

**Report to  
Rapport au:**

**Ottawa Board of Health  
Conseil de santé d'Ottawa  
9 November 2015 / 9 novembre 2015**

**and Council  
et au Conseil  
12 November 2015 / 12 novembre 2015**

**Submitted on November 9, 2015  
Soumis le 9 novembre 2015**

**Submitted by  
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**Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE      File Number: ACS2015-OPH-IQS-0012**

**SUBJECT: 2016 DRAFT OPERATING BUDGET FOR THE OTTAWA BOARD OF  
HEALTH**

**OBJET: BUDGET PROVISOIRE DE FONCTIONNEMENT POUR 2016 POUR LE  
CONSEIL DE SANTÉ D'OTTAWA**

## **REPORT RECOMMENDATIONS**

**That the Board of Health for the City of Ottawa Health Unit:**

- 1. Receive and table the 2016 Draft Operating Budget for the Ottawa Board of Health;**
- 2. Direct staff to forward the 2016 Draft Operating Budget for the Ottawa Board of Health to Ottawa City Council for consideration on November 12, 2015, as part of the City Council's tabling of the City of Ottawa 2016 Draft Operating and Capital budget; and,**

**That, at its meeting of December 7, 2015, the Board of Health for the City of Ottawa Health Unit:**

- 3. Approve the 2016 Draft Operating Budget for the Ottawa Board of Health;**
- 4. Direct staff to explore opportunities for additional funding revenues for 2016;**
- 5. Upon the Board of Health's approval of the 2016 Draft Operating Budget for the Ottawa Board of Health, direct staff to forward the report to Ottawa City Council, for consideration on December 9, 2015 as part of the City Council's approval of the City of Ottawa 2016 Draft Operating and Capital budget; and,**
- 6. Upon approval of the 2016 Draft Operating Budget for the Ottawa Board of Health by the Board of Health and Ottawa City Council, direct staff to forward the approved 2016 Operating Budget for the Ottawa Board of Health to the Ministry of Health and Long-Term Care (MOHLTC) for consideration as part of the Program-Based Grant application; and,**
- 7. Recommend that Council approve the creation of a reserve fund for the Board of Health for the City of Ottawa Health Unit to address Information Technology (IT) requirements.**

## **RECOMMANDATIONS DU RAPPORT**

**Que le Conseil de santé de la circonscription sanitaire de la Ville d'Ottawa :**

- 1. reçoive et dépose le Budget provisoire de fonctionnement pour 2016 pour le Conseil de santé d'Ottawa;**
- 2. demande au personnel de transmettre le Budget provisoire de fonctionnement pour 2016 pour le Conseil de santé d'Ottawa au Conseil municipal d'Ottawa aux fins d'examen lors du dépôt des budgets préliminaires de fonctionnement et d'immobilisations de 2016 de la Ville d'Ottawa le 12 novembre 2015.**

**Que, lors de la réunion du 7 décembre 2015, le Conseil de santé de la circonscription sanitaire de la Ville d'Ottawa :**

- 3. approuve le Budget provisoire de fonctionnement pour 2016 pour le Conseil de santé d'Ottawa;**
- 4. demande au personnel d'explorer d'autres possibilités de financement pour 2016;**
- 5. demande au personnel, une fois le Budget provisoire de fonctionnement pour 2016 pour le Conseil de santé d'Ottawa approuvé par le Conseil de santé, de transmettre le rapport au Conseil municipal d'Ottawa afin que ce dernier puisse l'examiner le 9 décembre 2015 dans le cadre de l'approbation, par le Conseil municipal, des budgets préliminaires de fonctionnement et d'immobilisations de 2016 de la Ville d'Ottawa;**
- 6. demande au personnel, une fois le Budget provisoire de fonctionnement pour 2016 pour le Conseil de santé d'Ottawa approuvé par le Conseil de santé et le Conseil municipal d'Ottawa, de transmettre ce budget approuvé au ministère de la Santé et des Soins de longue durée (MSSLD) aux fins d'examen dans le cadre de la demande de subvention des programmes; et,**
- 7. recommande au Conseil d'approuver la création d'un fonds de réserve pour que le Conseil de santé de la circonscription sanitaire de la Ville d'Ottawa puisse répondre aux exigences en matière de technologie de l'information.**

## EXECUTIVE SUMMARY

The 2016 Draft Operating Budget for the Ottawa Board of Health outlines the projected financial obligations that Ottawa Public Health (OPH) will be facing in 2016 in order to deliver efficient and effective public health programs and services to residents of the City of Ottawa (in 2016 and beyond).

