

PARLIAMENT OF VICTORIA

Public Accounts and Estimates Committee



**2021-22 and 2022-23
Financial and Performance Outcomes
General Questionnaire**

Monash Health

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Introduction – Financial and Performance Outcomes Questionnaire

The Committee's inquiry into the 2021-22 and 2022-23 Financial and Performance Outcomes examines:

- the Government's actual expenditure and revenue compared to the budgeted expenditure and revenue
- the actual performance outcomes against the targeted performance outcomes at a departmental/agency level
- other expenditure unforeseen at the time of preparing the 2021-22 and 2022-23 Budgets and outcomes achieved.

The inquiry aims to benefit the Parliament and the community by:

- promoting the accountability, transparency and integrity of the executive and the public sector
- encouraging the effective and efficient delivery of public services and assets.

This questionnaire seeks information on the departmental/agency financials for the 2021-22 and 2022-23 financial years, what was achieved during those years and how that compares to expectations.

Timeline and format

Responses to this questionnaire are due by **5.00pm on Friday 10 November 2023**.

Please email the completed questionnaire (in word and pdf) to paec@parliament.vic.gov.au

Please also email a signed copy.

Consistency with the budget papers

Whenever referring to an initiative/program/project that is referred to in the budget papers, please use the same name as is used in the budget papers. This ensures that the Committee can correlate the information provided by the department with the information in the budget papers.

Basis of consolidation

For departments, please use the same basis of consolidation as was used in the budget papers and in the budget portfolio outcomes statement in the department's annual report.

Guidance

Please contact the secretariat should you require guidance in relation to any questions:

Charlotte Lever, Lead Analyst – Charlotte.lever@parliament.vic.gov.au

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Section A: Output variances and program outcomes

Question 1 (all departments) Completed output initiatives from past budgets

For all initiatives that were completed in 2021-22 and 2022-23, please provide details of the expected outcomes for the community of the initiative and the actual outcomes achieved to date. Please use initiatives names as specified in *Budget Paper No. 3: Service Delivery* and link the initiative to the responsible output(s) and portfolio(s).

2021-22 Response

Initiative	Year and funding allocated		Actual date of completion (month and year)	Expected outcomes	Actual outcomes	Output(s) and portfolio(s)
	Budget year	Funding allocated				

2022-23 Response

Initiative	Year and funding allocated		Actual date of completion (month and year)	Expected outcomes	Actual outcomes	Output(s) and portfolio(s)
	Budget year	Funding allocated				

Question 2 (all departments) Program outcomes

Outcomes reflect the impact on the community of the goods and services provided by a department. The questions in this section all relate to the outcomes that the department contributed to in 2021-22 and 2022-23.

- a) Using the format of the table below, please outline the five programs that delivered the most important outcomes in the community¹ achieved by the department in 2021-22 and 2022-23 including:
- i. The name of the program
 - ii. The relevant output(s) and portfolio(s) responsible for delivery of the program
 - iii. The program objectives
 - iv. The actual outcome achieved
 - v. The actions taken to deliver the actual outcome (i.e. the most important elements/essential parts that led the department to deliver the outcome).

2021-22 Response

	Program	Output(s) and portfolio(s)	Program objectives	Description of actual outcome achieved	Description of the actions taken to deliver the actual outcome
1.					
2.					
3.					
4.					
5.					

¹ 'Outcomes' are the impact of service delivery on the community rather than a description of the services delivered. The Committee considers that an outcome could be considered important for a variety of reasons, such as the amount of funding allocated to the program, the public interest in the service or goods being delivered or where particular actions taken by the Department delivered improved outcomes.

2022-23 Response

	Program	Output(s) and portfolio(s)	Program objectives	Description of actual outcome achieved	Description of the actions taken to deliver the actual outcome
1.					
2.					
3.					
4.					
5.					

b) Using the format of the table below, please outline the five least performing programs that did not deliver their planned outcomes in the community by the department in 2021-22 and 2022-23 including:

- i. The name of the program
- ii. The relevant output(s) and portfolio(s) responsible for delivery of the program
- iii. The program objectives
- iv. The actual outcome achieved
- v. Explanation for not achieving the planned outcome (including a description of what actions were taken to try and achieve the planned outcome).

2021-22 response

	Program	Output(s) and portfolio(s)	Program objectives	Description of actual outcome achieved	Detailed explanation for not delivering the planned outcome
1.					
2.					
3.					
4.					
5.					

2022-23 response

Program	Output(s) and portfolio(s)	Program objectives	Description of actual outcome achieved	Detailed explanation for not delivering the planned outcome
1.				
2.				
3.				
4.				
5.				

b) Please provide the details of the outcomes achieved from each of these programs.

2021-22 response

Output(s) and portfolio(s)	Program	Outcomes achieved

2022-23 response

Output(s) and portfolio(s)	Program	Outcomes achieved

Question 4 (all departments) Central contingencies

The Resource Management Framework (2022 section 4.5 pg. 88) provides guidance on how departments access funding from central contingencies.

Please provide information regarding funding received from central contingency in 2021-22 and 2022-23 including the output and portfolio or Government decision related to the funding, the amount of funding received, the amount of funding utilised, funding received through previous budgets for the same purpose and why funding from contingency was required.

2021-22 response

Output(s) and portfolio(s) or Government decision associated	Funding received	Funding utilised 2021-22	Funding received in previous budget/s for same purpose. Please specify which budget	Reasons why funding was required
Total 2021-22				

2022-23 response

Output(s) and portfolio(s) or Government decision associated	Funding received	Funding utilised 2021-22	Funding received in previous budget/s for same purpose. Please specify which budget	Reasons why funding was required
Total 2022-23				

Question 5 (Department of Health only) 2021–22 and 2022–23 Budget funding allocation and performance – Not Applicable

The 2021–22 Budget allocated \$3.7 billion to the line-item *Meeting demand for hospital services*. The 2022-23 Budget allocated \$2.3 billion to the line item *Enabling care and meeting demand for hospital services*.

- a) Please provide a detailed breakdown of the actual amount spent in 2021-22 and 2022-23. Please provide an explanation for any variances of ±5% based on budgeted vs actuals by output.

2021-22 Response – Meeting demand for hospital services

Output	2021-22 budget \$ million	2021-22 actual \$ million	Variance (%)	Explanation for variance	Outcomes delivered
Admitted Services					
Emergency Services					
Non-Admitted Services					
Small Rural Services					
~insert more lines as necessary~					
Total	\$3,685.5				

2022-23 Response – Enabling care and meeting demand for hospital services

Output	2022-23 budget \$ million	2022-23 actual \$ million	Variance (%)	Explanation for variance	Outcomes delivered
Admitted Services					
Emergency Services					
Health Protection					
Health Workforce Training and Development					
Non-Admitted Services					
~insert more lines as necessary~					

Total	\$2,344.9			

b) To gain an understanding of Victoria’s health care system and performance, please provide the data for the following variables, including an explanation for the increase or decrease compared to the previous year’s data.

Category	As at 30 June 2020	As at 30 June 2021	As at 30 June 2022	As at 30 June 2023	Variance between 2021 and 2022 Explanation for the variance between 30 June 2021 and 2022	Variance between 2022 and 2023 Explanation for the variance between 30 June 2022 and 2023
Number of patients treated in emergency departments						
Number of hospital beds total						
Number of intensive care unit beds total						
Average time spent in waiting rooms – emergency departments						
Number of patients waiting for treatment – elective surgery						
Number of emergency department staff (FTE)						

Question 6 (Department of Families, Fairness and Housing only) Victorian Contribution to National Disability Insurance Scheme – Not Applicable

a) The 2021-22 Budget allocated \$1.7 billion to the Victorian Contribution to National Disability Insurance Scheme (NDIS) and the 2022-23 Budget allocated \$2.7 billion in payments on behalf of the state to National Disability Insurance Agency.² In relation to outcomes achieved in the 2021-22 and 2022-23 years, please provide the following information on disability services and support in Victoria.

Department of Families, Fairness and Housing	30 June 2021	30 June 2022	30 June 2023
Number of people with disability in Victoria			
Number of NDIS participants			
Number of NDIS participants - identified as culturally and linguistically diverse			
Number of clients transitioned to NDIS			
Participant satisfaction with services received			
Average wait time to access NDIS package			
Disability workforce - number of workers			
An update on NDIS Workforce and Skills Plan			

b) What mechanisms did the Victorian Government have in place to ensure Victorians with disability and the Victorian community received value for money and quality services in exchange for the amounts paid to the NDIS in 2021-22 and 2022-23?

