

TO: Chair and Members of the Board of Health

FROM: Bryna Warshawsky, Acting Medical Officer of Health

DATE: 2013 January 17

OVERVIEW OF HEALTH UNIT ADMINISTRATIVE FUNCTIONS

Recommendation

It is recommended that Report No. 007-13 “Overview of Health Unit Administrative Functions” be received for information.

Key Points

- An understanding of the functions of Finance and Operations, Human Resources and Labour Relations, Information Technology and the Office of the Medical Officer of Health are important for decisions that may be needed as a result of the shared services review.
- An overview of these areas of the Health Unit are provided in this report and more detailed information will be provided at upcoming Board of Health meetings.

Background

The Board of Health has requested a review to determine if there are any potential for cost savings by sharing administrative functions with the City of London and/or Middlesex County. The project plan for this review is being presented at this Board of Health meeting (see Report No. 002-13) and preparations for the review have been discussed at previous Board meetings ([Report No. 102-12](#); [Report No. 133-12](#); [Report No. 140-12](#)).

It is important for the Board of Health to understand the administrative structure and function of the Health Unit in order to be prepared to make decisions regarding the results of the review. This report will provide the Board of Health with an overview of the areas of the Health Unit being considered in the review: Finance and Operations; Human Resources and Labour Relations; Information Technology and the Office of the Medical Officer of Health. These areas are outlined in the attached organizational chart ([Appendix A](#)) The report will briefly outline the functions of each area, the number and roles of the full-time equivalents associated with each area, and the personnel and other costs associated with each area. More detailed reports on each of these areas will be provided at upcoming Board of Health meetings.

Although the above mentioned Services areas are generally considered administrative in nature, there are functions within these areas that are placed there more for organizational convenience. As opposed to standard administrative functions, these functions are more directly involved in front-line services or other professional / programmatic functions. These particular functions are noted in the Appendices to this report that outline the staffing within each area.

It should also be noted that the Ministry of Health and Long-Term Care defines administrative positions for their reporting purposes. The Ministry’s reporting only includes salaries and benefits and not

programmatic and other costs (i.e. does not include travel, education, materials and supplies, equipment purchases, rent and utilities). Using the Ministry's reporting guidelines for 2012, the Health Unit has 30.8 full-time equivalents (FTEs) in these positions for a total of \$2,442,540 (which represents 7.76% of a total health unit budget). (see Appendix B – page 6 for more details).

Finance and Operations:

Description: This Service Area 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 (developing budgets and forecasts), financial reporting (considering external and internal reporting requirements), treasury services (accounts payable/receivable, general accounting, and cash management), payroll administration, procurement, capital assets, and contracts and agreements.

This Service Area also oversees the “Operations” of the Health Unit which involve facility management type services including furniture and most general office 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.

The programs and services of the Board of Health are provided through cost-shared grant funding, 100% grant funding (mainly provincial), and user-fees. The Board of Health receives funding from all levels of government. Funding from the provincial government is provided from two separate ministries. All of the funders have different reporting requirements and processes for budgeting, settlement, and in-year reporting, etc. In addition the Board has two different fiscal periods. Most programs operate on a calendar year (ending December 31st), however, some operate on a fiscal year (ending March 31st). This results in the need to maintain two separate general ledgers (or accounting “books”).

Full-Time Equivalents (FTEs): 9.0 See Appendix C – page 7 for details.

Cost of Full –Time Equivalents (salary and benefits): \$746,959

Other costs: \$11,500 (e.g. professional development; travel; materials and supplies)

Organizational Chart: [Please click here.](#)

Human Resources and Labour Relations:

Description: This Service Area provides a full range of human resources services to support the Managers and staff of the Health Unit; it also includes the volunteer program, reception services, coordinating student placements, and the Health Unit Library services.