For 2016, OPH is presenting a draft balanced budget of \$59 million which includes the City of Ottawa contribution of \$12.6 million (an increase of \$300K over 2015), and provincial and other revenue sources contributions of \$46.4 million.

The 2016 budget reflects a balanced approach based on OPH's assumptions on revenues that it will receive to address emerging needs. It also identifies efficiencies, opportunities for reinvestment in community needs, plans to address long-range financial pressures, and maximizes provincial investment. For 2016, OPH is recommending strategic investments in programs and services to: support mental health, reduce infectious diseases in retirement homes, reduce environmental health hazards in our community, and establish a reserve fund to ensure that OPH Information Technology (IT) equipment and infrastructure can be maintained. These investments will help to ensure the provision of public health programs and services that meet the needs of residents and communities in Ottawa.

The budget aligns with the City's guidelines for 2016 budget development as outlined in the [proposed 2016 Budget Timeline and 2016-2018 Budget Directions](#). It takes into account current budget pressures and challenges including the increase in cost of living, growth in population, and the requirement to fund the replacement of aging IT applications, which support client care and community services, and the associated operational costs of those services. The 2016 budget will also enable OPH to address new provincial regulations and requirements.

## RESUMÉ

Le Budget provisoire de fonctionnement pour 2016 pour le Conseil de santé d'Ottawa résume les obligations financières projetées que Santé publique Ottawa (SPO) devra remplir afin d'offrir des services et des programmes de santé publique efficaces aux résidents d'Ottawa pour 2016 et les années suivantes.

SPO présente un budget équilibré de 59 millions de dollars pour 2016, financé par une contribution de 12,6 millions de la Ville d'Ottawa (soit 300 000 \$ de plus qu'en 2015), de même que par 46,4 millions fournis par le gouvernement provincial et d'autres sources de revenus.

Le budget 2016 reflète une approche équilibrée qui se fonde sur les revenus que SPO prévoit obtenir pour répondre aux besoins émergents. Il comprend également les économies, les investissements possibles dans les besoins de la communauté ainsi que les plans pour répondre aux pressions financières à long terme et maximiser l'utilisation des fonds provinciaux. En 2016, SPO recommande que des investissements stratégiques soient réalisés dans les programmes et les services afin de favoriser la santé mentale, de réduire les maladies infectieuses dans les maisons de retraite, de diminuer les risques liés à l'hygiène du milieu dans la communauté et de créer un fonds de réserve pour l'entretien du matériel et de l'infrastructure de technologies de l'information de SPO. Ces investissements contribueront à la prestation de services et de programmes de santé publique qui répondent aux besoins des résidents et des communautés d'Ottawa.

Le budget s'harmonise aux lignes directrices municipales pour l'élaboration du budget 2016, qui sont énoncées dans l'échéancier proposé pour le budget 2016 et les orientations budgétaires 2016-2018. Il tient compte des pressions et des défis budgétaires actuels, y compris l'augmentation du coût de la vie, la croissance de la population et la nécessité de financer le remplacement des applications vieillissantes de technologies de l'information qui soutiennent les soins aux patients et les services communautaires, de même que le coût de fonctionnement de ces services. Le budget 2016 permettra aussi à SPO de se conformer aux nouvelles exigences et réglementations provinciales.

## BACKGROUND

### Improving Public Health and Well-being

The Ottawa Board of Health through OPH seeks to improve, respond to, and advocate for the health and well-being of Ottawa residents, and ensure the effective delivery of public health programs and services. The core functions of the public health unit are: population health assessment, surveillance, health promotion, disease prevention and health protection.