² Department of Treasury and Finance, *Budget Paper No. 2: 2021–22 Strategy and Outlook*, Melbourne, 2022, p. 201; Department of Treasury and Finance, *Budget Paper No. 5: 2022–23 Statement of Finances*, Melbourne, 2023, p. 96

c) In 2021-22 and 2022-23 what disability services did the Victorian Government provide?

d) Please outline the three most significant disability services/programs provided by the Victorian Government in 2021-22 and 2022-23, including amount expended, funding source and outcomes achieved for people with disability.

2021-22 response

Service/program	Amount expended in 2021-22	Funding source	Outcomes achieved for people with disability

2022-23 response

Service/program	Amount expended in 2022-23	Funding source	Outcomes achieved for people with disability

Section B: Asset investment

Question 7 (all departments) Capital expenditure variances, completion date and scope changes – existing projects

Please provide details of all capital asset programs where:

- a) there was a variance between TEI at announcement compared to the revised TEI as at 30 June 2022 and 30 June 2023 of equal to or greater than $\pm 5\%$ and an explanation for the variance
- b) the estimated completion date at announcement is different to the completion date as at 30 June 2022 and 30 June 2023 and an explanation for the change
- c) the scope of the project at announcement is different to the scope of the project as at 30 June 2022 and 30 June 2023.

30 June 2022 response

Capital expenditure

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Total actual expenditure spent from announcement to 30 June 2022 (\$ million)	TEI at announcement (\$ million)	Revised TEI as at 30 June 2022 (\$ million)	Variance between TEI at announcement compared to Revised TEI as at 30 June 2022 Budget ($\pm 5\%$) explanation

Completion date

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Estimated completion date at announcement	Revised completion date as at 30 June 2022	Explanation

Scope

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Scope at announcement	Details of scope change(s) and date(s) scope changes occurred

30 June 2023 response

Capital expenditure

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Total actual expenditure spent from announcement to 30 June 2023 (\$ million)	TEI at announcement (\$ million)	Revised TEI as at 30 June 2023 (\$ million)	Variance between TEI at announcement compared to Revised TEI as at 30 June 2023 Budget (±5%) explanation

Completion date

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Estimated completion date at announcement	Revised completion date as at 30 June 2023	Explanation

Scope

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Scope at announcement	Details of scope change(s) and date(s) scope changes occurred

Question 8 (all departments) Details of actual capital expenditure – completed projects (or expected to be completed)

Please provide the following details about asset investment projects that were completed in the 2021-22 and 2022-23 financial years:

- a) Project name, project objectives and Department(s), Output(s) and Portfolio(s) and/or Agency/Agencies responsible for delivery of the project
- b) Total Estimated Investment (TEI) at announcement
- c) Actual cost of project
- d) Estimated completion date at announcement
- e) Actual completion date
- f) Explanations for any variance in capital expenditure and/or completion date.

2021-22 response

Project	Original project objectives	Responsible Department(s), Output(s) and Portfolio(s) and/or Agency/Agencies	TEI at announcement (\$ million)	Actual cost of project (\$ million)	Estimated completion date at announcement	Actual completed date	Variance explanation (\$ value variance and/or time variance)

2022-23 response

Project	Original project objectives	Responsible Department(s), Output(s) and Portfolio(s) and/or Agency/Agencies	TEI at announcement (\$ million)	Actual cost of project (\$ million)	Estimated completion date at announcement	Actual completed date	Variance explanation (\$ value variance and/or time variance)

Question 9 (all departments) High-value high-risk projects, gateway reviews and business cases

Under the High Value High Risk (HVHR) Framework, a project will be classified as HVHR if it is a budget funded project that has a Total Estimated Investment (TEI) of over \$250 million. HVHR projects are subject to compulsory Gateway reviews, where Gates 1 through 6 are compulsory for all eligible projects: Gate 2 outlines the development of a business case.

Please list all projects included in the 2021-22 and 2022-23 financial years that were allocated to the department and were classified as HVHR and the project objectives. Please also specify which gateway reviews, if any, were completed during 2021-22 and 2022-23 and business case details for each project.

2021-22 response

HVHR Project	Original project objectives	Gateway review name/ Date completed	Date business case completed	Business case – publicly available? Y/N	Business case link (URL)

2022-23 response

HVHR Project	Original project objectives	Gateway review name/ Date completed	Date business case completed	Business case – publicly available? Y/N	Business case link (URL)

Question 10 (all departments) Public Private Partnership (PPP) expenditure – existing and completed

Please provide the following information related to the department’s PPP projects:

- a) The total estimated PPP investment value, the total actual expenditure from announcement to 30 June 2022 and 30 June 2023, or the actual cost spent to 30 June 2022 and 30 June 2023 (actual cost spent in the respective financial year) and the benefits of using the PPP financing model when delivering/funding a project over other financing methods.
- b) Where the estimated completion date at announcement is different to the completion date in the 2020-21 Budget and the 2021-22 Budget, and an explanation for any variance.
- c) Where the scope of the PPP at announcement is different to the scope of the project as it is presented in the 2020-21 Budget and the 2021-22 Budget.

30 June 2022 response

Investment value and benefit of using PPP model

Project name	Project objectives	Output(s) and portfolio(s) and/or agency	Total estimated PPP investment value at the start of the project (\$ million)	Total actual expenditure since the announcement to 30 June 2022 (\$ million)	Actual expenditure in year ending 30 June 2022 (\$ million)	Benefits of using PPP model versus other delivery/funding models

Completion date

Project name	Output(s) and portfolio(s) and/or agency	Estimated completion date	Revised estimated completion date	Variance explanation

Scope

Project name	Output(s) and portfolio(s) and/or agency	Original scope	Revised scope	Explanation for scope changes

30 June 2023 response

Investment value and benefit of using PPP model

Project name	Project objectives	Output(s) and portfolio(s) and/or agency	Total estimated PPP investment value at the start of the project (\$ million)	Total actual expenditure since the announcement to 30 June 2023 (\$ million)	Actual expenditure in year ending 30 June 2023 (\$ million)	Benefits of using PPP model versus other delivery/funding models

Completion date

Project name	Output(s) and portfolio(s) and/or agency	Estimated completion date	Revised estimated completion date	Variance explanation

Scope

Project name	Output(s) and portfolio(s) and/or agency	Original scope	Revised scope	Explanation for scope changes

Question 11 (DoT/DTP only) Alliance contracting expenditure – existing and completed – Not Applicable

Please provide the following information related to the department’s alliance contracting projects:

- a) The total estimated investment value, the total actual expenditure from announcement to 30 June 2022 and 30 June 2023, or the actual cost spent to 30 June 2022 and 30 June 2023 (actual cost spent in the respective financial year) and the benefits of using the alliance contracting model when delivering/funding a project over other financing methods.
- b) Where the estimated completion date at announcement is different to the completion date in the 2020-21 Budget and the 2021-22 Budget and an explanation for any variance.
- c) Where the scope of the alliance contract at announcement is different to the scope of the project as it is presented in the 2020-21 Budget and the 2021-22 Budget.

2021-22 response

Investment value and benefit of using alliance contracting model

Project name	Project objectives	Output(s) and portfolio(s) and/or agency	Total estimated investment value at the start of the project (\$ million)	Total actual expenditure since the announcement to 30 June 2022 (\$ million)	Actual expenditure in year ending 30 June 2022 (\$ million)	Benefits of using alliance contracting model versus other delivery/funding models

Completion date

Project name	Output(s) and portfolio(s) and/or agency	Estimated completion date	Revised estimated completion date	Variance explanation

Scope

Project name	Output(s) and portfolio(s) and/or agency	Original scope	Revised scope	Explanation for scope changes

2022-23 response

Investment value and benefit of using alliance contracting model

Project name	Project objectives	Output(s) and portfolio(s) and/or agency	Total estimated investment value at the start of the project (\$ million)	Total actual expenditure since the announcement to 30 June 2023 (\$ million)	Actual expenditure in year ending 30 June 2023 (\$ million)	Benefits of using alliance contracting model versus other delivery/funding models

Completion date

Project name	Output(s) and portfolio(s) and/or agency	Estimated completion date	Revised estimated completion date	Variance explanation

Scope

Project name	Output(s) and portfolio(s) and/or agency	Original scope	Revised scope	Explanation for scope changes

Section C: Revenue and appropriations

Question 12 (all departments and entities) Revenue – variances from previous year

Please explain any changes equal to or greater than $\pm 10\%$ or \$100 million between the actual result for 2020-21 and 2021-22 and the actual result for 2021-22 and 2022-23 for each revenue category detailed in your operating statement. Please also indicate what any additional revenue was used for or how any reduced amounts of revenue affected service delivery and then link it to the relevant output and portfolio.