Human Resource (HR) professional staff serve as internal consultants on matters related to the legislation, policies and collective agreements that govern all aspects of employment. These matters include: organizational design and staff planning; recruitment; orientation; benefits and pension administration; compensation; performance management and discipline; labour negotiations with two unions (Ontario Nurses Association – ONA, and Canadian Union of Public Employee - CUPE); grievances; job evaluation; attendance and leaves; Workplace Safety and Insurance Board (WSIB) claims; return to work plans and accommodations; human resources information management; human resource metrics; promoting a learning culture; and career and succession planning.

Human Resource (HR) staff require detailed knowledge of relevant legislation, as well a thorough understanding of the collective agreements for both CUPE and ONA, which have some different provisions. The day-to-day work of Human Resources (HR) is often unpredictable, as Managers or staff members may request immediate assistance from HR on matters related to any of the above topics.

Full-Time Equivalents (FTEs): Total of 9.4 FTE - 4.0 FTE human resources professionals; 0.5 FTE Administrative Assistant; 2.4 Receptionists (four part-time); 2 Librarians (1.0 FTE is funded 100% by Public Health Ontario); and 0.5 Student Coordinator. See Appendix D – page 8 for details.

Cost of Full –Time Equivalents (salary and benefits): \$812,080

Other costs: \$96,065 (e.g. journal subscription; professional development; travel; materials and supplies; and recruitment costs)

Organizational Chart: [Please click here.](#)

Information Technology:

Description:

The Information Technology (I.T.) Service Area provides the technology services required to support the delivery of Health Unit services and programs.

These technology services are determined through effective I.T. leadership/direction-setting, strategic planning and Health Unit-wide operational planning. The outcomes of these planning processes, combined with Ministry of Health and Long-Term Care initiatives, legislative requirements and regular systems upgrades/maintenance are all inputs that I.T. leadership uses in developing its directions and operational plans.

I.T.'s operational plan initiatives generally fall into one of four categories:

- **Applications** – both the “common desktop” as well as program-specific applications. For many application this also includes the “server” (i.e. behind the scenes) part of the application;
- **Infrastructure** – the personal computers (PCs)/laptops, servers, network devices/cabling and inter-site and internet network connections;
- **Security** – policies, procedures and supporting technologies to ensure the protection and integrity of Health Unit data. Some requirements are uniquely dictated by legislative regulations (e.g. encryption);
- **Support/Operations** – ongoing operations, end-user training and support for the above.

I.T. expenditures, with limited exceptions, are entirely contained within the I.T. budget. This budget includes all software licensing, services, hardware upgrades and support (both in-house personnel and contractual). This centralized cost-centred approach enables standardization, improves inter-organizational equity and provides consolidation of I.T.-related services and costs. This helps to facilitate organization priority-setting and identification of opportunities for efficiencies.

All I.T. costs, whether recurring (e.g. personnel, inter-site network connectivity, etc.) or cyclical (e.g. hardware replacement, software upgrades, etc.) are expended from within the annual I.T. operating

budget. In lieu of a capital replacements reserve, I.T. leadership has been working towards leveling the annual budget requirements for these cyclical items with a planned, cost-effective approach.

Full-Time Equivalents (FTEs): 8.5 See Appendix E – page 9 for details.

Cost of Full –Time Equivalents (salary and benefits): \$693,075

Other costs: \$397,338 (e.g. computer/network hardware and software; purchased services such as external consulting and internet service provider services; materials and supplies; professional development and travel related costs)

Organizational Chart: [Please click here](#)

Office of the Medical Officer of Health (excluding the Travel Clinic):

Description: This Office of the Medical Officer of Health provides key functions required by the Board of Health to ensure compliance with applicable legislation and regulations, and deliver and/or support the delivery of programs and services. This Service area consists of the following functions:

- The Medical Officer of Health and Chief Executive Officer
- Communications
- Privacy and Occupational Health and Safety
- Special Projects
- Emergency Preparedness
- Administrative support

The Travel Clinic is organizationally part of the Office of the Medical Officer of Health but functions entirely separately and is essentially a front-line service, so is excluded from this analysis.

