2014 Planning & Budget Template

SECTION A

SERVICE AREA	Finance & Operations	MANAGER NAME	John Millson	DATE	
PROGRAM TEAM	Finance & Operations	DIRECTOR NAME	John Millson	December 17, 2013	

SECTION B

SUMMARY OF TEAM PROGRAM

- This service provides the financial management required by the Board of Health to ensure compliance with applicable legislation and regulations. This is accomplished through providing effective management and leadership for financial planning, financial reporting, treasury services, payroll administration, procurement, capital assets, and contract management. This service provides value through protecting the Health Unit's financial assets, containing costs through reporting and enforcement of policy, systems and process improvements, developing and implementing policies and procedures, and providing relevant financial reporting and support to the Board.
- This service also provides oversight for the health unit "Operations" which include facility management type services such as furniture and equipment, leasehold improvements, insurance and risk management, security, janitorial, parking, on-site and off-site storage and inventory management, and the management of all building leases and property matters.

SECTION C

ONTARIO PUBLIC HEALTH STANDARD(S), RELEVANT LEGISLATION OR REGULATION

The following legislation/regulations are relevant to the work performed in Finance & Operations: Health Protection & Promotion Act, Ontario Public Health Organizational Standards, Income Tax Act, Ontario Pensions Act, PSAB standards, and other relevant employment legislation.

SECTION D

COMPONENT(S) OF TEAM PROGRAM #1 - FINANCIAL SERVICES

Financial Planning:
- Develop long term funding strategies for senior management and Board of Health and provide ongoing monitoring.
- Develop, monitor and report annual operating budgets. Health Unit programs are funded through a complex mix of funding. The majority (approx.. 72%) of the services are funded through cost-sharing where by the Board of Health approves the operating budget, the ministry

provides a grant, and the remaining amount is requested from the City of London and Middlesex County on a proportionate of population basis. The remaining programs and services are funded 100% by the province, whereby the Board of Health approves an operating budget based on a predetermined grant from the province. Many programs have different budget formats and timelines which provide challenges in budget preparation and planning.

- Manage two annual audits including preparation of consolidated financial statements for both programs with a December 31st year end and those with a March 31st year end.
- Prepare quarterly financial statements for external stakeholders including the City of London, and various ministry departments. In terms of ministry quarterly reporting the formats differ between ministries and programs adding to the complexity of generating the reports.
- Prepare the various annual settlements for the ministry funded programs and services.
- Prepare monthly and quarterly reports for internal stakeholders to ensure financial control and proper resource allocations.

Treasury Services:
- Accounts payable processing includes verifying payments, issuing cheques, reviewing invoices, ensuring proper authorizations exist for payment. This also includes verifying and processing corporate card purchases, employee mileage statements and expense reports.
- Accounts receivable processing includes reviewing and posting invoices, monitoring and collections activities.
- Cash management function includes processing cash payments and point of sale transactions, and preparing bank deposits. This also includes minor investment transactions to best utilize cash balances.
- General accounting includes bank reconciliations, quarterly HST remittances, general journal entries, monthly allocations.

Insurance & Risk Management:
- Purchase appropriate and adequate insurance and draft contractual conditions for third party contracts to protect the human, physical and financial assets of the health unit.
- Request insurance certificates required for various funding agreements and contracts.

Payroll Administration:
- Performs payments to employees including salary and hourly staff. This includes accurate data entry and verification of employee and retiree information including employee set-up and maintenance.
- Process mandatory and voluntary employee deductions, calculating and processing special payments and retroactive adjustments.
- Set up and maintain the payroll system in compliance with collective agreements and legislative requirements for all pay, benefits, deductions and accruals.
- Statutory Payroll Reporting – in order to comply with payroll legislation. This includes Records of Employment (ROEs), T4, T4A, WSIB, EHT, OMERS annual 119 Report.
- Prepare and remit payments due to third parties resulting from payroll deductions and employer contributions within strict deadlines to avoid penalties and interest. Payments are reconciled to deductions or third party invoices.
- Administers employee paid Canada Savings Bond program, where staff can purchase bonds through payroll deductions.

