

Windsor-Essex County Board of Health

RECOMMENDATION/RESOLUTION REPORT – 2021 BUDGET

MARCH 3, 2021

ISSUE

The Windsor-Essex County Health Unit (WECHU) requires the Board of Health to approve the annual operating budget, as this budget forms the basis of the Annual Service Plan and Budget Submission to the Ministry of Health (MOH).

BACKGROUND

The WECHU is a publicly funded organization; as such, the WECHU has a responsibility to spend funds prudently with the objective of providing public health programs and services as required by the Health Protection and Promotion Act (HPPA) and the Ontario Public Health Standards: Requirements for Programs, Services, and Accountability (OPHS).

The WECHU receives funding in the following manner:

- The Province of Ontario, more specifically the Ministry of Health, annually grants the WECHU funding to a maximum of 70% of admissible expenditures for its Mandatory Program. In addition, the WECHU receives required contributions for the Corporation of the City of Windsor, The Corporation of the County of Essex, and the Corporation of the Township of Pelee (hereinafter collectively referred to as the Obligated Municipalities) at a minimum of 30% of admissible expenditures.
- The Ministry of Health annually provide grants for certain related health protection and promotion programs at a rate of 100% of admissible expenditures. More specifically this includes the Ontario Seniors Dental Care Program and the AMOH/MOH Compensation Initiative.
- The Province of Ontario, More specifically the Ministry of Children, Community and Social Services (MCCSS) provides annual grants to fund the Healthy Babies Healthy Children Program Initiative and the Nurse Practitioner Program Initiative at a rate of 100% of admissible expenditures.

On an annual basis, the WECHU prepares its operating budgets for review and approval by the Board of Health. This budget approval then becomes the foundation of the Annual Service Plan and Budget Submissions to the Ministry of Health. The due date for the 2021 Annual Service Plan and Budget Submission to the Ministry of Health is tentatively set for April 1, 2021.

The operating budgets for programs funded by MCCSS will be reported to the Board of Health in a separate report in March of 2021.

Mandatory Program

| | 2021 | 2020 | Change |
|---|-------------------|-------------------|--------------------|
| Salaries | 13,438,229 | 14,999,787 | (1,561,488) |
| Employee benefits | 3,544,638 | 4,069,157 | (524,519) |
| Other operating expenditures | | | |
| Association and membership fees | 53,250 | 46,500 | 6,750 |
| Mileage | 272,925 | 267,313 | 5,612 |
| Professional development | 82,605 | 82,725 | (120) |
| Travel meetings | 65,451 | 66,498 | (1,047) |
| Advertising | 4,000 | 8,000 | (4,000) |
| Bank charges | 5,000 | 20,000 | (15,000) |
| Board expenses | 9,978 | 15,368 | (5,390) |
| Office equipment rental | 104,000 | 140,000 | (36,000) |
| Office supplies | 39,000 | 39,500 | (500) |
| Postage and freight | 30,500 | 50,500 | (20,000) |
| Professional fees | | | |
| Program – dentistry | 150,000 | 182,000 | (32,000) |
| Program – legal | 15,000 | 20,000 | (5,000) |
| Corporate – legal | 172,000 | 110,000 | 62,000 |
| Corporate – audit | 19,500 | 19,300 | 200 |
| Corporate - consulting | 6,900 | 3,700 | 3,200 |
| Program supplies | | | |
| Programs | 994,671 | 903,726 | 90,945 |
| Corporate | 410,370 | 294,700 | 115,670 |
| Purchased services | | | |
| Programs | 110,054 | 87,500 | 22,554 |
| Corporate | 15,088 | 15,000 | 88 |
| Building maintenance | 149,300 | 144,300 | 5,000 |
| Insurance | 205,000 | 87,000 | 118,000 |
| Parking | 37,500 | 93,000 | (55,500) |
| Property taxes | 220,000 | 228,000 | (8,000) |
| Rent | 770,000 | 771,500 | (1,500) |
| Security | 14,914 | 14,914 | - |
| Telephone | 150,500 | 115,000 | 35,500 |
| Utilities | 159,000 | 145,000 | 14,000 |
| Vehicle | 2,300 | 2,300 | - |
| Total other operating expenditures | 4,268,806 | 3,973,344 | 295,462 |
| Total budgeted expenditure | 21,251,673 | 23,042,288 | (1,790,615) |
| Less: Offset revenue | (153,359) | (242,288) | (88,929) |
| Total net expenditures | 21,098,314 | 22,800,000 | (1,701,686) |

The 2021 budget contemplates a base funding approval for Mandatory Programs funded at a rate of 70% by the MOH and 30% by the Obligated Municipalities in the amount of \$15,981,600. This is consistent with the base funding approval received in August of 2020 for the 2020 fiscal year. Actual approvals for the 2021 budget year are not expected to be received until third quarter of 2021 and may differ when compared to budget.