The proposed operating budget for the Ottawa Board of Health reflects health and budget priorities for 2016, which aim to address community need, support OPH's [Strategic Directions](#), monitor programs and service outcomes to reflect and maximize the current funding allotment to OPH by its major funders – the City of Ottawa and the provincial government. The budget also aims to ensure OPH meets provincial requirements, as outlined in the [Ontario Public Health Standards](#) (OPHS 2008), the [Ontario Public Health Organizational Standards](#) (2011) and the 2014-2016 Public Health Funding and Accountability Agreement.

### Delivering a Sustainable and Balanced Budget

Similar to other local health units, and municipal and provincial government agencies, OPH has been operating within an increasingly fiscally constrained environment. As a means to address ongoing increased service demands accompanied with limited increase to funding, OPH's senior management has implemented regular administration and operational program reviews, developed a budget with a multi-year approach and developed a long-range financial plan. In addition, in 2015, [the Board sought clarification](#) from the Ministry of Health and Long-Term Care (MOHLTC) regarding the funding for public health programming.

Through these best practises in financial management, OPH has sought to maximize its funding and ensure that programs and services are delivered efficiently and effectively within our current funding model. Similar to other public health units in Ontario, OPH's funding model is:

1. Cost shared funding (traditionally 75% provincial and 25% City), for programs and services that are provincially mandated;
2. 100% funded (City and provincial), which are additional services, above and beyond cost shared programs; and,
3. Recoveries and allocations

## **At a Glance: Budget 2015**

In 2015, OPH's multi-year program review process resulted in adjustments to its family health programming. The [2015 budget](#) also outlined a long-range financial forecast for 2015-2018 that highlighted substantial budget pressures including aging IT system replacements.

Also in 2015, as reported in the [2015 Operating Budget Q2 – Board of Health for the City of Ottawa Health Unit Status Report](#), OPH received information from the MOHLTC regarding a new provincial funding model for cost-shared public health programming, which aimed to identify appropriate funding for each public health unit based on its needs in relation to other public health units. Based on the new provincial funding model OPH received a stable funding increase (\$1.8 million) from the MOHLTC.

## **DISCUSSION**

### **2016 Draft Operating Budget for the Ottawa Board of Health**

OPH has prepared the estimates for the 2016 Draft Operating Budget for the Ottawa Board of Health in consultation with the City's Finance Department, and in line with the City's guidelines for 2016 budget development as outlined in the [Proposed 2016 Budget Timeline and 2016-2018 Budget Directions](#). For 2016, OPH is presenting a draft balanced budget of \$59 million which includes the City of Ottawa contribution of \$12.6 million (an increase of \$300K over 2015), and provincial and other revenue sources contribution of \$46.4 million.

The 2016 budget reflects a balanced approach based on best information and judgment on revenues that OPH expects to receive to address emerging needs, while: identifying efficiencies, reinvesting in community needs, addressing long-range financial pressures, and maximizing the provincial government investment. The budget also takes into account current budget pressures and challenges including the increase in cost of living, growth in population, and the requirement to fund the replacement of aging IT applications, and the associated operating costs of those services. The 2016 budget also addresses new provincial regulations and requirements including recent amendments made to the [Infection Prevention and Control Practices Complaint Protocol](#).

As the City's budget operates on a calendar year and the provincial government's budget operates on a fiscal year, each year OPH makes an assumption about the projected increase that OPH will receive from the province. The 2016 budget was developed assuming a \$1.2 million increase to the provincial funding allotment for cost shared programs and a \$300K increase from the City for funding of cost shared programs. These assumptions are based on City direction and the available information regarding the MOHLTC's funding model.

### **Achieving a Balanced Budget in 2016 through efficiencies**

As in previous years, OPH has undertaken reviews of administration and operational elements of its programs and identified innovative service delivery solutions and prioritized new needs. Through this process, staff at all levels in the organization identified efficiencies and resources to address the most critical community health needs.

