	89.0	60.0	195.0	132.0	41.0	517.0		517.0
Approved Positions	2.0	2.0	1.0	2.0		7.0		7.0
Debt Service Costs	50.9	279.9	348.7	315.3	62.6	1,057.4		1,057.4
Recommended 2010-2013 Capital Plan								
Program Costs (net)				147.0	115.0	262.0	228.0	490.0
Approved Positions				5.0	2.0	7.0	1.0	8.0
Debt Service Costs		-	13.5	126.7	379.4	519.6		519.6
Recommended 2014-2018 Capital Forecast								
Program Costs (net)							2,210.0	2,210.0
Approved Positions								
Debt Service Costs								
Total								
Program Costs (net)	89.0	60.0	195.0	279.0	156.0	779.0	228.0	1,007.0
Approved Positions	2.0	2.0	1.0	7.0	2.0	14.0	1.0	15.0
Debt Service Costs	50.9	279.9	362.2	442.0	442.0	1,577.0	2,210.0	3,787.0

Debt Service cost of repayment of principal and interest is calculated according to corporate guidelines, in the following manner: 2.5% Year 1, and 13% for subsequent years

Comments / Issues:

Approval of the 2009-2018 Recommended Capital Plan will increase future year Operating Budgets by \$0.779 million net and the addition of 14 positions, while the 2014-2018 Proposed Capital Forecast will increase future Operating Budgets by \$0.228 million net and the addition of one position, for a total of \$1.007 million net and 15 positions over the ten-year period.

The approval of the 2009 Recommended Capital Budget will increase future year Operating Budgets by \$0.089 million net in 2009, \$0.060 million in 2010; \$0.195 in 2011, \$0.132 million in 2012; and, \$0.041 million in 2013.

The Operating Budget net impacts within the 10-year time frame are the result of the following 11 projects:

Project Name	2009		2010		2011		2012		2013		2009-2013		2014-2018		2013-2018	
	\$000's	# of Staff	\$000's	# of Staff	\$000's	# of Staff	\$000's	# of Staff	\$000's	# of Staff	\$000's	# of Staff	\$000's	# of Staff	\$000's	# of Staff
PHIPA System Compliance	52.0	2.0									52.0	2.0			52.0	2.0
Healthy Families /Health Living (HF/HL) Mandatory Management Reporting	37.0										37.0	0.0			37.0	
PH Surveillance and Mgmt System			60.0	2.0							60.0	2.0			60.0	2.0
Healthy Environment Inspection System							58.0	1.0			58.0	1.0			58.0	1.0
Health e-Services					5.0						5.0	0.0			5.0	
Healthy Environment Reporting							41.0	1.0			41.0	1.0			41.0	1.0
HF/HL Point of Care							147.0	5.0	115.0	2.0	262.0	7.0	108.0		370.0	7.0
Dental Strategy and Implementation					190.0	1.0	33.0		41.0		264.0	1.0			264.0	1.0
Document and Records Management													110.0	1.0	110.0	1.0
HF/HL Systems Integration													9.0		9.0	
Health Emergency Information System													1.0		1.0	
Total Request (Net)	89.0	2.0	60.0	2.0	195.0	1.0	279.0	7.0	156.0	2.0	779.0	14.0	228.0	1.0	1,007.0	15.0

The operating budget impacts of ten of these capital projects are eligible for provincial subsidy of 75% while one project, Dental Strategy and Implementation is funded by the City at 66%.

The incremental net operating costs outlined above include the following:

Provincially funded at 75%:

- *Personal Health Information Protection Act (PHIPA) System Compliance* - \$0.052 million for two new Security / Programmer Analyst positions and ongoing service and maintenance costs.
- *Healthy Family / Health Living (HF/HL) Mandatory Management Reporting* - \$0.037 million for ongoing service and maintenance.
- *PH Surveillance and Management System project* - \$0.060 million for two new positions (Manager of Infection Control & Infectious Diseases, and Public Health Nurse).
- *Healthy Environment (HE) Inspection System* - \$0.058 million for one Systems Integrator position and for ongoing services and maintenance costs.
- *Health e-Services* - \$0.005 million for ongoing services and maintenance costs.
- *Health Environment (HE) Reporting* - \$0.041 million for one Systems Integrator position and for ongoing service and maintenance costs
- *Healthy Family / Health Living Point of Care* - \$0.370 million for one Systems Integrator and six Application & Technical Support Specialist positions and for ongoing service and maintenance.
- *Document and Records Management* - \$0.110 million for one Application and Technical Support Specialist position and for ongoing service and maintenance costs.
- *HF/HL Systems Integration* - \$0.009 million for ongoing service and maintenance costs.
- *Health Emergency Information* - \$0.001 million for ongoing service and maintenance costs

City funded at 66%:

- *Dental Strategy and Implementation* - \$0.264 million for one Systems Integrator position and for ongoing costs for service and maintenance.