It is our understanding, based upon recent communications from the MOH, that costs in excess of the Mandatory Program budget associated with a Public Health Unit's response to COVID-19 and or costs incurred on account of COVID-19 Vaccinations, will be considered for 100% funding by the MOH. This information, coupled with the Mandatory Program budget presented above, results in the following required contributions from the Obligated Municipalities for 2021:

| | 2021 | 2020 | Change |
|--|-------------|-------------|---------------|
| The Corporation of the City of Windsor | 3,728,701 | 3,445,406 | 283,295 |
| The Corporation of the County of Essex | 3,116,522 | 2,879,738 | 236,784 |
| The Corporation of the Township of Pelee | 4,034 | 3,729 | 305 |
| | 6,849,257 | 6,328,873 | 520,384 |

The aforementioned contributions from the Obligated Municipalities for 2021 does not contemplate the Mitigation funding approval for 2021 in the amount of \$1,260,800. Such mitigation funding will be apportioned to the Obligated Municipalities during the 2021 settlement process, if eligibility requirements have been met.

The following represents a summary of changes in the 2021 Mandatory Program budget compared to 2020:

- For fiscal 2021, 29 FTEs were shifted from the Mandatory Program budget to support the COVID-19 Vaccination Program. This represents a combined \$2,393,991 reduction in *Salaries* and *Employee benefits*. Offsetting this are the following additional positions added on a temporary basis to assist with increased work loads:
 - o System support (1), increase of \$85,816;
 - o Financial analysts (2), increase of \$92,460;
 - o Coordinators (2) increase of \$190,794.
- Reduction in certain financial statement captions due to lower than normal volumes anticipated in 2021 as the WECHU remains focused on COVID-19 pandemic. Those captions include:
 - o *Office and equipment rental*, reduction of \$36,000;
 - o *Postage and freight*, reduction of \$20,000.
- A net increase in *Professional fees* of \$28,400. This is attributed to the following:
 - o Reduction in dentistry services acquired from third parties to support the Healthy Smiles Ontario Program in the amount of \$32,000, due to the recruitment of a second full-time dentist.
 - o Increase in legal fees of \$62,000, on account of certain labour-related matters.
- An increase in *Program supplies* of \$206,586. This increase is attributed to:
 - o Increase in program costs, namely Healthy Smiles Ontario of \$61,500.
 - o Increase in corporate costs, namely information technology, in the amount of \$115,670.

- A net increase of \$107,500 in Building occupancy costs namely, *Rent, Building maintenance, Insurance, Utilities, Property taxes, Telephone, Security and Parking*. More specifically:
 - o *Insurance*, increase of \$118,000;
 - o *Telephone*, increase of \$35,500;
 - o *Parking*, decrease of \$55,500.

Vector-Borne Diseases Programs

| | West Nile Virus Program | Enhanced Mosquito Surveillance Program | Tick-Borne Diseases Program |
|---|-------------------------|--|-----------------------------|
| Salaries and employee benefits | 94,757 | 55,629 | - |
| Other operating expenditures | | | |
| Communication and awareness | 10,000 | 15,000 | 20,000 |
| Mileage | 6,500 | 6,000 | - |
| Program supplies | 15,000 | 16,000 | - |
| Purchased services | 150,000 | 29,500 | - |
| Total Operating expenditures | 181,500 | 66,500 | 20,000 |
| Total 2021 budgeted expenditures | 276,257 | 122,129 | 20,000 |
| Total 2020 budgeted expenditures | 242,000 | 60,000 | 20,000 |

Included within the Mandatory Program budget are costs associated with the Vector-Borne Diseases Program (VBD). The VBD Program is further divided into three sub-programs, the West Nile Virus Program, the Enhanced Mosquito Surveillance Program and the Tick-Borne Disease Program. In totality, these programs support the salaries and benefits of five (5) public health inspection student FTEs and one-half (0.5) of a public health inspector FTE.

The increase in budgeted expenditures from 2020 is as a result of the following:

- Conclusion of the funding agreement between Public Health Ontario and the WECHU for additional funding to support the Enhanced Mosquito Surveillance Program. Annual funding amounted to \$25,000.
- Augment in *Salaries and benefits* as previously costs associated with the oversight provided by the 0.5 FTE public health inspector was not included, representing a \$49,026 increase over 2020's budgeted expenditures.
- Augment in other operating costs to reflect actual expenditures incurred in 2020, namely:
 - o *Mileage*, increase of \$3,612;
 - o *Communication and awareness*, increase of \$5,000
 - o *Program supplies*, increase of \$3,992;
 - o *Purchased services*, increase of \$9,500.

