



PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE

**2009-10 AND 2010-11 FINANCIAL AND PERFORMANCE
OUTCOMES QUESTIONNAIRE — PART ONE**

DEPARTMENT OF HEALTH

AGENCY: EASTERN HEALTH

SECTION A: Output variations (departments only)**Question 1**

In relation to the departmental outputs listed in the budget papers, please provide a detailed explanation for all instances where an output cost for 2009-10 or 2010-11 varied from the initial target by greater than ± 10 per cent:

Output costs in 2009-10:

Output	Expected expenditure 2009-10 (2009-10 budget papers)	Actual expenditure 2009-10 (2009-10 annual report)	Explanation	Impact on the community of reduced/increased expenditure compared to budget
	(\$ million)	(\$ million)		

Output costs in 2010-11:

Output	Expected expenditure 2010-11 (2010-11 budget papers)	Actual expenditure 2010-11 (2010-11 annual report)	Explanation	Impact on the community of reduced/increased expenditure compared to budget
	(\$ million)	(\$ million)		

Question 2

Regarding the Department's performance measures in the budget papers:

- (a) How did the Department's 2008-09 results influence departmental planning in 2009-10?

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- (b) How did the Department's 2009-10 results influence departmental planning in 2010-11?

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Question 3

For each of the output costs listed for the Department in the budget papers, please break the expense for 2010-11 down into the first six months and second six months of the financial year and explain any variations greater than ± 10 per cent between the two six-month amounts:

Output	Expense 1/7/2010-31/12/2010	Expense 1/1/2011-30/6/2011	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Admitted Services			
Non-Admitted Services			
Emergency Services			
Acute Training and Development			
Ambulance Emergency Services			
Ambulance Non-Emergency Services			
Clinical Care			
Psychiatric Disability Rehabilitation and Support Services (PDRSS)			

Seniors Programs And Participation			
Residential Aged Care			
Aged Care Assessment			
Aged Support Services			
HACC Primary Health, Community Care and Support			
Community Health Care			
Dental Services			
Small Rural Services – Acute Health			
Small Rural Services – Aged Care			
Small Rural Services – Home and Community Care Services			
Small Rural Services – Primary Health			
Health Protection			
Health Advancement			
Public Health Development, Research and Support			
Drug Prevention and Control			
Drug Treatment and Rehabilitation			

Question 4

With respect to the performance measures listed in the 2010-11 budget papers for the Department (including the quality, quantity, timeliness and cost measures), for each measure where the actual result to 31 December 2010 varied by more than ±10 per cent from the target result for 31 December 2010, please provide:

- (a) the target for 31 December 2010;
- (b) the actual result for 31 December 2010;
- (c) an explanation for the variation.

This information may be based on the information provided to the Department of Treasury and Finance as part of the half-yearly revenue certification process.

Performance measure	Target (31 December 2010)	Actual (31 December 2010)	Explanation for variation

If the Department is unable to provide this information to the Committee, please explain:

- (a) why this information is not available; and
- (b) how the Department tracks its progress during the year with respect to its performance measures.

SECTION B: Asset investment (departments only)**Question 5**

Please provide a detailed explanation in relation to why the TEI has changed for each of the following projects and when the new TEI was approved:

Projects in 2009-10:

Project	TEI (2009-10 budget papers)	TEI (2010-11 budget papers)	When change to TEI was approved (month and year)	Explanation
	(\$ million)	(\$ million)		
Casey Hospital special care nursery expansion	4.2	5.2		
Heidelberg Repatriation Hospital mental health redevelopment	15.5	13.46		
Heidelberg Repatriation Hospital Mental Health, Veterans' Gymnasium and Pool - Redevelopment Stage 1	9.0	11.21		
Koori Youth Alcohol and Drug Healing Centre development	3.7	4.604		
North Richmond Community Health Centre relocation	19.0	22.5		

Projects in 2010-11:

Project	TEI (2010-11 budget papers)	TEI (2011-12 budget papers)	When change to TEI was approved (month and year)	Explanation
	(\$ million)	(\$ million)		
Barwon Health: Expanding health service capacity – Geelong and its southern growth corridor	33.6	26.6		

Question 6

For each of the following asset investment projects, please provide:

- (a) the actual expenditure in 2009-10 and 2010-11;
- (b) explanations for any variations greater than ± 10 per cent between the actual expenditure and what was estimated in the Budget at the start of the year; and
- (c) descriptions of the impact of any variations.