Several of the functions of the Office of the Medical Officer of Health are considered programmatic (eg. provide direct programs and services as required in the Ontario Public Health Standards); these include parts of the roles of the Medical Officer of Health and of the Manager, Special Projects, as well as all of the roles of the Manager, Emergency Preparedness and the Manager, Communications as well as other communications functions. Parts of the Office of the Medical Officer of Health are involved in risk management for the organization; this includes providing internal consultation to ensure the agency's compliance with the relevant privacy and occupational health and safety legislation, as well as parts of the communications and emergency preparedness functions.

Full-Time Equivalents (FTEs): 9.8 See Appendix F – page 10 for details.

Cost of Full –Time Equivalents (salary and benefits): \$1,142,796

Other costs: \$186,974 (e.g. professional development; travel; materials and supplies; purchased services including program related consulting; general agency advertising; web-site maintenance costs, Community Emergency Response Volunteer (CERV) costs; accreditation; and corporate records storage costs)

Organizational Chart: [Please click here.](#)

Conclusion

This report provides an overview of the functions within the four service areas being considered for potential sharing with the City of London and/or Middlesex County: Finance and Operations; Human Resources and Labour Relations; Information Technology; and the Office of the Medical Officer of Health. Some of the roles within these areas are generic to many organizations, while others provide a service specifically designed to meet the unique needs of a public health unit. Additional information on the four areas of the Health Unit outlined in this report will be provided in future Board of Health reports.

This report was prepared by Mr. John Millson, Director, Finance & Operations; Ms. Louise Tyler, Director, Human Resources & Labour Relations; Mr. Rick Shantz, Director, Information Technology; and Dr. Bryna Warshawsky, Acting Medical Officer of Health.



Bryna Warshawsky, MDCM, CCFP FRCPC
Acting Medical Officer of Health

Appendix B**Ministry of Health and Long-Term Care Reported Administrative Full-Time Equivalents**

| Administrative Position | Full-time Equivalent / Total Costs |
|--|---|
| Director/Business Administrators | 3.0 |
| Manager/Supervisors | 5.0 |
| Secretarial/Admin staff | 7.8 |
| Financial staff | 4.5 |
| I & IT staff | 6.5 |
| Communications Manager/Media Coordinator | 2.0 |
| Volunteer Coordinator | 0.5 |
| Human Resources Staff/Coordinator | 1.5 |
| Employer Paid Benefits | --- |
| Total | 30.8 / \$2,442,540 |

Note: Only reflects the salary and benefits of these positions and does not include programmatic and other costs (i.e. does not include travel, education, materials and supplies, equipment purchases, rent and utilities).

Appendix C
Finance and Operations Full-Time Equivalents

| Finance and Operations | |
|--|---|
| FTE/position | Functions |
| 1.0 FTE/ Director | Member of the senior leadership team providing financial and facilities management, counsel and leadership on business initiatives, policy development, strategic planning and corporate leadership. Provides day-to-day direction and advice to a highly motivated team for all financial, procurement and facility matters. |
| 0.5 FTE/ Administrative Assistant to the Director | Performs administrative support to Service area. |
| 1.0 FTE/ Accounting and Payroll Analyst | Employee benefit payments, Corporate purchase card program, Canada Savings Bonds program, Payroll payments and related liabilities, Annual T4 remittance, Employee pension reporting, and Supervises accounts payable processes and payments. |
| 1.0 FTE/ Accounting and Budget Analyst | Prepares and monitors program budgets and provides forecasts, General accounting functions such as cash management, bank reconciliation, HST remittances, Financial reporting (Internal/External), Annual audits including financial statement preparations, Financial statement preparation. |
| 1.0 FTE/ Purchasing and Operations Administrator | Contract management, Procurement processes, Insurance & risk management, Inventory management, leasehold improvements, health and safety, office furniture and equipment, security, janitorial and parking. |
| 1.0 FTE/ Operations / Receiving | Supports the work of the Purchasing and Operations Administrator, but specifically maintains offsite storage, supplies and corporate records areas, facilities maintenance (interior), shipping and receiving, enforces parking policy. |
| 3.5 FTE/ Accounts Payable Administrative Assistant | Maintains databases and issues parking passes, office and furniture keys, employee and access badges, petty cash disbursements, accounts payable entry and cheque preparation, mileage and payroll entries (hours worked), accounts receivable, general accounting entries, process dental claims for Healthy Smiles Ontario programs and the Children In Need of Treatment (payments to dentist) |
| Total FTEs - 9.0 | |