Procurement:
- Provide accurate and timely procurement advice to internal programs and services (customers).
- Procurement of goods and services in a fair, transparent, and open manner through Request for Tenders, Quotes, and Proposals, and at all

2014 Planning & Budget Template

times ensuring value for money.
- Participates in the Elgin Middlesex Oxford Purchasing Cooperative (EMOP) to enhance or leverage procurement opportunities to lower costs.
- Utilize and participate in provincial contracts such as courier, photocopier, and cell phone providers to lower costs to the programs and services.
- Performs general purchasing and receiving activities for program areas.

Capital Asset Management:
- Tangible Capital Assets – ongoing processes for accounting of capital assets and ensuring compliance with PSAB 3150.
- Ensures the proper inventory and tracking of corporate assets for insurance and valuation purposes.

Contracts & Agreements:
- Contract management including various agreements to ensure the Health Unit is meeting it's obligations and commitments. Contracts and agreements are reviewed for program effectiveness and Board of Health liability.

COMPONENT(S) OF TEAM PROGRAM #2 - OPERATIONS

- Space planning – liaisons with program areas to ensure facilities meet program requirements. This may involve leasehold improvements, furniture and equipment purchasing, and relocation of employees.
- Coordinates management response to monthly Joint Occupational Health & Safety Committee (JOHSC) inspection reports.
- Manages the three main property leases including renegotiations and dispute resolution (50 King Street, 201 Queens Ave in London, and 51 Front Street in Strathroy)
- Security – manages and maintains the controlled access and panic alarm systems, and the after-hours security contract.
- Custodial Services – manages and maintains the contract for janitorial services for two locations. This includes day-time and evening cleaning for the 50 King Street office.
- Manages and maintains both on-site and off-site storage facilities, keeping track of supplies, equipment and corporate records.
- Performs general facility maintenance including minor repairs, disposal of bio-hazardous materials, meeting room set-up and take-downs.

2014 Planning & Budget Template

SECTION E

PERFORMANCE/SERVICE LEVEL MEASURES

	2012	2013 (anticipated)	2014 (estimate/ same/increase/decrease)
Component of Team #1 Financial Services			
Number of manual journal entries per FTE	1,519	1,450	Decrease
Number of vendor invoices paid/processed per FTE	8,477	8,500	Increase
Number of MLHU invoices prepared/issued per FTE	318	325	Same
Number of direct deposits processed (payroll)	9,217	9,200	Increase
Number of manual cheques (payroll) issued	54	35	Same
Number of competitive bid processes	22	30	Same
Total value of goods & services purchased through procurement process	$6.87 million	$7.5 million	Increase
Component of Team #2 Operations			
Number of meeting room set-up/take-downs	212	210	Decrease
Average time to set-up/take-down meeting room	1.9 hours	1.5 hours	Decrease

SECTION F

STAFFING COSTS:	2013 TOTAL FTEs	2014 ESTIMATED FTEs
	9.0	**8.5**
Director	1.0	1.0
Administrative Assistant to the Director	0.5	0.5
Accounting & Budget Analyst	1.0	1.0
Accounting & Payroll Analyst	1.0	1.0
Accounting & Administrative Assistants	3.5	3.0
Procurement and Operations Manager	1.0	1.0
Receiving & Operations Coordinator	1.0	1.0

2014 Planning & Budget Template

BUREAU DE SANTÉ DE MIDDLESEX-LONDON HEALTH UNIT
www.healthunit.com

SECTION G

EXPENDITURES:

Object of Expenditure	2012 Budget	2012 Actual	2013 Budget	2014 Draft Budget	$ increase ($ decrease) over 2013	% increase (% decrease) over 2013
Personnel Costs	$ 692,370	$ 675,917	$ 714,492	$ 782,947	$ 68,455	9.6%
Other Program Costs	11,500	13,876	11,500	11,500		
Total Expenditures	**$ 703,870**	**$ 689,793**	**$ 725,992**	**$ 794,447**	**$ 68,455**	**9.4%**

SECTION H

FUNDING SOURCES:

Object of Revenue	2012 Budget	2012 Actual	2013 Budget	2014 Draft Budget	$ increase ($ decrease) over 2013	% increase (% decrease) over 2013
Cost-Shared	$ 672,589	$ 649,215	$ 693,635	$ 762,090	$ 68,455	9.9%
MOHLTC – 100%	31,281	40,578	32,357	32,357	0	
MCYS – 100%						
User Fess						
Other Offset Revenue						
Total Revenues	**$ 703,870**	**$ 689,793**	**$ 725,992**	**$ 794,447**	**$ 68,455**	**9.4%**

SECTION I

KEY HIGHLIGHTS/INITIATIVES PLANNED FOR 2014

- Continue implementation of process efficiencies/improvements (on-line submission for program expenses, and time & attendance)
- Implement Electronic Funds Transfer for major vendor classes (groups such as local dentists)
- Review, revise and update financial policies and re-communicate to MLHU staff
- Continue implementation of an integrated planning and budgeting process.
- Develop a facilities plan for office leases.

2014 Planning & Budget Template

SECTION J

PRESSURES AND CHALLENGES

- Lower growth in provincial grants will continue to place pressure on programs and services. The Health Unit will need to continue to provide efficiencies and demonstrate the value of its programs and services.
- Efficiencies created regarding Electronic Funds Transfers depend primarily on the acceptance from the vendors we do business with. The success of this program will depend on their up-take.
- The province continues to implement its accountability framework in the public health sector, refining its Public Health Accountability Agreements, requiring more performance measures and reporting each year. The health unit will need to continue to implement and maintain these measures. The province has also implemented annual audits of public health units, performing 2 random audits per year.

SECTION K

RECOMMENDED ENHANCEMENTS, REDUCTIONS AND EFFICIENCIES FOR 2014

- This budget includes a reduction of 0.5 FTE Accounting & Administrative Assistant relating to process improvements created by implementing on-line reimbursement/claims processes. This work will continue in 2014. (-$36,300)

One-Time Funding:

- Facilities Project Manager to develop an operational plan regarding the space and office requirements to assist in the renegotiations of the various office leases. ($104,755)

2014 Planning & Budget Template

SECTION A					
Service Area	Information Technology	**Manager Name**	Mark Przyslupski	**Date**	
Program Team	Information Technology	**Director Name**	John Millson		December 17, 2013

SECTION B

Summary of Team Program

Information Technology Services (I.T.) is a centralized service providing the information technology needs of programs and staff at MLHU.

SECTION C

Ontario Public Health Standard(s), Relevant Legislation or Regulation

- Ontario Public Health Organizational Standards:
    - 3.2 Strategic Plan
    - 6.1 Operational Planning improvements
    - 6.2 Risk Management
    - 6.12 Information Management
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Personal Health Information Protection Act (PHIPA)

SECTION D

Component(s) Of Team Program #1 Applications

- Business analysis, project management, computer software selection/implementation.
- Improving business processes to improve program delivery, improve efficiency or increase capacity.
- Data analysis support for program evaluation.
- "Standard" applications including e-mail, common desktop applications, web/intranet services, database services, telephone/voice applications etc.
-

BUREAU DE SANTÉ DE MIDDLESEX-LONDON HEALTH UNIT
www.healthunit.com

2014 Planning & Budget Template

Component(s) Of Team Program #2 Infrastructure

- Personal computers (desktop and laptop) and mobile devices.
- Server computers, data storage, backup and backup power.
- Wired and wireless network devices and physical cabling.
- Inter-site network/data transmission and communication.
- Internet and eHealth application access.
- Telephony devices—telephone handsets, voicemail servers, phone switches, etc

Component(s) Of Team Program #3 Security

- Standards & policy development and documentation.
- Data security technologies and approaches including encryption.
- E-mail security/filtering.
- Password policies and procedures.
- Investigation and audit of various systems to ensure security of data.
- Firewalls and remote access.

Component(s) Of Team Program #4 Support & Operations

- Helpdesk—client support.
- Client Training.
- Network logon account management.
- Monitoring and responding to system problems.
- Personal computer loading and configuration management.
- Computer and software upgrades and deployment.