Note: For projects in 2009-10, the column 'Estimated expenditure in 2009-10 (2010-11 budget papers)' is calculated by deducting the estimated expenditure to 30 June 2009 listed in Budget Information Paper 1 (2009-10) from estimated expenditure to 30 June 2010 in Budget Information Paper 1 (2010-11) for the project. Under some circumstances this may result in a negative number, which should be explained in the departmental response. A similar approach is used in calculating the corresponding column for projects in 2010-11.

Projects in 2009-10:

Project	Estimated expenditure in 2009-10 (2009-10 budget papers)	Estimated expenditure in 2009-10 (2010-11 budget papers)	Actual expenditure in 2009-10	Explanation for any variations greater than ± 10 per cent	Impact of any variations
	(\$ million)	(\$ million)	(\$ million)		
Medical equipment replacement program (Statewide)	35.0	39.606			
Warrnambool Hospital Redevelopment - Stage 1B (Warrnambool)	24.5	21.655			
Caulfield General Medical Centre Redevelopment Stage 2 (Caulfield)	17.85	15.193			
Bendigo Hospital Stage 1 - Enabling Works (Bendigo)	17.0	12.479			
Northern Hospital - Mental Health Expansion and Short Stay Unit Construction (Epping)	16.9	11.623			
Olivia Newton John Cancer Centre (Heidelberg)	10.0	8.873			
Kingston Centre Redevelopment - Stage 2 (Cheltenham)	9.33	2.497			
Latrobe Community Health Service - Morwell Redevelopment (Morwell)	9.0	4.253			
Sunbury Day Hospital (Sunbury)	8.0	6.573			
Hospital Energy Supply Project (Statewide)	8.0	15.962			

Alexandra District Hospital and Ambulance Station redevelopment (Alexandra)	7.3	3			
Nathalia District Hospital and Aged Care redevelopment (Nathalia)	7.128	6.351			
HealthSMART shared information and communication technology (ICT) Operations (Statewide)	6.736	13.472			
Prevention and Recovery Care Services - Stage 2 (Metropolitan)	6.5	2.167			
Electronic Prescribing in key Victorian hospitals (Statewide)	6.405	5.5			
Dandenong Hospital emergency department redevelopment (Dandenong)	6.328	5.437			
Heidelberg Repatriation Hospital Mental Health, Veterans' Gymnasium and Pool - Redevelopment Stage 1 (Heidelberg)	5.079	5.864			
Heidelberg Repatriation Hospital mental health redevelopment (Heidelberg)	5.0	9.165			
Ballarat Hospital - Mental Health Redevelopment (Ballarat)	5.0	4.338			
Box Hill Hospital - Infrastructure Upgrade (Box Hill)	5.0	2.576			
Hepburn Health Service: Trentham Campus redevelopment (Trentham)	4.4	3.574			
Western Hospital Redevelopment Stage 1 (Footscray)	4.32	2.29			

Bendigo Hospital Emergency Department Upgrade (Bendigo)	4.0	6.289			
North Richmond Community Health Centre relocation (North Richmond)	2.751	1.22			
Casey Hospital special care nursery expansion (Doveton)	2.5	2.882			
Ballarat Hospital redevelopment (Ballarat)	2.0	1.562			
Metropolitan and Rural Ambulance Services - Station Upgrades (Statewide)	1.7	2.081			
Northern Hospital Maternity Expansion (Epping)	1.5	1.824			
Barwon Health Geelong Hospital masterplan (Geelong)	1.241	0.163			
Ensuring our hospitals are as clean and safe as possible - Equipment (Statewide)	1.0	1.98			
Helping Working Families: Giving Children the Best Start in Life - Equipment (Statewide)	0.907	0.1			
Redevelopment of the Royal Victorian Eye and Ear Hospital - Planning (East Melbourne)	0.9	0.199			
Rural Ambulance Victoria station upgrades and service expansion (Rural)	0.7	1.292			
Sunshine Hospital Expansion and Redevelopment - Stage 1 (Sunshine)	0.7	4.225			