COVID-19 Response Program

| | 2021 | 2020 Budget Amendment |
|-------------------------------------|------------------|----------------------------------|
| Salaries and employee benefits | 2,889,843 | 679,337 |
| Other operating expenditures | | |
| Mileage | 25,000 | 11,524 |
| Program supplies | | |
| Communication and awareness | 46,199 | - |
| Other | 25,440 | 62,078 |
| Telephone | 10,832 | - |
| Purchased services | | |
| Case and contact management support | 549,504 | - |
| Legal | 30,528 | - |
| Translation and interpretation | 82,426 | - |
| Travel and meetings | 2,000 | - |
| Total operating expenditures | 771,929 | 73,602 |
| One-time capital expenditures | - | 104,390 |
| Total budgeted expenditures | 3,661,772 | 857,329 |

As reported in July of 2020, Windsor and Essex County has varying dynamics which has created challenges when responding to the COVID-19 pandemic. Most notably those are:

- WEC is home to one of the busiest border crossings in North America;
- Approximately six thousand (6,000) residents in WEC work in the state of Michigan, and in particular, seventeen hundred (1,700) in the health care industry;
- WEC is home to eight thousand (8,000) to ten thousand (10,000) seasonal workers, one hundred seventy-six (176) farms and over seven hundred (700) seasonal accommodations.
- WEC has forty-four (44) long-term care and retirement homes.

As a result, the WECHU established a COVID-19 Response Team. This team is composed of thirty (30) FTEs, more specifically: one (1) director FTE, five (5) Manager FTEs, nine (9) Registered Practical Nurse FTEs, seven (7) Public Health Nurse FTEs, four (4) Public Health Inspector FTEs, one (1) Epidemiologist FTE and three (3) Support Staff FTEs.

Highlights of the 2021 budgeted expenditures are as follows:

- The COVID-19 Response Program is also supported by three (3) Registered Practical Nurse FTEs and four (4) Public Health Nurse FTEs, funded by the MOH through a separate initiative. Those individuals are not reflected in 2021 budgeted expenditures.
- *Purchased services* represent the majority of the other operating expenditures. Included therein are costs associated with translation of materials and interpretation services for clients where English is not their first language of \$82,426. Furthermore, budgeted expenditures include costs for services contracted with Global Excel Management Inc. for case and contact management support totaling \$549,504. Lastly, budgeted expenditures include a provision for legal services in support of on-going as well as future matters relating to the WECHU's COVID-19 response.

COVID-19 Vaccine Program

| | 2021 |
|------------------------------------|------------------|
| Salaries and employee benefits | 4,778,996 |
| Other operating expenditures | |
| Mileage | 129,653 |
| Program supplies | |
| Communication and awareness | 71,639 |
| Information technology | 79,478 |
| Medical | 57,321 |
| Personal protective equipment | 160,780 |
| Other | 25,440 |
| Telephone | 33,171 |
| Purchased services | |
| Other | 231,929 |
| Sharps disposal | 50,000 |
| Transportation | 232,681 |
| Translation and interpretation | 20,861 |
| Travel and meetings | 2,000 |
| Total Operating expenditures | 1,094,953 |
| Total budgeted expenditures | 5,873,949 |

The COVID-19 Vaccine Program supports 63 FTEs comprised of two (2) manager FTEs, one (1) health promotion specialist FTE, ten (10) public health nurse FTEs, forty (40) registered practical nurse FTEs, and ten (10) support staff FTEs.

Additional highlights associated with the COVID-19 Vaccine Program are as follows:

- *Mileage costs* assume that the WECHU staff will be traveling to multiple vaccination clinics in Windsor and Essex County;
- *Program supplies*, including *Communication and awareness*, *Medical supplies*, *Personal protective equipment*, *Other* and *Telephone*, to support the WECHU staff in delivery of services to the community of Windsor and Essex County.
- *Purchased services*, including *Sharps*, *Translation and interpretation*, to support the WECHU staff in delivery of services to the community of Windsor and Essex County. Transportation costs represent a budget for courier costs for transportation of Pfizer and/or Moderna from the WECHU offices to physicians' offices and pharmacies in Windsor and Essex County. *Other* costs represent the costs of independent contractors supporting the WECHU's vaccination efforts.

Ontario Seniors Dental Care Program

| | 2021 | 2020 |
|------------------------------------|------------------|------------------|
| Salaries and employee benefits | 1,086,828 | 977,404 |
| Other operating expenditures | | |
| Association and membership fees | 2,000 | 1,500 |
| Mileage | 15,000 | 15,000 |
| Professional development | 3,000 | 3,000 |
| Program supplies and other | | |
| Bank charges | 1,000 | - |
| Clinic supplies and other | 397,372 | 453,882 |
| Office supplies | 4,000 | 4,500 |
| Purchased services | | |
| Professional services | 150,000 | 200,000 |
| Security | 11,500 | 11,414 |
| Travel and meetings | 4,000 | 8,000 |
| Total Operating expenditures | 587,872 | 597,296 |
| Total budgeted expenditures | 1,674,700 | 1,674,700 |

The Ontario Seniors Dental Care Program (OSDCP) supports eleven and one-half (11.5) FTEs comprised of one and one-half (1.5) manager FTEs; one and one-half (1.5) dentist FTEs, three (3) dental assistant FTEs, three (3) dental hygienist FTEs, one-half (0.5) health promotion specialist FTE, and two (2.0) support staff FTEs.