Please also detail the outcomes in the community³ achieved by any additional expenses or the impact on the community of reduced expenses (if there was no impact, please explain how that was achieved).

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

If there were no revenue/income categories for the department/agency for which the 2021-22 and the 2022-23 expenditure changed from the prior year's expenditure by more than $\pm 10\%$ or \$100 million, you do not need to answer this question. If this is the case, please indicate 'no relevant line items' in the table(s) below.

2021-22 response

Revenue category	2020-21 actual (\$ million)	2021-22 actual (\$ million)	Explanations for changes $\pm 10\%$ or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, how was this achieved	Relevant output(s) and portfolio(s)
Patient and Resident Fees	43	37	Decrease in claimable forgone revenue due to COVID19 in FY22, offset by funding received in State Grants	Patient Care	
Commercial Activities	146	172	Includes COVID19 pathology testing and increase fees generated in JMPH contracted care beds	Support patient activity and COVID19 response	
Government Grants (State) - Operating income	541	719	Increase in funding provided to support the COVID19 and Vaccination response	\$27m COVID maintaining capacity funding \$66m Mass Vaccination funding	

³That is, the impact of service delivery on the community rather than a description of the services delivered.

				\$45m in COVID19 specific initiatives and local public health unit funding	
Government Grants (State) - Capital	308	276	Capital for Major Projects	Decrease in capital provided and required for the VHH build, Clayton ED and traffic update and COVID19 capital	
Other Capital purpose income	33	40	Incremental capital allocation	Used for Health Service projects including Electronic Medical Record, infrastructure and critical plant and equipment replacement.	
Assets received free of charge	43	50	Assets and consumables received free of charge via COVID19 State Supply Chain	Treating COVID19 patients and PPE use to protect employees	

2022-23 response

Revenue category	2021-22 actual (\$ million)	2022-23 actual (\$ million)	Explanations for changes $\pm 10\%$ or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, how was this achieved	Relevant output(s) and portfolio(s)
Government Grants (Commonwealth) - Operating	124	164	Increase in PBS rebate for increased pharmaceuticals	Supports the increased cost of pharmaceuticals	
Private Practice Fees	10	8	Reduced fees in Monash Heart as the models of clinics changed during the move to VHH	Decrease is offset in other revenue lines	
Commercial Activities	172	154	Reduction in COVID19 Pathology testing	Decrease in funding is offset by a decrease in cost to provide testing	
Other revenue from operating activities	52	90	Improved position indicating a recovery from COVID19. Includes car parking revenue, retail revenue and utilities rebates	Support patient activity	
Government Grants (State) - Operating Income	719	982	Increase in financial sustainability grants from the Department of Health	\$152m Financial sustainability grant and \$78m of unearned revenue recognised to help achieve a balanced result	
Government Grants (State) - Capital	277	148	Capital for Major Projects	Decrease in capital provided and required due to the completion of the VHH build, Clayton ED and traffic update in FY2023.	
Other Capital purpose income	14	22	Incremental capital allocation.	Used for Health Service projects including the updating of payroll software, infrastructure and critical plant and equipment replacement.	

Capital Donations	5	6	Increase in general donations in the recovery from COVID19	Used to support Health Service projects as required	
Assets received free of charge	50	15	Assets and consumables received free of charge via COVID19 State Supply Chain	Decreased due to the decrease of COVID19 patients and PPE use to protect employees	
Other Income from Operating Activities	7	1	Reclassification of donation funds, no overall change, offset in other lines	n/a	

Question 13 (all departments and entities) Revenue – variances from budget to actual

Please explain any variances equal to or greater than ±10% or \$100 million between the initial budget estimate (not the revised estimate) and the actual result for 2021-22 and 2022-23 for each revenue category detailed in your operating statement. Please also indicate what any additional revenue was used for or how any reduced amounts of revenue affected service delivery and then link it to the relevant output and portfolio.

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

2021-22 response

Revenue category	2021-22 Budget estimate (\$ million)	2021-22 actual (\$ million)	Explanations for changes ±10% or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, explain why	Relevant output(s) and portfolio(s)
Government Grants (State) - Operating	1,711	1,497	Unearned revenue on activity-based funding	Patient Care	
Patient and Resident Fees	51	37	Reduced activity mainly due to COVID19	Patient Care	
Private Practice Fees	11	10	Reduced activity mainly due to COVID19	Patient Care	
Government Grants (State) - Operating Income	175	719	COVID19 and waived recall on activity-based grants	Patient Care	
Other Capital purpose income	5	40	Incremental capital allocation.	Used for Health Service projects including Electronic Medical Record, infrastructure and critical plant and equipment replacement.	
Capital Donations	7	5	Reduced donations during COVID19	n/a	
Assets received free of charge	43	50	Assets and consumables received free of charge via COVID19 State Supply Chain	Treating COVID19 patients and PPE use to protect employees	

2022-23 response

Revenue category	2022-23 Budget estimate (\$ million)	2022-23 actual (\$ million)	Explanations for changes $\pm 10\%$ or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, explain why	Relevant output(s) and portfolio(s)
Government Grants (State) - Operating	1,726	1,559	Unearned revenue on activity-based funding	Patient Care	
Patient and Resident Fees	24	52	Reallocation of SPFs offsets against movement in commercial activities. Includes increase in Medicare ineligible patient, inpatient and outpatient fees	Patient Care	
Private Practice Fees	11	8	Reduced fees in Monash Heart as the models of clinics changed during the move to VHH, this is offset in other revenue lines	Patient Care	
Commercial Activities	177	154	Reallocation of SPFs offsets against movement in patient and resident fees	Supporting patient activity	
Other revenue from operating activities	72	90	Improved position indicating a recovery from COVID19. Includes car parking revenue, retail revenue and utilities rebates	Supporting patient activity	
Government Grants (State) - Operating Income	556	982	Financial sustainability funding, waived recall on activity-based grants and recognition of fixed term specified funding held on the balance sheet	Patient Care	

Government Grants (State) - Capital	166	147	Capital for Major Projects	Reduced capital required than budgeted for the finalisation of the VHH build	
Other Capital purpose income	5	22	Incremental capital allocation.	Used for Health Service projects including the updating of payroll software, infrastructure and critical plant and equipment replacement.	
Assets received free of charge	2	15	Assets and consumables received free of charge via COVID19 State Supply Chain	Treating COVID19 patients and PPE use to protect employees	
Other Revenue from Operating Activities	4	1	Reclassification of donation funds, no overall change, offset in other lines	n/a	

Section D: Expenses

Question 14 (all departments and entities) Expenses changed from previous year

Please explain any changes equal to or greater than ±10% or \$100 million with regards to the actual result for 2020-21 and 2021-22 and the actual result for 2021-22 and 2022-23 for each category of expenses detailed in your operating statement. Please explain any changes equal to or greater than ±10% or \$100 million with regards to the actual result for 2021-22 and the 2021-22 budget estimate and the actual result for 2022-23 and the 2022-23 budget estimate. Please also detail the outcomes in the community⁴ achieved by any additional expenses or the impact on the community of reduced expenses (if there was no impact, please explain how that was achieved).

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

2021-22 response

Expenses category	2020-21 actual \$ million	2021-22 actual \$ million	Explanations for variances ±10% or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how was this achieved
Employee Expenses	1,838	2,051	Increase in Superannuation guarantee. COVID-19 Surge allowance payment and COVID special leave payments	Support of employees during the COVID
Supplies and Consumables	353	409	Includes received FOC consumables by State Supply for COVID19. Consumables for COVID19 Pathology testing and increased drug costs due to the pandemic clause on Pharmaceuticals making it difficult to negotiate prices	Support of COVID
Other Operating Expenses	167	204	Increase includes costs for providing the COVID19 vaccination response and other increased costs, such as security, during the pandemic. Annual increase for Professional Indemnity insurance.	Support of COVID19 and payment of insurance costs

⁴That is, the impact of service delivery on the community rather than a description of the services delivered.