Total 2009 Recommended Cash Flow & Future Year Commitments (\$000s)

	2007 & Prior Year Carry Forwards	2009 Previously Approved Cash Flow Commitments	2009 New Cash Flow Recommended	2009 Total Cash Flow Recommended	2009 Debt Target	2008 Carry Forwards	Total 2009 Cash Flow (Incl 2008 C/Fwd)	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total Cost
Expenditures																	
Previously Approved		1,462		1,462		1,612	3,074	859									3,933
Change in Scope			143	143			143	1,104	1,373	596							3,216
New							-										-
New w/Future Year			1,894	1,894			1,894	1,536	1,488								4,918
Total Expenditure	-	1,462	2,037	3,499	-	1,612	5,111	3,499	2,861	596	-	-	-	-	-	-	12,067
Financing																	
Reserves/Res Funds																	-
Development Charges																	-
Other																	-
Debt		1,462	2,037	3,499		1,612	5,111	3,499	2,861	596							12,067
Total Financing	-	1,462	2,037	3,499	-	1,612	5,111	3,499	2,861	596	-	-	-	-	-	-	12,067

Comments / Issues:

- The 2009 Recommended Capital Budget for Toronto Public Health is \$5.111 million gross. This includes \$1.612 million in funding being carried forward from 2008, \$1.462 million in funding for previously approved commitments, \$2.037 million for new and change in scope projects.
- Approval of the 2009 Recommended Capital Budget will result in a commitment of \$3.499 million in 2010, \$2.861 million in 2011 and \$0.596 million in 2012. Most of these funds are geared towards two previously approved projects, the Dental Strategy and Implementation and the PH Surveillance and Management System and three new projects, the Healthy Environment Inspection System, the Healthy Environment Reporting, and the Health e-Service.
- The total 2009 Recommended Capital Budget of \$5.111 million is allocated by category as follows: Legislated - \$0.715 million (14%) and Service Improvement - \$4.396 million (86%).
- The 2009 Recommended Capital Budget is fully funded from debt.

2008 Recommended Capital Budget

2009 Recommended Capital Budget versus Debt Target

TPH' 2009 Recommended Capital Budget of \$3.499 million requires new debt funding of \$3.499 million which meets the debt affordability target set for 2009.

Recommended Capital Budget by Category

The 2009 recommended cash flow of \$3.499, excluding carry forward funding from 2008 into 2009, is comprised of \$0.531 million or 15% for a Legislated project and the balance of \$2.968 million or 85% is allocated to Service Improvement projects.

Capital Project Highlights

The 2009 Recommended Capital Budget will provide funding to:

- continue with the next phase of the Dental Strategy and Implementation system (\$1.074 million) and the PH Surveillance and Management System project (\$0.531 million); and,
- begin the development of three new projects, the Healthy Environment Inspection System (\$1.011 million); the Health e-Service (\$0.640 million); and, the Healthy Environment Reporting (\$0.243 million).

PART II: ISSUES FOR DISCUSSION

Issues Referred to the Budget Process

TPH's Timeline for New and Future IT Projects:

During the 2008 Budget process, it was recommended that

“that the Medical Office of Health, in conjunction with the Chief Information Officer, report to the Budget Committee, prior to the start of the 2009 Capital Budget process, on the estimated costs and timeline of any new and existing projects required as a result of provincial initiatives and future TPH strategic plans including operating impact of capital projects beyond 2012”.

The report of the Medical Officer and Health, in conjunction with the Chief Information Officer, is summarized below:

- TPH has incorporated provincial initiatives that were communicated through discussions between Toronto Public Health and Ministry of Health and Long Term Care (MOHLTC) staff to ensure effective project and system integration.
- These discussions have benefited both organizations in terms of reduced IT project development costs by leveraging provincial IT investments and improved service delivery.
- The following projects, included in the 2009 Recommended Capital Budget, 2010 to 2013 Recommended Capital Plan, and 2014 to 2018 Proposed Capital Forecast, were developed based on MOHLTC existing and new initiatives:
 - PH Surveillance and Management System (PHSMS) involves the implementation of “Panorama”, a pan-Canadian solution implemented throughout Ontario by MOHLTC
 - Dental Strategy and Implementation includes in part the new provincial dental reporting system (Oral Health Information Support Systems) and the integration of the provincial system with TPH's dental system
 - Healthy Environment Inspection System involves the upgrading of the Amanda System to the current and web based version.
 - Healthy Families and Healthy Living Systems Integration involves the integration of the provincial with City systems.
 - Investments in IT will continue as business and service requirements evolve and advances in technology provide opportunities for improvements in service delivery and information management.