Highlights of the 2021 budget are as follows:

- 2021 budgeted expenditures were based upon the 2020 grant approval of \$1,674,700;
- With regards to *Salaries and benefits*, the following augments in FTEs occurred:
 - The 2020 budget included a one-half (0.5) manager FTE and a one (1) coordinator FTE. Given the program requirements, more specifically the hours of operation (8:30 a.m. to 8:00 p.m. Monday to Friday), as well as the requirement to support multiple sites, two (2) managers were required. The change resulted in an increase in *Salaries and benefits* in the amount of \$38,040.
 - The 2020 budget included one (1) dentist FTE. It was determined that given the demand for dentist time with clients serviced by this program, additional dentist time was required. As such, the WECHU recruited a second dentist, of which 50% of their time is allocated to the OSDCP. The change resulted in an increase in *Salaries and benefits* in the amount of \$74,831.
 - The 2020 budget included one and one-half (1.5) support staff FTEs. The augment of support staff of one-half (0.5) FTE was supported by program requirements, more specifically the hours of operation (8:30 a.m. to 8:00 p.m. Monday to Friday), as well as the requirement to support multiple sites. The change resulted in an increase in *Salaries and benefits* in the amount of \$31,595.
 - To address the increase in *Salaries and benefits*, Other operating expenditures such as *Clinic and other supplies* as well as *Professional services* were reduced by \$56,510 and \$50,000 respectively.

School Nurses Program

| | |
|------------------------------|------------------|
| | 2021 |
| Salaries and benefits | 1,898,658 |

The School Nurses Program was established in August of 2020, to create additional capacity within each Board of Health to provide rapid-response support to school boards and schools in facilitating public health and preventative measures related to the COVID-19 pandemic.

The School-Focused Nurses Program contributes to the following activities in support of school boards and schools:

- Providing support in the development and implementation of COVID-19 health and safety plans;
- Providing sector specific support for infection prevention; surveillance, screening and testing; outbreak management; and, case and contract management; and,
- Supporting communication and engagement with local school communities, as well as the broad health care sector.

While the priority focus will be on the COVID-19 response, the additional nurses may also support the fulfillment of Board of Health requirements to improve the health of school-aged children and youth as per the School Health Program Standard and related guidelines and protocols under the OPHS. The additional FTEs may also support child care centres, home child care premises and other priority settings as needed.

The School-Focused Nurses Program is funded at a rate of 100% by the Ministry of Health. Funding approvals received to date are as follows:

- August 1, 2020 to March 31, 2021 – Total funding approval \$1,273,000;
- April 1, 2021 to July 31, 2021 – Total funding approval \$627,000.

This funding approval supports the *Salaries and benefits* of nineteen (19) public health nurse FTEs. Additional operating costs associated with this program are admissible costs to be submitted as a part of the COVID-19 Response budget.

Budgeted *Salaries and benefits* noted above are for the period January 1, 2021 to December 31, 2021. No further communication regarding funding approvals for the period August 1, 2021 to December 31, 2021 have been provided.

PROPOSED MOTION

Whereas, the Windsor-Essex County Health Unit receives grants annually from the Ministry of Health to a maximum of 70% of admissible expenditures associated with the Mandatory Program. In addition, the WECHU receives required contributions from the Obligated Municipalities at a minimum of 30% of admissible expenditures, and

Whereas the Ministry of Health annually provides grants for certain related health protection and promotion programs at a rate of 100% of admissible expenditures,

Now therefore be it resolved that the Windsor-Essex County Board of Health approve the 2021 Mandatory Program budget, requiring \$15,981,600 in base funding from the Ministry of Health and \$6,849,257 in contributions from the Obligated Municipalities, the Corporation of the City of Windsor, the Corporation of the County of Essex and the Corporation of the Township of Pelee, be approved.

FURTHER THAT the Windsor-Essex County Board of Health approve the 2021 COVID-19 Response budget with total expenditures of \$3,661,772, and

FURTHER THAT the Windsor-Essex County Board of Health approve the 2021 COVID-19 Vaccination budget with total expenditures of \$5,873,949, and

FURTHER THAT the Windsor-Essex County Board of Health approve the 2021 Ontario Senior Dental Care Program budget with total expenditures of \$1,674,700.