Ambulance Service strategy (Statewide)	0.531	0.231			
Intensive Care Service Expansion (Statewide)	0.172	0			

Projects in 2010-11:

Project	Estimated expenditure in 2010-11 (2010-11 budget papers)	Estimated expenditure in 2010-11 (2011-12 budget papers)	Actual expenditure in 2010-11	Explanation for any variations greater than ±10 per cent	Impact of any variations
	(\$ million)	(\$ million)	(\$ million)		
Barwon Health Geelong Hospital masterplan (Geelong)	1.423	-0.077			
Bendigo Hospital redevelopment (Bendigo)	8	6			
Bendigo Hospital Stage 1 - Enabling Works (Bendigo)	28.921	15.761			
Box Hill Hospital redevelopment (Box Hill)	20	15			
BreastScreen Victoria's digital technology rollout (statewide)	5	1.4			
Ensuring our hospitals are as clean and safe as possible - Equipment (Statewide)	1	-1.186			
HealthSMART shared information and communication technology (ICT) Operations (Statewide)	6.736	166.236			
Kingston Centre Redevelopment - Stage 2 (Cheltenham)	25.539	20.029			

Leongatha Hospital redevelopment – stage 2 (Leongatha)	1.5	0.3			
North Richmond Community Health Centre relocation (North Richmond)	16.7	7.85			
Olivia Newton-John Cancer and Wellness Centre – stage 2A (Heidelberg)	5	5			
Redevelopment of the Royal Victorian Eye and Ear Hospital - Planning (East Melbourne)	1.733	0.533			
Werribee Mercy Hospital Expansion - Stage 1 (Werribee)	5.5	3.629			
Youth prevention and recovery care services (Statewide)	6	3			

Question 7

This question does not apply to your department.

Question 8

Please provide the following details of any asset investment projects not covered in Question 6 where the actual expenditure in 2009-10 or 2010-11 varied from the budget estimate for expenditure by greater than ± 10 per cent.

Projects in 2009-10:

Project	Estimated expenditure in 2009-10 (2009-10 budget papers)	Actual expenditure in 2009-10	Explanation	Impact of variation
	(\$ million)	(\$ million)		

Projects in 2010-11:

Project	Estimated expenditure in 2010-11 (2010-11 budget papers)	Actual expenditure in 2010-11	Explanation	Impact of variation
	(\$ million)	(\$ million)		

Question 9

For each of your organisation's asset projects procured and delivered through project alliancing, please provide the following details (please provide all figures in \$ million):

Project	Funding from Government (actual expenditure)		Funding from contractual participants (actual expenditure)		Latest approved total estimated capital investment over the life of the project	Total Government liability remaining		
	2009-10	2010-11	2009-10	2010-11		at 30/6/09	at 30/6/10	at 30/6/11

Question 10

For each of your organisation's asset projects procured through Partnerships Victoria arrangements, please provide the following details (please provide all figures in \$ million):

Project	Service payments by the Department		Service payments by other government agencies		Income from non-government sources		Latest approved total estimated capital investment over the life of the project	Total Government liability remaining		
	2009-10	2010-11	2009-10	2010-11	2009-10	2010-11		at 30/6/09	at 30/6/10	at 30/6/11
Casey Community Hospital										
Royal Children's Hospital Project										
Royal Women's Hospital Project										

Question 11

Please provide the following details of any asset projects that the Department is involved with which have a TEI greater than \$50 million which are not detailed in Budget Paper No.4 or for which details have not been supplied in response to Question 9 or Question 10 above.