Appendix D Human Resources and Labour Relations Full-Time Equivalent

| Human Resources & Labour Relations | | |
|--|--|---|
| FTE/position | Functions | Comments |
| 1.0 FTE/ Director | Member of the Senior management team providing strategic and operational leadership to the organization, and direction to the Human Resources and Labour Relations (HRLR) Service area. On a day-to-day basis, is responsible for Union-management relations, grievances, and negotiations; organization and job design; job evaluation; policy development and administration, management and staff development, performance management, employment legislation | |
| 0.5 FTE/ Administrative Assistant to the Director | Administrative assistance to the Director and other staff in HRLRS, including project work, records management for HR and development of HR internal procedures | |
| 1.0 FTE/ Attendance, Benefits & Volunteer Officer | Attendance management, return to work and accommodation, Workers Safety and Insurance Board (WSIB) incident reports, volunteer program, benefits & Pension Administration, reception | |
| 1.0 FTE/ Recruitment & Labour Relations Officer | Recruitment, orientation, policy & Collective Agreement interpretation, Casual Public Health Nurse (PHN) pool, Casual Program Assistant Pool, Personnel agencies | |
| 1.0 FTE/ HR Coordinator | Projects for student placement, recruitment, orientation, absence records, records management; shares workload of HR Officers as needed | |
| 1.0 FTE/ Library Services 1.0 FTE/ Library Services – Contract (100% funded by Public Health Ontario) | Literature searches, quick reference, interlibrary loans, collections (borrowing) current contents (subscriptions), Copyright Officer, Training on bibliographic databases | Non-human resource, programmatic function |
| 1.2 FTE/ Reception Services | London – receives and gives directions to visitors and the public, answers switchboard, receives and ships courier packages, shipments, etc, handles external mail, oversees meeting room bookings, backs up vaccine clerk for vaccine pick-up | Non-human resource, front-line function |
| 1.2 FTE/ Reception Services | Strathroy -receives and gives directions to visitors and the public, answers switchboard, receives and ships courier packages, shipments, etc, handles external mail, oversees meeting room bookings, administrative support for program staff and Family Planning Clinic, as required | Non-human resource, front-line function |
| 0.5 FTE/ Student Coordination | Nursing preceptee program, medical student seminars and placements, other regulated healthcare student placements, unregulated health care student placements | Non-human resource, education function |
| Total FTEs – 9.4 | | |