- Security updates installation.
- E-mail support and troubleshooting.
- Technology asset tracking/management.
- Preventative maintenance.
- Data backup/restore.
- Trending, budgeting & planning of future technology needs.

SECTION E

Performance/Service Level Measures

	2012	2013 (anticipated)	2014 (estimate/ same/increase/decrease)
Component of Team #1 Applications			
"Core infrastructure" software refresh projects	5	3	Increase
Common software application major upgrades (affecting all 410 computers)	1	1	Increase
Major Training Initiatives	3	7	Increase
Component of Team #2 Infrastructure			
"Core infrastructure" hardware refresh projects	5	4	Same
Program/Service Area application/database upgrades (affecting 5 to	20	20	Increase

2014 Planning & Budget Template

BUREAU DE SANTÉ DE MIDDLESEX-LONDON HEALTH UNIT
www.healthunit.com

40 computers)			
Component of Team #4 Support & Operations			
Requests addressed by 1st Level Helpdesk	61%	67%	Increase
Resolution/closure within 1 day	67%	70%	Increase
Resolution/closure within 2 days	80%	85%	Increase
Resolution/closure within 7 days	93%	95%	Same

SECTION F

Staffing Costs:	2013 Total FTEs	2014 Estimated FTEs
	8.5	**8.5**
Director/Manager	1.0	1.0
Administrative Assistant	1.0	0.5
Business Analyst	1.0	1.0
Data Analyst	1.0	1.0
Network & Telecom Analyst	1.0	1.0
Server Infrastructure Analyst	1.0	1.0
Desktop & Applications Analyst	1.0	1.0
Helpdesk Analyst	1.0	1.0
Corporate IT Trainer	0.5	1.0

SECTION G

Expenditures:

Object of Expenditure	2012 Budget	2012 Actual	2013 Budget	2014 Draft Budget	$ increase ($ decrease) over 2013	% increase (% decrease) over 2013
Personnel Costs	$ 667,842	$ 607,052	$ 693,075	$ 678,056	$ (15,019)	(2.2)%
Other Program Costs	397,338	330,339	397,338	417,338	20,000	5.0%
Total Expenditures	**$ 1,065,180**	**$ 937,391**	**$ 1,090,413**	**$ 1,095,394**	**$ 4,981**	**0.5%**

BUREAU DE SANTÉ DE MIDDLESEX-LONDON HEALTH UNIT
www.healthunit.com

2014 Planning & Budget Template

SECTION H

Funding Sources:

Object of Revenue	2012 Budget	2012 Actual	2013 Budget	2014 Draft Budget	$ increase ($ decrease) over 2013	% increase (% decrease) over 2013
Cost-Shared	$ 1,065,180	$ 925,411	$ 1,090,413	$ 1,095,394	$ 4,981	0.5%
MOHLTC – 100%					0	
MCYS – 100%						
User Fess						
Other Offset Revenue		11,980				
Total Revenues	**$ 1,065,180**	**$ 937,391**	**$ 1,090,413**	**$ 1,095,394**	**$ 4,981**	**0.5%**

SECTION I

Key Highlights/Initiatives Planned For 2014

- Implement new desktop management initiative
- Implement Virtual Private Network (VPN)
- Upgrade email server to Outlook 2010
- Implement new on-line training software
- Continue business process improvement (payroll, expense reimbursements, and Incident reporting)
- Implement Windows 7 on desktop computers
- Continue to lead the Electronic Client Record (ECR) initiative

BUREAU DE SANTÉ DE MIDDLESEX-LONDON HEALTH UNIT
www.healthunit.com

2014 Planning & Budget Template

SECTION J
Pressures and Challenges

- Ministry of Health and Long-Term Care technology initiatives (such as Panorama) can be unpredictable and/or poorly timed affecting the program outcomes of this service.

SECTION K
Recommended Enhancements, Reductions and Efficiencies for 2014

- Reduced Administrative Support - 0.5 FTE (-$35,019)
- Reduction related to implementing Manager position in place of Director (-$20,000)
- Enhanced corporate training by increase 0.5 FTE in this area ($40,000)
- Enhanced business improvement processes through increased development budget – development/consulting ($20,000)