Other Non-Operating Expenses	17	14	FY2021 includes a prior year adjustment for a back pay of superannuation for leave leading	EBA requirements in FY2021, no operational impact of reduced costs in FY2022
PPP Operating Expenses	11	12	Increase in lease costs for Casey Hospital Tower Expansion	Meet lease requirements

Expenses category	2021-22 budget \$ million	2021-22 actual \$ million	Explanations for variances ±10% or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how was this achieved
Supplies and Consumables	342	409	Includes received FOC consumables by State Supply for COVID19. Consumables for COVID19 Pathology testing and increased drug costs due to the pandemic clause on Pharmaceuticals making it difficult to negotiate prices	Support COVID19 response
Other Non-Operating Expenses	10	14	Includes minor capital purchases to support the COVID19 response	Support COVID19 response

2022-23 response

Expenses category	2021-22 actual \$ million	2022-23 actual \$ million	Explanations for variances ±10% or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how was this achieved
Employee Expenses	2,051	2,302	Increase in Superannuation guarantee. COVID-19 Winter retention payment. Increase in EFT for Victorian Heart Hospital (VHH) and Sandringham maternity services.	Meet statutory superannuation requirements. Support of employees during the COVID-19 response and providing EFT for the opening of VHH and transition of Sandringham maternity services from The Royal Women’s Hospital to Monash Health
Supplies and Consumables	411	478	Includes contracted care costs for the COVID19 elective surgery recovery and increased drug costs due to the pandemic clause on Pharmaceuticals making it difficult to negotiate prices	Supporting the COVID-19 response including elective surgery recovery
Other administrative expenses	115	101	FY22 includes costs for providing the COVID19 vaccination response	No impact of reduced expense as the vaccination function was fully funded
Other Operating Expenses	121	135	Costs including maintenance and minor capital purchases with the opening of the VHH. Annual increase for Professional Indemnity insurance.	Payment of insurance costs and supporting the opening of the VHH
Other Non-Operating Expenses	3	7	Increase in bad debts primarily for Medicare ineligible, this cohort of patients were previously treated for COVID19 free of charge	Increased pressure on cash flow and reduced capacity for Medicare eligible patients

Expenses category	2022-23 budget \$ million	2022-23 actual \$ million	Explanations for variances ±10% or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how was this achieved
Supplies and Consumables	416	478	Includes contracted care costs for the COVID19 elective surgery recovery and increased drug costs due to the pandemic clause on Pharmaceuticals making it difficult to negotiate prices	Supporting the COVID-19 response including Elective surgery recovery
Depreciation and Amortisation	153	139	Difference due to reclassification of Software as a Service as per financial accounting standards	Meet accounting standards
Other administrative expenses	129	101	Lower than expected COVID19 costs as the Health Service moved into a post COVID19 environment	No impact as the COVID19 response in FY2021 was fully funded
Other Operating Expenses	111	135	Accounting for software as a service reclassified in the actuals but not reflected in the budget. Costs including maintenance and minor capital purchases with the opening of the VHH.	Meet accounting standards and support the opening of VHH
Other Non-Operating Expenses	4	7	Increase in bad debts primarily for Medicare ineligible, this cohort of patients where previously treated for COVID19 free of charge	Increased pressure on cash flow and reduced capacity for Medicare eligible patients

Question 15 Expenses/interventions related to COVID-19 pandemic response

For 2021-22 and 2022-23, please outline the programs and/or initiatives that were announced as part of the Victorian Government’s response to the COVID-19 pandemic in the order of the highest amount allocated.

Please indicate if the department made use of emergency advances and retroactive funding approvals.

Please note whether there are identified performance measures in the budget papers related to the announced programs and please provide details of the reported outcomes.

2021-22 Response

a) On budget

Name of the program/initiative	Program/initiative objectives	Expenditure as at 30 June 2022	Output/Portfolio	Use of emergency advances/ retroactive funding approvals – Yes or No	Performance measures for the program/Initiative	Outcomes/project status
n/a						

b) Off budget⁵

Name of the program/initiative	Program/initiative objectives	Expenditure as at 30 June 2022	Output/Portfolio	Use of emergency advances/ retroactive funding approvals – Yes or No	Performance measures for the program/Initiative	Outcomes/project status
n/a						

2022-23 Response

a) On budget

Name of the program/initiative	Program/initiative objectives	Expenditure as at 30 June 2023	Output/Portfolio	Use of emergency advances/ retroactive funding approvals – Yes or No	Performance measures for the program/Initiative	Outcomes/project status
n/a						

⁵ 'Off budget' is where funds for programs/initiatives are not appropriated in the budget and therefore are not accounted for in the budget. For those programs that received appropriations through specially created programs or subprograms of the budget are known as 'on-budget arrangements'. For example, it could be that most COVID-19 initiatives are off budget items during 2020-21 unless prior budgeted programs were extended/expedited, etc due to COVID-19, then these would be classified as 'on budget'.

b) Off budget⁶

Name of the program/initiative	Program/initiative objectives	Expenditure as at 30 June 2023	Output/Portfolio	Use of emergency advances/ retroactive funding approvals – Yes or No	Performance measures for the program/Initiative	Outcomes/project status
n/a						

⁶ 'Off budget' is where funds for programs/initiatives are not appropriated in the budget and therefore are not accounted for in the budget. For those programs that received appropriations through specially created programs or subprograms of the budget are known as 'on-budget arrangements'. For example, it could be that most COVID-19 initiatives are off budget items during 2021-22 unless prior budgeted programs were extended/expressed, etc due to COVID-19, then these would be classified as 'on budget'.

Question 16 (all departments and entities) Changes to service delivery from savings initiatives

For each of the savings initiatives detailed in the 2021-22 Budget please provide the following details of the impact on service delivery:

- a) Savings target in the 2021-22 Budget and the amount of the savings target allocated to the department/entity.
- b) Actual savings achieved in 2021-22 and the actions taken to achieve the savings target allocated and their impact, including the link to the relevant output and portfolio impacted.

2021-22 response

Savings initiative in the Budget \$ million	Savings target allocated to the department/entity in 2021-22	Actual savings achieved in 2021-22 \$ million	Actions taken to achieve the allocated savings target	What was the impact as a result of the measures taken to achieve the savings target? <i>(e.g. frontline and/or other areas of business that saw the impact)</i> If no impact, how was this achieved	Which output(s) and portfolio(s) were impacted (if relevant)
See note below					

Comment

Each year Monash Health have a number of cost savings initiatives built into the budget by Program and Department which are necessary to deliver a balanced result. Throughout the year these initiatives can be impacted by a number of factors and can also be substituted with other initiatives. In the main, the assumption is that if the Health Service has delivered its budget overall, the initiatives have been delivered.

Question 17 (all departments) Achievement of reprioritisation of existing resources

The 2021-22 and 2022-23 Budgets include targets for ‘reprioritisation and revenue offsets’ to fund new initiatives (2021-22 Budget Paper No. 2, p. 68 and 2022-23 Budget Paper no. 2, p. 66). This is in addition to any savings or efficiencies resulting from expenditure reduction measures. For the department (including all controlled entities),⁷ please indicate:

- a) what areas of expenditure (including projects and programs if appropriate) the funding was reprioritised from (i.e. what the funding was initially provided for)
- b) what areas of expenditure were the funds actually spent on
- c) for each area of expenditure (or project or program), how much funding was reprioritised in each year
- d) the impact of the reprioritisation (in terms of service delivery) on those areas.

2021-22 Response

Area of expenditure originally funded	Area of expenditure actually funded	Value of funding reprioritised in 2021-22 (\$ million)	Impact of reprioritisation of funding (if no impact, how was this achieved)	Output(s) and portfolio(s) impacted (if relevant)

2022-23 Response

Area of expenditure originally funded	Area of expenditure actually funded	Value of funding reprioritised in 2022-23 (\$ million)	Impact of reprioritisation of funding (if no impact, how was this achieved)	Output(s) and portfolio(s) impacted (if relevant)

⁷ That is, please provide this information for the department on the same basis of consolidation as is used in the budget papers.

Question 18 (all departments) Contractors, Consultants and Labour Hire Arrangements

a) Please indicate how much the department spent on contractors, consultants and labour hire arrangements during 2020-21, 2021-22 and 2022-23. Labour hire arrangements include the cost of engaging the labour recruiting firm, plus additional costs paid to the labour recruiting firm for the provision of the services of the contractor. Please also explain variances equal to or greater than ±10% between years and list the business areas impacted and how.

Consultants

2020-21 Actual \$ million	2021-22 Actual \$ million	2022-23 Actual \$ million	Explanation for variances (2020- 21 over 2021-22) ±10%	Explanation for variances (2021-22 over 2022-23) ±10%	Which business areas were impacted/benefitted and how?	Please link your response to relevant output(s) and portfolio(s)

Contractors (including labour hire)

2020-21 Actual \$ million	2021-22 Actual \$ million	2022-23 Actual \$ million	Explanation for variances (2020- 21 over 2021-22) ±10%	Explanation for variances (2021-22 over 2022-23) ±10%	Which business areas were impacted/benefitted and how?	Please link your response to relevant output(s) and portfolio(s)

b) Please enter the actual amount spent on contractors and consultants that are from the Big Four accounting firms (aggregate) in 2021-22 and 2022-23 and list the reasons for engaging the firms.