Appendix E

Information Technology Full-Time Equivalent

| Information Technology | |
|---|--|
| Information Technology Services | |
| FTE/position | Functions |
| 1.0 FTE/ Director | <ul style="list-style-type: none"> • Senior management leadership in organizational planning, initiatives and policies/operations. • Leadership and development of highly-committed I.T. team in delivering Application, Infrastructure, Security and Operational Support services. • Identification of technology-related opportunities for improvement and efficiencies. |
| 1.0 FTE/ Administrative Assistant to the Director | <ul style="list-style-type: none"> • Project and operational support for Director and department. • 1st level technical support. • Asset management. |
| 1.0 FTE/ Applications & Desktop Analyst | <ul style="list-style-type: none"> • Planning, design, implementation and support of personal computers (PCs) and laptops (including configuration and applications) used by all Health Unit staff. • Applications include standard corporate and program-specific applications. • 2nd level technical support for all desktop configuration and application issues. |
| 1.0 FTE/ Business Analyst | <ul style="list-style-type: none"> • Process improvement assessment, design and implementation. • Project planning/project management. |
| 0.5 FTE/ Corporate Information Services Trainer | <ul style="list-style-type: none"> • Assessment, planning, development and delivery of training for corporate technologies. • 2nd level support for application "how to" issues. |
| 1.0 FTE/ Data Analyst | <ul style="list-style-type: none"> • Development of information/data gathering "systems". • Data manipulation and analysis for Program Evaluator and Epidemiologist initiatives. |
| 1.0 FTE/ Help Desk Analyst | <ul style="list-style-type: none"> • 1st level technical support for support requests. • Support provided by telephone and desk side for all sites. • Tape backup rotation storage management. |
| 1.0 FTE/ Server Infrastructure Analyst | <ul style="list-style-type: none"> • Planning, design, implementation and support of server hardware and applications upon which all Health Unit computers and staff are dependent. • Backup/restore of all above systems. • 2nd level technical support for these systems. |
| 1.0 FTE/ Telecommunications & Network Analyst | <ul style="list-style-type: none"> • Planning, design, implementation and support of the network and telephone systems used by all Health Unit staff and computers. • 2nd level technical support for all network and telephone issues. |
| Total FTEs – 8.5 | |

Appendix F**Office of the Medical Officer of Health Full-Time Equivalents (excluding Travel Clinic)**

| Office of the Medical Officer of Health | | |
|---|--|--|
| FTE/position | Functions | Comments |
| 1.0 FTE/ Medical Officer of Health and CEO | <ul style="list-style-type: none"> Chief executive function Secretary Treasures to the Board of Health Medical consultant | Partly programmatic functions |
| 1.0 FTE/ Executive Assistant to the Medical Officer of Health | <ul style="list-style-type: none"> Administrative support to the Medical Officer of Health | |
| 0.5/ Executive Assistant to the Board of Health | <ul style="list-style-type: none"> Administrative support to the Board of Health | |
| 1.0 FTE/ Manager, Communications | <ul style="list-style-type: none"> Coordinates media responses, marketing and advertising campaigns, the annual report and the development of Health Unit graphics Internal communications training Strategic and crisis communications planning | Programmatic and risk management functions |
| 1.0 FTE/ Online Coordinator | <ul style="list-style-type: none"> Development and oversight of website, social media and other online functions | Programmatic function |
| 1.0 FTE/ Communication Assistant | <ul style="list-style-type: none"> Administrative support to Manager, Communications and Online Coordinator | |
| 1.0 FTE/ Manager, Privacy, Occupational Health and Safety | <ul style="list-style-type: none"> Promotes compliance with privacy legislation Develops and implements internal policies related to occupational health and safety Processes access-to-information requests for members of the public. | Risk management function |
| 0.5 FTE/ Administrative Assistants to Privacy, Occupational Health and Safety | <ul style="list-style-type: none"> Administrative Support to Manager, Privacy and Occupational Health and Safety | |
| 1.0 FTE/ Manager, Special Projects | <ul style="list-style-type: none"> Manages accreditation and other quality assurance functions Supports strategic planning, records management and other strategic initiatives | Partly programmatic functions |
| 1.0 FTE/ Manager, Emergency Preparedness | <ul style="list-style-type: none"> Prepares Health Unit to respond to emergencies, including those where public health is the lead as well as external emergencies Develops Health Unit's Emergency Response Plan Provides Health Unit education and training for emergency preparedness and response | Programmatic and risk management functions |
| 0.5 FTE/ Administrative Assistant to Manager, Emergency Preparedness | <ul style="list-style-type: none"> Administrative Support to the Manager, Emergency Preparedness | |
| 0.3 FTE/ Staff Immunization Nurse | <ul style="list-style-type: none"> Ensures staff are up to date with immunizations and TB skin tests | Risk management function |
| Total FTEs – 9.8 | | |