Project	Funding from Government (actual expenditure)		Funding from other sources (actual expenditure)		Latest approved total estimated capital investment over the life of the project	Total Government liability remaining		
	2009-10	2010-11	2009-10	2010-11		at 30/6/09	at 30/6/10	at 30/6/11

Question 12

For any asset projects where some components are funded/delivered by the Government directly and some are funded/delivered through Partnerships Victoria arrangements in 2009-10 or 2010-11, please supply the following details of the Government funding:

Project	Expenditure of Government funding in 2009-10 (actual)	Expenditure of Government funding in 2010-11 (actual)	Latest approved TEI of Government funding
	(\$ million)	(\$ million)	(\$ million)

Question 13

How many staff (full-time equivalent numbers) were employed by the Department to work on public private partnerships on 30 June 2009, 2010 and 2011? Please break this number down by how many are ongoing, fixed-term, contractors and consultants.

	Number of staff (FTE) as at 30 June 2009	Number of staff (FTE) as at 30 June 2010	Number of staff (FTE) as at 30 June 2011
Ongoing			
Fixed-term			
Contractors			
Consultants			

Question 14

How many staff (full-time equivalent numbers) were employed by the Department to work on alliancing projects on 30 June 2009, 2010 and 2011? Please break this number down by how many are ongoing, fixed-term, contractors and consultants.

	Number of staff (FTE) as at 30 June 2009	Number of staff (FTE) as at 30 June 2010	Number of staff (FTE) as at 30 June 2011
Ongoing			
Fixed-term			
Contractors			
Consultants			

Question 15

Regarding the Partnerships Victoria Contract Management Training delivered by the Department of Treasury and Finance:

- (a) How many contract managers does your organisation currently employ for Partnerships Victoria projects, how many have undertaken this training, within how many months from their appointment in this role and at what cost?

Total number of contract managers for Partnerships Victoria projects as at 30 June 2011	Number of contract managers for Partnerships Victoria projects who have undertaken Partnerships Victoria training as at 30 June 2011	Length of time between when contract managers are appointed and when they undertake the training	Expenditure on this training in 2010-11 (\$)

- (b) What proportion of the contract managers currently working on Partnerships Victoria projects have sought, and what proportion gained, an exemption to this training?

- (c) Have other people in your organisation undertaken this training? If so, how many and for what reason?

Question 16

Regarding the Partnerships Victoria Contract Managers' Forums:

- (a) What proportion of your organisation's current contract directors and contract managers participate in these forums, and at what stage of the public-private partnership project?

- (b) Have other people in your organisation participated in the forums? If so, how many and for what reason?

- (c) Has an assessment or evaluation of the usefulness of these forums, and any other services provided by Partnerships Victoria, been done? If so, please provide the results of this evaluation.

Question 17

Please detail any other training and development arrangements (including training delivered by the Department of Treasury and Finance, other providers and internal training) that are in place within your organisation for staff involved in overseeing, evaluating or managing asset projects delivered through Partnerships Victoria, alliancing or other arrangements, including:

- (a) the type of training;
- (b) the purpose of the training;
- (c) the number of people trained; and
- (d) expenditure incurred on the training.

Type of training	Purpose	Number of people trained	Expenditure (\$)

Question 18

For each category into which financial assets, non-financial assets and liabilities are broken down in your agency’s balance sheet in its annual report, please provide the balances as at 30 June 2010, 31 December 2011 and 30 June 2011 and explain any variations greater than ±10 per cent from one date to the next:

30 June 2010 and 31 December 2010:

Financial asset, non-financial asset and liability categories	Balance as at 30 June 2010	Balance as at 31 December 2010	Explanation for any variances greater than ±10 per cent
	(\$ million)	(\$ million)	

31 December 2010 and 30 June 2011:

Financial asset, non-financial asset and liability categories	Balance as at 31 December 2010	Balance as at 30 June 2011	Explanation for any variances greater than ± 10 per cent
	(\$ million)	(\$ million)	

Question 19

For each of the following projects, please provide the latest approved TEI, explaining any changes that have occurred from the original and their impact.