2021-22 Actual \$ million	2022-23 Actual \$ million	Reason for engaging firms	Please link your response to relevant output(s) and portfolio(s)

Question 19 (PNFC and PFC entities only) Dividends and other amounts paid to the general government sector – Not Applicable

Please detail the type and value of dividends, amounts equivalent to dividends, non-dividend grants, and capital repatriations paid by your agency to the general government sector in 2021-22 and 2022-23, explaining the reasons for any significant changes over that period and the impact of any changes on the entity.

Please provide the economic funding ratio or accounting funding ratio as applicable at 30 June 2022 and 30 June 2023. Please provide details of the methodology used for the ratio calculation.

2021-22 response

Type of dividend paid	2021-22 Budget (\$ million)	2021-22 Actual (\$ million)	Explanations for variances ±10% or \$100 million	Impact on the agency (including on financial position, investment, impacts on service delivery or infrastructure projects). If no impact, how was this achieved	Funding ratio at 30 June 2022

Economic funding ratio / accounting funding ratio as at 30 June 2022	Details of the methodology

2022-23 response

Type of dividend paid	2022-23 Budget (\$ million)	2022-23 Actual (\$ million)	Explanations for variances $\pm 10\%$ or \$100 million	Impact on the agency (including on financial position, investment, impacts on service delivery or infrastructure projects). If no impact, how was this achieved.	Funding ratio at 30 June 2023

Economic funding ratio / accounting funding ratio as at 30 June 2023	Details of the methodology

Section E: Overall financial performance

Question 20 (all departments) Impact of COVID-19 on financial performance – 2021-22 and 2022-23

Please outline and quantify, where possible, the impacts of the COVID-19 pandemic on the department/agency's financial performance.

2021-22 response

Line item in the Comprehensive operating statement for the financial year ended 30 June 2022	2021-22 Budget	2021-22 Actual	Explanation of the impact caused by COVID-19 pandemic
Total revenue and income from transactions			
Total expenses from transactions			
Net result from transactions (net operating balance)			

2022-23 response

Line item in the Comprehensive operating statement for the financial year ended 30 June 2023	2022-23 Budget	2022-23 Actual	Explanation of the impact caused by COVID-19 pandemic
Total revenue and income from transactions			
Total expenses from transactions			
Net result from transactions (net operating balance)			

Question 21 (all departments) Impact of unforeseen events on financial performance – 2021-22 and 2022-23

Please outline and quantify, where possible, the impacts of unforeseen events over 2021-22 and 2022-23 on the department/agency’s financial performance.

2021-22 response

Line item in the Comprehensive operating statement for the financial year ended 30 June 2022	2021-22 Budget	2021-22 Actual	Impact of unforeseen events
Total revenue and income from transactions			
Total expenses from transactions			
Net result from transactions (net operating balance)			

2022-23 response

Line item in the Comprehensive operating statement for the financial year ended 30 June 2023	2022-23 Budget	2022-23 Actual	Impact of unforeseen events
Total revenue and income from transactions			
Total expenses from transactions			
Net result from transactions (net operating balance)			

Section F: Public sector workforce

Question 22 (all departments and entities) Full Time Equivalent (FTE) staff by level and category

a) Please provide total FTE as of 30 June 2021, 30 June 2022, 30 June 2023 and provide explanation for more than \pm -10% change in FTE between years.

30 June 2021 Actual FTE	30 June 2022 Actual FTE	30 June 2023 Actual FTE	Explanations of variance \pm -10% between 2021 - 2022	Explanations of variance \pm -10% between 2022 - 2023
14,126	14,591	16,301	n/a < 10% change	Increase due to VHH and Sandringham maternity services. Excluding these the increase was 8%

b) For 2021-22 and 2022-23, please provide information regarding any staffing challenges faced by the department, including but not limited to: staff shortages by category or position name, positions that were hard to staff, positions that were vacant for 6+ months, positions that have not equalled or surpassed attrition.

Various positions continue to be difficult to recruit into including in the Mental Health program

Question 23 (all departments and entities) Salary by employment category

In the table below, please detail the salary costs for 2020-21, 2021-22 and 2022-23, broken down by ongoing, fixed-term and casual, and explain any variances equal to or greater than $\pm 10\%$ or \$100 million between the years for each category.

Employment category	Gross salary 2020-21 (\$ million)	Gross salary 2021-22 (\$ million)	Gross salary 2022-23 (\$ million)	Explanation for any year-on-year variances $\pm 10\%$ or \$100 million
Ongoing	1,434	1,608	1,844	Gross Salary impacted by EFT growth in opening VHH and Sandringham maternity services. Further FY22 and FY23 salary costs are impacted by the COVID zone allowances paid in FY22 and Winter Surge payment paid in FY23
Fixed-term				
Casual	166	190	160	FY22 and FY23 salary costs are impacted by the COVID zone allowances paid in FY22 and Winter Surge payment paid in FY23. The decline between FY2021-22 and FY2022-23 is due to the finalisation of the COVID-19 testing and vaccination centres
Total	1,600	1,798	2,004	

Question 24 (all departments and entities) Executive salary increases

Please detail the number of executives who received increases in their base remuneration in 2021-22 and 2022-23, breaking that information down according to what proportion of their salary the increase was, and explaining the reasons for executives’ salaries increasing in each bracket.

2021-22 response

Increase in base remuneration	Number of executives receiving increases in their base rate of remuneration of this amount in 2021-22, apart from increases outlined in employment agreements			Reasons for these increases
	Female	Male	Self-described	
0-3%				All movements in line with employment agreements
3-5%				
5-10%				
10-15%				
greater than 15%				

2022-23 response

Increase in base remuneration	Number of executives receiving increases in their base rate of remuneration of this amount in 2022-23, apart from increases outlined in employment agreements			Reasons for these increases
	Female	Male	Self-described	
0-3%				All movements in line with employment agreements
3-5%				
5-10%				
10-15%				
greater than 15%				

Question 25 (all departments and entities) Enterprise Bargaining Agreement (EBAs)

Please list the Enterprise Bargaining Agreement (EBAs) concluded in 2021-22 and 2022-23 that had an impact for the department/agency. For each EBA, please show the number of employees affected and the growth in employee expenses attributable to the EBA.

2021-22 response

Enterprise Bargaining Agreement	Number of employees affected	Number of employees as a % of department/entity	Growth in employee expenses attributable to the EBA (\$ million)	Growth in employee expenses attributable to the EBA (\$ million) as a % of total employee expenses

2022-23 response

Enterprise Bargaining Agreement	Number of employees affected	Number of employees as a % of department/entity	Growth in employee expenses attributable to the EBA (\$ million)	Growth in employee expenses attributable to the EBA (\$ million) as a % of total employee expenses

Section G: Government decisions impacting on finances

Question 26 (all departments and entities) Commonwealth Government and National Cabinet decisions

Please identify any Commonwealth Government and National Cabinet decisions during 2021-22 and 2022-23 which had not been anticipated/not been concluded before the finalisation of the State budget in 2021-22 and in 2022-23 and their impact(s) on the department's/entity's finances or activities during those years (including new funding agreements, discontinued agreements and changes to funding levels). Please quantify the impact on income and expenses where possible.

2021-22 response

Commonwealth Government decision	Impact(s) in 2021-22	
	on income (\$ million)	on expenses (\$ million)
National Cabinet decision	Impact(s) in 2021-22	
	on income (\$ million)	on expenses (\$ million)

2022-23 response

Commonwealth Government decision	Impact(s) in 2022-23	
	on income (\$ million)	on expenses (\$ million)
National Cabinet decision	Impact(s) in 2022-23	
	on income (\$ million)	on expenses (\$ million)

Section H: General

Question 27 (all departments and entities) Reviews/evaluations undertaken

- a) Please list all internal⁸ and external reviews/studies, established, commenced or completed by or on behalf of the department/agency in 2021-22 and 2022-23 and provide the following information:
- i. Name of the review/evaluation and which portfolio and output/agency is responsible
 - ii. Reasons for the review/evaluation
 - iii. Terms of reference/scope of the review/evaluation
 - iv. Timeline for the review/evaluation
 - v. Anticipated outcomes of the review/evaluation
 - vi. Estimated cost of the review/evaluation and final cost (if completed)
 - vii. Where completed, whether the review/evaluation is publicly available and where. If no, why it is not publicly available.