Further, OPH identified organizational and administrative efficiencies and other savings measures in areas such as advertising and external purchase of services. Ultimately, through this review, OPH will reinvest these efficiencies into front-line services. In 2016, OPH will continue its ongoing administrative and program review activities to maximize investments by the City and the provincial government.

### **Addressing Emerging Community Health Issues**

For 2016, OPH is recommending strategic investments in programs and services to: support mental health, reduce infectious diseases in retirement homes, reduce environmental health hazards in our community, and address long-range financial pressures due to IT requirements. These investments will help to ensure the provision of public health programs and services that meet the needs of residents and communities in Ottawa.

#### **Infection Prevention and Control at Long-Term Care Homes, Retirement Homes and in the Community \$280K**

With a rapidly aging population, there is an increasing demand to ensure long-term care and retirement homes are in compliance with provincial requirements to protect public health. This will include a focus on public health inspection capacity related to infection prevention and control practices (IPAC), monitoring, outbreak management, disclosure, and training in long-term care and retirement homes. Responding to complaints and community infection control lapses will also be included. This investment will also address recent amendments made to the [Infection Prevention and Control Practices](#)



[Complaint Protocol](#), which clarify requirements with respect to OPH investigation and reporting of IPAC lapses. This initiative aligns with [OPH's 2015-2018 Strategic Direction](#) to 'Enhance Collective Capacity to Reduce Preventable Infectious Diseases' by: enhancing preparedness to respond to infectious diseases in our community; reducing outbreaks in our community; and, enhancing partnership to leverage resources for maximum impact.

### **Environmental Health Hazards \$120K**

This investment will increase OPH capacity to identify, investigate and manage environmental health hazards, which arise from the natural and built environment. As it is difficult to predict where and when these hazards will occur, OPH must conduct surveillance and continually be prepared to respond in accordance with requirements under the Health Protection and Promotion Act. Due to the increasing complexity of emerging environmental issues, increased resources are required to provide effective and timely responses to requests from internal stakeholders at the City of Ottawa, community partners and residents. Additional funding will be used to enhance staff capacity to conduct fulsome investigations and health hazard assessments. It will also enhance OPH's capacity to employ evidence-informed best practices in addressing health hazards associated with the quality of air, water, soil and other physical environmental factors. Climate change is a further contributor to environmental health hazards in our community, so this investment will support public awareness and protection initiatives in response to the expansion of vector-borne diseases and health hazards resulting from extreme weather events. This work is in keeping with [OPH's 2015-2018 Strategic Direction](#) to "Develop an Adaptive Workforce for the Future" by ensuring OPH staff have the skills and tools to address changing and emerging community needs.

### **Foster Mental Health in our Community \$200K**

This one-time City investment will enable the expanded reach of the [suicide safer initiative](#) SafeTALK in the community. SafeTALK offers skills training in suicide prevention to reduce stigma of mental illness by talking about mental health in the workplace and in the community, and to encourage individuals to support others and themselves in reaching out for help when needed. This investment will also put into action a campaign to promote positive mental health and access to supports, and contribute to the promotion of workplace psychological health and safety. These initiatives align with [OPH's 2015-2018 Strategic Direction](#) to 'Foster Mental Health in our

Community' by building resiliency at key life transition points; increasing mental health promotion in the workplace, and enhancing social connectedness.

### **Future Funding Considerations**

In January 2016, the MOHTLC is planning to [launch](#) the integrated Healthy Smiles Ontario (HSO) Program. As reported in the [Update on Dental Health Services in Ottawa](#), this provincial initiative aims to integrate several oral health programs and/or benefits for children and youth from low-income families into one new program. Under this new integrated program, key public health roles and activities will be preserved and public health units will continue to identify children in need of emergency and essential care and assist them to access dental treatment. OPH currently participates in a provincial workgroup for the integration of the program, and planning is underway for the proposed changes that will be implemented in 2016. Specific budget direction from the provincial government is pending.