The Recommended 5-Year Capital Plan includes six projects that focuses on the development and implementation of two core business systems to support the dental program and the new national public health information system as well as enhancements to the environmental health program and TPH's website.

The Proposed 5-Year Capital Forecast, with six projects, will primarily develop four new systems and additional enhancements to two core business systems that supports the communicable disease program and the Healthy Families and Healthy Living programs.

The twelve capital IT projects included in the 10-Year Capital Plan and Forecast are:

(In \$Thousands)	2009 Budget	2010 Plan	2011 Plan	2012 Plan	2013 Plan	5-Year Plan	2014 - 2018 Forecast	2009 - 2018 Total	Comments
Enhancements to Current Systems:									
PH Surveillance and Mgmt System	531.0	672.0	94.0			1,297.0		1,297.0	New public health information system
Dental Strategy and Implementation	1,074.0	1,291.0	1,279.0	596.0		4,240.0		4,240.0	Integration with Provincial Reporting system
Healthy Environment Inspection	1,011.0	884.0	848.0			2,743.0		2,743.0	Upgrade and Enhancement of the Amanda system
Health e-Services	640.0	163.0				803.0		803.0	Enhancing City's website for beah water quality and payment processing for food handler training
Healthy Environment Reporting	243.0	489.0	640.0			1,372.0		1,372.0	Enhance reporting requirements for HE
Healthy Families/Healthy Living Point of Care			539.0	1,643.0	1,269.0	3,451.0	2,621.0	6,072.0	Use of wireless devices to nurses and PH professionals
Healthy Families/Healthy Living Systems Integration				613.0	1,492.0	2,105.0	2,198.0	4,303.0	Incorporate legacy applications into the TCHIS
CDC Wireless Rollout							2,400.0	2,400.0	Use of Wirelss laptops/tablets
Sub-total	3,499.0	3,499.0	3,400.0	2,852.0	2,761.0	16,011.0	7,219.0	23,230.0	
Development of New Systems:									
Document and Records Management					302.0	302.0	2,508.0	2,810.0	Organize information and records stored in electronic documents
Health Emergency Information System				548.0	337.0	885.0		885.0	Implement staff scheduling during emergencies
Datamart/Data Warehouse							3,376.0	3,376.0	Develop datamart warehouse w/ other datamart projects within the City
Internet & Intranet Strategy Implementation							3,897.0	3,897.0	New applications to be developed to support TPH Internet and Intranet Strategy
Sub-total	0.0	0.0	0.0	548.0	639.0	1,187.0	9,781.0	10,968.0	
TOTAL	3,499.0	3,499.0	3,400.0	3,400.0	3,400.0	17,198.0	17,000.0	34,198.0	

One of TPH strategic objectives is to replace over 100 systems with six core integrated business systems to support inspections, communicable disease surveillance and outbreak management, immunization management and vaccine control, Healthy Babies Healthy Children case management, Healthy Families and Healthy Living case management, and the dental treatment program.

To date, TPH has implemented four core integrated business systems that include the Integrated Public Health Information System (iPHIS) for the communicable disease program; the Toronto Healthy Environments Information System (THEIS); the Toronto Community Health Information System (TCHIS) to support the Healthy Families and Healthy Living programs; and the Integrated Services for Children Information System (ISCIS). The last two core business systems that will be implemented are the Dental Strategy and the PH Surveillance and Management System projects.

Another notable achievement by TPH is the completion in 2007 of the Animal Services On-line Licence System (e-PET) that enabled the public to have easy and convenience 24/7 access to Animal Licence and donation services and has contributed to the increased number of licensed animals.

In summary, TPH's 10-Year Capital Plan and Forecast is based on continuing to enhance and add new IT systems to address the City and Provincial public health program information requirements.

Appendix 1

**2009 Recommended Capital Budget; 2010 to 2013 Capital
Plan
and 2014 to 2018 Capital Forecast**

Appendix 2

2009 Recommended Cash Flow and Future Year Commitments

Appendix 3
2009 Recommended Capital Projects
with Financing Details