2021-22 response

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for the review/evaluation	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost (\$)	Final cost if completed (\$)	Publicly available (Y/N) and URL If no, why.
Privacy and Confidentiality of Health Records	Part of Internal Audit Annual Plan	Consider the effectiveness of key processes and controls to support management of the collection, usage, storage and disclosure of health records.	Reported August 2021	Assessment of current internal controls and to identify whether any improvements / enhancements are required around our management of health records.	32,150	32,150	N Internal Audit activity

⁸ Internal reviews do not include internal costings. Internal reviews/evaluations include any reviews or evaluations undertaken by your department and not given to external consultants. Internal reviews/evaluations do not include inquiries carried out by Parliamentary Committees or reviews undertaken by integrity agencies.

Outpatients Telehealth Review	Part of Internal Audit Annual Plan	Review current telehealth processes to determine whether there are opportunities to enhance efficiency.	Reported August 2021	Identify whether there are opportunities to enhance telehealth uptake for medical services who have not fully adopted telehealth	40,980	40,980	N Internal Audit Activity
Standing Directions under the Financial Management Act 1994	Part of Internal Audit Annual Plan	annual audit to assess compliance against the Standing Directions under the <i>Financial management Act 1994</i>	Reported August 2021	review to support the attestation process of compliance against the Standing Directions under the <i>Financial Management Act 1994</i>	20,490	20,490	N Internal Audit Activity
Monash Health and Jessie MacPherson Private Hospital Business Response to COVID-19	Part of Internal Audit Annual Plan	To understand and document the financial management and supply chain responses to the COVID-19 pandemic	Reported November 2021	To identify whether there were any lessons learned to the rapid change of business processes in response to COVID-19.	40,980	40,980	N Internal Audit Activity
Risk Assurance Mapping	Part of Internal Audit Plan	To identify and document current assurance activities in place against for the	Reported February 2022	To identify if there are any gaps in assurance activities across the enterprise	38,940	38,940	N Internal Audit Activity

		Monash Health enterprise risks and strategic priorities.		risks and strategic priorities			
Data Integrity – Elective Surgery Information System (ESIS)	Part of Internal Audit Plan	To examine Monash Health's internal controls and processes to facilitate accurate ESIS data reporting	Reported May 2022	To identify whether there are improvement requirements in the accurate capture and reporting of ESIS data.	25,960	25,960	N Internal Audit Activity

2022-23 response

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for the review/evaluation	Terms of reference/scope	Timeline	Anticipated outcomes	Estimated cost (\$)	Final cost if completed (\$)	Publicly available (Y/N) and URL If no, why.
Monash Health Fraud Corruption Risks associated with the Public Sector	Part of Internal Audit Plan	To review the Monash Health's Fraud and Corruption Framework against the Australian Standard AS8001:2022	Reported August 2022	To identify whether improvements to the governance of fraud and corruption could reduce the risks associated with fraudulent and corrupt conduct occurring	36,344	36,344	N Internal Audit Activity
Credentialing and Scope of Practice	Part of Internal Audit Plan	To review processes and procedures to confirm and record the credentials, and define, obtain and maintain the scope of clinical practice for medical staff.	Reported August 2022	To confirm that processes are compliant with key government policy and guidelines on credentialing and scope of practice	25,960	25,960	N Internal Audit Activity
Clinical Incident Management and Reporting (Monash Health and Jessie MacPherson Private Hospital)	Part of Internal Audit Plan	To review the clinical incident management and reporting practices, with a focus on continuous	Reported August 2022	To confirm alignment of practices with the NSQHS Clinical Governance Standard and identify	28,556	28,556	N Internal Audit Activity

		improvement activities.		opportunities to enhance quality processes and systems			
Audit of Financial Statements	External Audit by Victorian Auditor – General's Office	Annual audit of Monash Health's financial statements	Reported August 2022	Provision of an audit opinion on the accuracy of financial statements	297,000	297,000	Y – Annual Report
FBT Audit	Compliance with FBY legislation	To ensure FBT compliant with legislation	June 2022	Approved FBT for lodgement with the ATO	21,150	21,150	N Internal Audit Activity
Cyber Security Penetration Test (The Care Management and Health Management Systems)	Part of Internal Audit Plan	Conduct a penetration test of the TCM and HMS applications to ascertain the extent to which the systems are resistant to network intrusions attempts and other vulnerabilities	Reported October 2022	To identify whether gaps in network security exist across the TCM and HMS applications which require rectification	32,450	32,450	N Internal Audit Activity
Payroll	Part of Internal Audit Plan	To consider the design and operation of key payroll process internal controls and data analytics.	Reported November 2022	To identify whether improvements are required in internal controls to identify and rectify any erroneous, fraudulent or	36,344	36,344	N Internal Audit Activity

				inefficient transactions.			
Critical Infrastructure Current State Assessment	Part of Internal Audit Plan	Conduct a current state assessment of Monash health's processes and procedures to comply with upcoming SOCI legislation.	Reported November 2022	Identify whether Monash Health is on track for compliance with SOCI legislation when it is finalised to included Health Services.	25,960	38,940	N Internal Audit Activity
Patient Experience	Part of Internal Audit Plan	Consider Monash Health's processes and controls to effectively manage patient experiences.	Reported January 2023	Identify whether improvements are required in the management of patient experience.	44,132	44,132	N Internal Audit Activity
HealthShare Victoria Compliance Framework	Three yearly compliance audit required by HealthShare Victoria	Audit to determine Monash Health's level of compliance against the HealthShare Health Purchasing Polices and Compliance Framework.	Reported February 2023	Determination of compliance with the HealthShare Health Purchasing Policies.	32,450	32,450	Y Shared with HealthShare Victoria
Data Integrity – Victorian Admitted Episodes Dataset (VAED)	Part of Internal Audit Plan	Consider the effectiveness of key processes and controls Monash Health has in place to support	Reported February 2023	To identify whether there are improvement requirements in the accurate capture and	25,960	25,960	N Internal Audit Activity

		complete, timely and accurate recording of VAED data submissions		reporting of VAED datasets.			
Property Management	Part of Internal Audit Plan	Assess key processes and controls to support the effective governance and management of Monash health properties.	Reported May 2023	To assist in continuous improvement of the approach to the management of properties.	38,940	38,940	N Internal Audit Activity
Business Continuity Management	Part of Internal Audit Plan	Consider overarching business continuity management processes and controls for Monash health and Jessie MacPherson Private Hospital	Reported May 2023	To consider whether improvements are required to support effective and efficient business continuity management processes.	36,344	36,344	N Internal Audit Activity
Audit of Financial Statements	External Audit by Victorian Auditor – General's Office	Annual audit of Monash Health's financial statements	Reported August 2023	Provision of an audit opinion on the accuracy of financial statements	313,000	313,000	Y – Annual Report
Victorian Auditor-General's Office: Supporting Sexual and Reproductive Health	External Performance Audit by Victorian Auditor – General's Office	Examine whether Victorian women can readily access sexual and reproductive	May 2023	To determine if there were gaps across the State to allow women to access sexual	nil cost to Monash Health	nil cost to Monash Health	Y Available of the Victorian Attorney-General's website

		health information and services. Included Monash health as well as other health services and the Department of Health.		and reproductive health services			
FBT Audit	Compliance with FBY legislation	To ensure FBT compliant with legislation	June 2023	Approved FBT for lodgement with the ATO	21,150	21,150	N Internal Audit Activity

c) Please outline the Department's/Agencies in house skills/capabilities/expertise to conduct reviews/studies/evaluations/data analysis of the programs and services for which the Department /Agency is responsible.

Monash Health does not undertake internal audit activities in house but rather maintains a contract with EY to provide third party, independent internal audit activities.

Question 28 (all departments) Climate change

- a) Under FRD 24 Reporting of environmental data by government entities, Victorian Government organisations must report their greenhouse gas emissions and other environmental impacts. Please list the department/entity’s internal targets for reducing greenhouse gas emissions in 2021-22 and 2022-23 and the department/entity’s performance against these internal targets.

Internal target for reducing greenhouse gas emissions 2021-22	Performance against internal target as at 30 June 2022
Internal target for reducing greenhouse gas emissions 2022-23	Performance against internal target as at 30 June 2023

- b) Please outline and quantify where possible the department’s actions in 2021-22 and 2022-23 that have contributed to the Whole of Victorian Government emissions reduction pledge.