### **Reserve Fund (Report Recommendation #7)**

The City of Ottawa Information Technology Services (ITS) have identified a number of legacy IT systems used by OPH in the delivery of patient care and client services, that are no longer supported by the vendor or corporately funded, and are at risk of technology failure. Through targeted efficiencies, OPH will achieve annual savings and will direct those savings into a new reserve fund to fund the technology replacement costs and associated ongoing operating expenses. Contributions will be reviewed annually.

The creation of a reserve fund will help to ensure that funds are available to help offset projected future costs. In addition, OPH will explore partnerships with other public health units, software-as-a-service (SaaS) solutions and provincial funding to fund IT replacement needs. Investment in OPH's IT requirements is needed to mitigate the risk of technology failure.

### **Report Recommendation #4**

To address ongoing and emerging health issues in the community, upon Board approval, OPH will apply for one-time funding through the MOHLTC and other sources for various projects, as well as seek additional funding opportunities for 2016.

### **RURAL IMPLICATIONS**

There are no rural implications associated with this report.

## CONSULTATION

Following the tabling of the 2016 Draft Operating Budget for the Ottawa Board of Health at the November 9, 2015 Board of Health meeting, the budget report will be tabled at the November 12, 2015 Council meeting. The Board will consider the budget for approval at its next scheduled meeting on December 7, 2015, and submit it to Council on December 9, 2015 as part of the 2016 Budget process.

The process for consideration of the Board of Health budget is outlined below, and additional information about the City's community consultation process can be found at [Ottawa.ca](http://Ottawa.ca).

Budget Process Date	Budget Process Date
Mayor Watson held a pre-Budget 2016 Tele-Town Hall where residents asked questions and shared their views before City staff began developing the draft 2016 Budget	June 25, 2015
2016 Draft Operating Budget for the Ottawa Board of Health tabling and presentation at Board of Health meeting	November 9, 2015
2016 Draft Operating Budget for the Ottawa Board of Health tabling at Ottawa City Council, including Boards and City Departments budgets	November 12, 2015
Ottawa Public Health Community Budget Consultations	October 9 – December 7, 2015
Public Delegations and 2016 Board of Health Operating Budget Approval	December 7, 2015
Final 2016 City Operations and Capital Budget Approval at Ottawa City Council, including Boards and City Departments budgets	December 9, 2015

Residents can also comment on the draft budget via email at [healthbudget@ottawa.ca](mailto:healthbudget@ottawa.ca), on Twitter @ottawahealth using the hashtag #OttHealthBudget2016, on Facebook at [www.facebook.com/ottawahealth](http://www.facebook.com/ottawahealth) or, by calling the Ottawa Public Health Information Line at 613-580-6744, Monday to Friday from 9 a.m. to 4 p.m.

Residents are also invited to attend the Board of Health meeting on November 9, 2015, and December 7, 2015 to provide comments. Members of the Board can direct questions regarding the draft budget to Gillian Connelly via email at [Gillian.Connelly@ottawa.ca](mailto:Gillian.Connelly@ottawa.ca) or by telephone at 613-580-2424 ext. 21544.

## **LEGAL IMPLICATIONS**

There are no legal impediments to implementing the recommendations in this report.

## **RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications associated with this report.

## **FINANCIAL IMPLICATIONS**

Financial implications are outlined within the report.

## **ACCESSIBILITY IMPACTS**

There are no accessibility impacts associated with this report.

## **SUPPORTING DOCUMENTATION**

DOCUMENT 1 – 2016 Draft Operating Budget for the Ottawa Board of Health – English

DOCUMENT 1 – Budget provisoire de fonctionnement pour 2016 pour le Conseil de santé d'Ottawa – Français

## **DISPOSITION**

The Ottawa Board of Health will consider for approval, the 2016 Draft Operating Budget for the Ottawa Board of Health at its meeting on November 9, 2015. Staff will forward the report to Ottawa City Council for its consideration, as part of City Council's 2016 Budget and to the Ministry of Health and Long-Term Care, for consideration as part of the Program-Based Grants Application process.