Question 29 (DoT/DTP, DET/DE, DH, DELWP/DEECA) Adaptation Action Plans – Not Applicable

Please describe the progress made and actions taken to implement the department’s Adaptation Action Plan in 2021-22 and 2022-23. What measurable impact have these actions had on addressing the impacts of climate change?

Please provide information regarding all Adaptation Action Plans your department is responsible for.

Question 30 (all departments) Annual reports – performance measure targets and objective indicators

a) Please provide the following information on performance measures that did not meet their 2021-22 targets.

Performance measure	2021-22 target (Budget)	2021-22 actual (Annual report)	Variance	Explanation	Output(s) and portfolio(s) impacted

b) Please provide the following information for objective indicators where data was not available at publication of the annual report 2021-22.

Objective indicators stated in annual report for which data was not available at date of publication	Best available data for 2021-22 and relevant date	Explanation for the absence of data in annual report	Action taken to ensure timely data for 2022-23 annual report

c) Please provide the following information on performance measures that did not meet their 2022-23 targets.

Performance measure	2022-23 target (Budget)	2022-23 actual (Annual report)	Variance	Explanation	Output(s) and portfolio(s) impacted

d) Please provide the following information for objective indicators where data was not available at publication of the annual report 2022-23.

Objective indicators stated in annual report for which data was not available at date of publication	Best available data for 2022-23 and relevant date	Explanation for the absence of data in annual report	Action taken to ensure timely data for 2023-24 annual report

Question 31 (all departments and entities) Challenges experienced by department/agency

Please list a minimum of three main challenges/risks faced by the department/agency in 2021-22 and 2022-23.

A significant challenge may be any matter or strategy that impacted the department/agency, whether it arose externally or internally or as a result of new policy or legislation.

2021-22 response

Challenge experienced	Internal/ External	Causes of the challenge	Action taken to manage the challenge/risk
1. COVID19 Vaccination for the public and employees through mass vaccination sites and community engagement	External	COVID19 Pandemic	<ul style="list-style-type: none"> - Monash Health established drive[1]through, in-reach, in-home, hospital, school, and workplace vaccination clinics, including a converted 56- seat bus – to ensure every person eligible had access to a vaccine - Community engagement was the key to Monash Health achieving outstanding vaccination rates. To deliver the program, we established a collaboration of 38 organisations, including public and community health services, local government authorities (LGAs), Primary Care Partnerships, and Primary Health Networks. This enabled Monash Health to rapidly identify and respond to challenges as the pandemic progressed - A targeted communication and engagement plan aimed to increase health education, dispel myths and build credibility. Customised programs were developed in partnership with trusted cultural ambassadors and expert-led community forums inspired group bookings and attendance at pop-up clinics - Our experts also led the urgent call for pregnant women to be vaccinated. They raised awareness of the risks of non-vaccination using media and social media channels, and directly offering vaccination during antenatal appointments - At its peak in September 2021, the vaccination program operated 31 clinics, pop-ups, and in-reach programs, delivering 78,000+ doses a week - We aimed to have 80% of the eligible population double-dose vaccinated by 31 December 2021. We met this goal ahead of schedule, reaching 82% by October. By the end of the year, that figure was 92% despite supply challenges. As at 30 June 2022, 93% of the eligible population aged 16+ were double dosed, with 67% triple dosed

2.	Safe care for pregnant women without exposing them to COVID-19 during antenatal care at hospital	External	COVID19 Pandemic	<ul style="list-style-type: none"> - We developed a world-first integrated care program delivered via telehealth, which provided outstanding results. Little evidence existed on the use of telehealth for antenatal care, but our team of obstetric, midwifery, and general practice providers together established a new approach to care by integrating telehealth to replace up to two thirds of in-person antenatal consultations - This was supplemented with patient and staff information sheets, instructional videos and systems for remote blood pressure checks and fetal growth assessments - Delivered 48% of all antenatal consultations via Telehealth
3.	Delayed Care due to COVID19 and providing the necessary “catch-up” care to support Victorians to get back on track.	External	COVID19 Pandemic	<ul style="list-style-type: none"> - expanded and enhanced Adult Hospital in the Home services with new patient cohorts and an Early COVID-19 Therapies service for immuno-compromised patients, leveraging funding from the Better at Home initiative - doubled the Residential in Reach service providing medical and nursing support for acutely unwell residents in aged care and disability group homes, and facilitating smooth transition to and from hospital - established a 20-bed Geriatric Evaluation and Management (GEM) at Home service operating from the Kingston Centre - leveraged the COVID Positive Care Pathways service with the Community Assessment and Response Team delivering care to vulnerable patients requiring follow-up care under the Better at Home and Health Independence Program - piloted a seven-day-a-week chronic disease Nurse Practitioner role at the Monash Medical Centre Clayton Emergency Department to support the Virtual ED pilot, case find non-emergency presentations, and link these clients into community-based care as part of the Better at Home initiative - restarted Elective Surgery across all Monash Health surgical sites, working with our private hospital partners to maintain access for priority category one and two patients. We then gradually increased long wait category two and three patients over the year

2022-23 response

Challenge experienced	Internal/ External	Causes of the challenge	Action taken to manage the challenge/risk
1. Surgery Recovery and Reform	External	COVID19 Pandemic	<p>Monash Health have worked towards:</p> <ul style="list-style-type: none"> - Maximising opportunities for people to have day surgery and recover with support in their own homes, expanding access to joint replacement surgery including investments in rehabilitation to accelerate recovery following surgery - Establishing a digital patient pathway program to improve communication and care for patients while they are on the surgical waitlist and preparing for their surgery - Maximising opportunities to allow patients to access care more quickly where earlier surgery is available at a partnership service including at the Alfred Centre Rapid Access Hub or at the Frankston Public Planned Surgery Centre - Expanding care and services for the significant group of people in the community with long-term and debilitating hand and wrist conditions
2. Improve emergency department access	External	High population growth, with complex health care needs across south eastern growth corridor of Melbourne	<ul style="list-style-type: none"> - Commissioning of Cardiac Emergency at the Victorian Heart Hospital in March 2023 - Emergency Department capacity at Clayton was expanded by an additional six cubicles - Targeted Emergency Department improvement initiatives resulted in significant performance improvements in Triage See Time performance across Casey (+26.2%), Dandenong (+26.1%) and Clayton (+20.8%). Dandenong and Cardiac Emergency at the Victorian Heart Hospital exceeded Department of Health performance targets at 80.2% and 95.8% respectively - Ambulance Offload performance improved across all sites with Casey Hospital (+4%) and Dandenong Hospital (+4.2%) demonstrating the greatest improvement - The South East Metro Virtual Emergency Department consulted 8,178 patients in 2022–23. This diverted 6,284 patients from Emergency Departments, providing patients with timely access to quality care, close to home

				<ul style="list-style-type: none"> - Opening of the Mental Health and Other Drugs (MHAOD) Hub at the Clayton Emergency Department in May 2023, bringing together specialist clinicians in a purpose-built environment to provide holistic care for some of our most vulnerable patients attending the emergency department
3.	Improve workforce wellbeing	External	Pressures and fatigue as the Health Service emerges from a COVID19 response to business as usual	<ul style="list-style-type: none"> - In consultation with stakeholders, a refreshed Wellbeing Program with additional resources for employee upskilling and support is in the final stages of development - Commenced an organisational Psychological Safety Risk Assessment Project - Planning is underway for further leader training in creating a mentally healthy workplace, for implementation in 2023–24. - Provided Leading Mentally Healthy Teams training to 340 managers, to upskill in how to create a mentally healthy workplace for their employees - Implemented an organisation-wide Be Well Program, including the introduction of a Psychology Team lead and unit-based employee psychological support program, with approximately 900 sessions conducted across Monash Health - Ongoing Employee Assistance Program accessed by 950 employees, with 55 critical incident debrief sessions conducted - Launched Money 101, a complimentary financial literacy service available which was accessed by almost 16,000 employees and a new Healthy Mind Healthy Body online hub to provide access to a variety of health and wellbeing information, resulting in approximately 300 visits per month - Provided access to funding for individual departments, to create and implement a health and wellbeing initiative with their local team, within guided parameters. Regular Health and Wellbeing online forums also continued - Launched the Fitness Passport to provide all employees with affordable gym access at a range of facilities across Victoria

Question 32 (all departments) Newly created bodies

Please list all newly created bodies (authorities, offices, commissions, boards and/or councils) created within the department in 2021-22 and 2022-23 and provide the following information:

- Date body created
- Expenditure in relevant financial year
- FTE staff at end of relevant financial year
- Purpose/function(s) of the body

2021-22 response

Name of the body	Date body created	Expenditure in 2021-22	FTE staff	Purpose/function(s) of the body	Who the head of the newly created body directly reports to

2022-23 response

Name of the body	Date body created	Expenditure in 2022-23	FTE staff	Purpose/function(s) of the body	Who the head of the newly created body directly reports to

Section J: Department of Treasury and Finance only – Not Applicable

Question 34 (DTF only) Net cash flows from investments in financial assets for policy purposes – General Government Sector (GGS) – Not Applicable

Financial assets include cash, investments, loans and placements. This question seeks to ascertain the variance behind the estimated value of the financial assets held versus the actual value of the financial assets and the projects that contributed to the variance.

Regarding the ‘net cash flows from investments in financial assets for policy purposes’ in the GGS cash flow statement for 2021-22 and 2022-23, please provide:

- a) the top five projects that contributed to the variance recorded in each year
- b) the initial budget estimate (not the revised estimate) for net cash flow in 2021-22 and 2022-23 (source: 2021-22 BP5, p. 9; 2022-23 BP5 p. 9) and the actual net cash flow in 2021-22 and 2022-23
- c) an explanation for variances between budget estimate and actual net cash flow.

2021-22 response

Project name	Department	Output(s) and portfolio(s)	Estimated net cash flow in 2021-22	Actual net cash flow in 2021-22	Variance explanation
1.					
2.					
3.					
4.					
5.					
Other					
Total net cash flow					

2022-23 response

Project name	Department	Output(s) and portfolio(s)	Estimated net cash flow in 2022-23	Actual net cash flow in 2022-23	Variance explanation
1.					
2.					
3.					

4.					
5.					
	Other				
Total net cash flow					

Question 35 (DTF only) Purchases of non-financial assets – General Government Sector (GGS) – Not Applicable

Regarding the ‘purchases of non-financial assets’ by the GGS in 2021-22 and 2022-23 (source: 2021-22 BP 5, p.32: 2022-23 BP 5, pg. 30), please compare the initial budget estimate for each department to the actual value of ‘purchases of non-financial assets’ for each department, explaining any variances equal to or greater than ±10% or \$100 million (please fill all blank spaces) and then link it to the relevant output and portfolio. For variance greater than ±10% or \$100 million, please provide a breakdown of the non-financial asset purchased.

2021-22 response

By department	Types of non-financial assets	Initial budget estimate 2021-22 \$ million	Actual 2021-22 \$ million	Variance (%)	Variance explanation	Relevant Output(s) and portfolio(s)
Department of Health						
Department of Families, Fairness and Housing						
Department of Jobs, Precinct and Regions						
Department of Transport						
Department of Education and Training						
Department of Justice and Community Safety						
Department of Environment, Land, Water and Planning						
Court Services Victoria						
Department of Premier and Cabinet						
Department of Treasury and Finance						
Parliamentary Departments						

2022-23 response

By department	Types of non-financial assets	Initial budget estimate 2022-23 \$ million	Actual 2022-23 \$ million	Variance (%)	Variance explanation	Relevant Output(s) and portfolio(s)
Department of Health						
Department of Families, Fairness and Housing						
Department of Jobs, Precinct and Regions/Department of Jobs, Skills, Industry and Regions						
Department of Transport/Department of Transport and Planning						
Department of Education and Training/Department Education						
Department of Justice and Community Safety						
Department of Environment, Land, Water and Planning/Department of Energy, Environment and Climate Action						
Court Services Victoria						
Department of Premier and Cabinet						
Department of Government Services						
Department of Treasury and Finance						
Parliamentary Departments						

Question 36 (DTF only) Revenue initiatives – Not Applicable

- a) Regarding the revenue initiatives announced in the 2021-22 and 2022-23 Budgets, please provide an explanation for the variances equal to or greater than ±10% or \$100 million between budget estimates and the actual results.

2021-22 response

Initiative	2021-22 budget estimate (\$ million)	2021-22 actual (\$ million)	Explanation for any variance ±10% or \$100 million

2022-23 response

Initiative	2022-23 budget estimate (\$ million)	2022-23 actual (\$ million)	Explanation for any variance ±10% or \$100 million

- b) Regarding the Mental Health and Wellbeing surcharge/levy, please provide the total revenue received from the surcharge/levy, how much of the revenue was expended, which departments received funds from the surcharge/levy, amount received, and what outputs departments spent/will spend the funds on for 2021-22 and 2022-23.

2021-22 response

2021-22 actual (\$ million)	Total expended for 2021-22 financial year	Departments that received funds from the surcharge/levy, amount of funding received by each department and what outputs departments utilised funding for

2022-23 response

2022-23 actual (\$ million)	Total expended for 2022-23 financial year	Departments that received funds from the surcharge/levy, amount of funding received by each department and what outputs departments utilised funding for

Question 37 (DTF only) Expenses by departments – General Government Sector (GGS) – Not Applicable

Regarding expenses of the GGS in 2021-22 and 2022-23 (source: 2021-22 BP 5, p. 30; 2022-23 BP5, p. 28), please compare the initial budget estimates (not the revised estimate) for each department to the actual expenses for each department, explaining any variances equal to or greater than ±10% or \$100 million (please fill all blank spaces) and then link it to the relevant output and portfolio.

2021-22 response

By department	Initial budget estimate 2021-22 \$ million	Actual 2021-22 \$ million	Variance (%)	Variance explanation	Relevant output(s) and portfolio(s)
Department of Health					
Department of Families, Fairness and Housing					
Department of Jobs, Precinct and Regions					
Department of Transport					
Department of Education and Training					
Department of Justice and Community Safety					
Department of Environment, Land, Water and Planning					
Court Services Victoria					
Department of Premier and Cabinet					
Department of Treasury and Finance					
Parliamentary Departments					

2022-23 response

By department	Initial budget estimate 2022-23 \$ million	Actual 2022-23 \$ million	Variance (%)	Variance explanation	Relevant output(s) and portfolio(s)
Department of Health					
Department of Families, Fairness and Housing					
Department of Jobs, Precinct and Regions/Department of Jobs, Skills, Industry and Regions					
Department of Transport/Department of Transport and Planning					
Department of Education and Training/Department Education					
Department of Justice and Community Safety					
Department of Environment, Land, Water and Planning/Department of Energy, Environment and Climate Action					
Court Services Victoria					
Department of Premier and Cabinet					
Department of Government Services					
Department of Treasury and Finance					
Parliamentary Departments					

Question 38 (DTF only) Economic variables – Not Applicable

Please indicate the estimated and actual result for the following economic variables. For the estimate, please use the initial estimate used in preparing the 2021-22 and 2022-23 budget papers. For any variance equal to or greater than ±0.5 percentage points, please provide an explanation for the variance. Please fill all blank spaces.

2021-22 response

Economic variable	Budget estimate 2021-22	Actual 2021-22 result	Variance	Explanation for variances equal to or greater than ±0.5 percentage points
Real gross state product				
Labour force participation rate				
Unemployment rate – overall				
Unemployment rate – male				
Unemployment rate – female				
Underemployment rate				
Youth unemployment				
Youth underemployment				
Consumer price index				
Wage price index				
Population				
Household consumption				
Property prices				
Property volume				
Employee expenses				

2022-23 response

Economic variable	Budget estimate 2022-23	Actual 2022-23 result	Variance	Explanation for variances equal to or greater than ±0.5 percentage points
Real gross state product				
Labour force participation rate				
Unemployment rate – overall				
Unemployment rate – male				
Unemployment rate – female				
Underemployment rate				
Youth unemployment				
Youth underemployment				
Consumer price index				
Wage price index				
Population				
Household consumption				
Property prices				
Property volume				
Employee expenses				

Section K: Treasury Corporation of Victoria only – Not Applicable

Question 39 Public Private Partnership (PPP)/alliance contracting projects – Not Applicable

Please indicate how many PPP/alliance contracting projects (and which ones) TCV provided ‘project advisory services’ for in 2021-22 and 2022-23. For each project, please also specify if the project is a newly confirmed engagement or if it was for a project that was already underway.

2021-22 response

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2022-23 response

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Please indicate how many business cases TCV provided (and which clients these were for) as part of its ‘project advisory services’ in 2021-22 and 2022-23. For each business case, also specify if the project forms part of the Department of Treasury and Finance’s Gateway Review Process.

2021-22 response

Business case provided by TCV	Client	Gateway Review Process – Y/N

2022-23 response

Business case provided by TCV	Client	Gateway Review Process – Y/N