Project	Original TEI	Current TEI	Explanation for any changes (please detail any changes to scope)	When change to TEI was approved (month and year)	Impact of variation
	(\$ million)	(\$ million)			
New Bendigo Hospital (Bendigo)	473.0				
Box Hill Hospital redevelopment (Box Hill)	407.5				
Bendigo Hospital stage1 – enabling works (Bendigo)	54.96				
Olivia Newton-John Cancer and Wellness Centre – stage 2A (Heidelberg)	40.0				
Olivia Newton-John Cancer and Wellness Centre – stage 2B (Heidelberg)	31.969				
HealthSMART Shared Information and Communication Technology (ICT) Operations (Statewide)	26.9				
Royal Children's Hospital ICT investment (Parkville)	23.947				

Question 20

Please identify all asset projects where the construction completion date (including the commissioning phase) was revised in 2009-10 or 2010-11, providing:

- (a) the original and revised completion dates for each project;
- (b) when the change to the completion date was approved; and
- (c) specific reasons for any revision to completion dates.

Project	Original completion date	Revised completion date	When change to completion date was approved (month and year)	Explanation for revision

SECTION C: Revenue and revenue foregone

Question 21

For 2009-10 and 2010-11, please explain and detail the impact of any variances greater than ± 10 per cent in any revenue/income category detailed in your agency's operating statement in its annual report **and** the total revenue/income for the year compared to:

- (a) the initial budget for the year; and
- (b) the actual for the prior year.

Revenue in 2009-10:

Revenue category	2008-09 actual	2009-10 Budget	2009-10 actual	Explanations for variances greater than ± 10 per cent	Impact of variances
Government Grants	515,512,000	559,995,000	555,662,000		
Indirect Contributions by DoH	10,818,000	8,109,000	12,414,000	Reflects increase in Long Service Leave Debtor given increase in Long Service leave provision between years.	Zero effect as increased income offset by increased expense.
Patient fees & Recoupment	34,867,000	39,923,000	44,725,000	Targetted project to increase private patients within the Health Service	Additional income to the organisation.
Other Operating Income	22,801,000	26,384,000	30,611,000	Additional income in Car Parks, Outpatients rental and Commissions	Additional income to the organisation.
Non- Operating Income	2,949,000	2,917,000	2,974,000		
Capital Income	21,396,000	13,220,000	13,220,000	Reduction in Capital projects in 2009-10 resulted in less Government Capital grants.	
Total	608,343,000	650,548,000	659,606,000		

Revenue in 2010-11:

Revenue category	2009-10 actual	2010-11 Budget	2010-11 actual	Explanations for variances greater than ± 10 per cent	Impact of variances
Government Grants	555,662,000	592,761,000	589,645,000		
Indirect Contributions by DoH	12,414,000	9,151,000	10,772,000	Reflects increase in Long Service Leave Debtor given increase in Long Service leave provision between years.	Zero effect as increased income offset by increased expense.
Patient fees	44,725,000	45,463,000	47,318,000	Targetted project to increase private patients within the Health Service	Additional income to the organisation.
Other Operating Income	30,611,000	31,864,000	37,691,000	Additional income in Car Parks, Outpatients rental and Commissions	
Non- Operating Income	2,974,000	3,015,000	4,237,000	\$1.85M income as part of free of charge transfer of land from DoH to Eastern Health.	Additional income to the organisation.
Capital Income	13,220,000	22,506,000	22,506,000	Increased Capital projects especially around Box Hill redevelopment as increase Capital Income.	Additional income to the organisation.
Total	659,606,000	704,759,000	712,169,000		

Question 22

For each of the income from transactions categories listed by your agency in its comprehensive operating statement in its annual report (e.g. output appropriations, grants, sales of goods and services), please break the income for 2010-11 down into the first six months and second six months of the financial year and explain any variations greater than ± 10 per cent between the two six-month amounts:

Income from transactions	Income 1/7/2010-31/12/2010	Income 1/1/2011-30/6/2011	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Government Grants	281.3	308.3	

Indirect Contributions by DoH	4.8	6.0	
Patient fees & Recoupment	23.6	21.1	
Other Operating Income	27.4	10.3	
Non- Operating Income	1.2	3.0	
Capital Income	5.6	16.9	Reflects funding of capital projects
Total revenue	343.9	365.6	

Question 23

Please provide an itemised schedule of any concessions and subsidies (revenue foregone) (see the Explanatory Memorandum for a definition of concessions and subsidies) provided by your organisation in 2009-10 and 2010-11. For each item, please:

- describe the purpose of the concession/subsidy;
- explain any variations greater than ± 10 per cent between the actual expenditure and the initial budget for the year;
- explain any variations greater than ± 10 per cent between the actual expenditure and the actual for the prior year;
- indicate the number of concessions/subsidies granted in each category; and
- explain whether the outcomes expected to be achieved by granting these concessions or providing these subsidies have been achieved.

Revenue foregone in 2009-10:

Concession/ subsidy	Purpose	2008-09 actual	2009-10 Budget	2009-10 actual	Explanations for variances greater than ± 10 per cent	Number of concessions/subsidies granted in 2009-10	Outcomes achieved
None							

Revenue foregone in 2010-11:

Concession/ subsidy	Purpose	2009-10 actual	2010-11 Budget	2010-11 actual	Explanations for variances greater than ±10 per cent	Number of concessions/subsidies granted in 2010-11	Outcomes achieved
None							

(f) Please also detail all new concessions/subsidies provided in 2010-11 by your agency that were announced after the change of government in 2010, their impact on your agency and the social outcomes achieved to date:

Concession/subsidy	Value in 2010-11	Impact on your agency	Outcomes achieved
	(\$ million)		
None			

Question 24 (Department of Treasury and Finance only)

This question does not apply to your department.

SECTION D: Expenditure

Question 25

For 2009-10 and 2010-11, please explain and detail the impact of any variances greater than ± 10 per cent in any expense category detailed in the agency's operating statement in its annual report **and** the total expenditure for the year compared to:

- (a) the initial budget for the year; and
- (b) the actual for the prior year.

Expenditure in 2009-10:

Expenditure category	2008-09 actual	2009-10 Budget	2009-10 actual	Explanations for variances greater than ± 10 per cent	Impact of variances
Employee Benefits	407,949,000	458,441,000	455,915,000	Additional staff with the Amalgamation of Turning Point Alcohol & Drug Centre with Eastern Health	
Fee for Service Medical Officers	7,564,000	7,834,000	7,834,000		
Non Salary Labour costs	12,417,000	6,288,000	8,466,000	Reduction in use of Agency costs for the year.	
Supplies & Consumables	98,151,000	106,307,000	108,379,000	Increase in costs of Drugs, medical supplies and food supplies consistent with activity and CPI contract increases..	
Other Expenses	57,988,000	54,429,000	60,878,000	Increase in line with patient activity	
Indirect Contributions by DoH	5,416,000	5,995,000	5,995,000	Insurance from Victorian Managed Insurance Authority (VMIA)	
Finance Costs	650,000	573,000	573,000	Treasury Corporation Victoria (TCV) car park loan	
Depreciation & Amortisation	18,788,000	39,687,000	39,687,000	Reflects revaluation of assets effective 1/7/2009.	

Total expenses	608,923,000	679,554,000	687,727,000		
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Expenditure in 2010-11:

Expenditure category	2009-10 actual	2010-11 Budget	2010-11 actual	Explanations for variances greater than ±10 per cent	Impact of variances
Employee Benefits	455,915,000	491,228,000	489,702,000		
Fee for Service Medical Officers	7,834,000	8,000,000	8,367,000		
Non Salary Labour costs	8,466,000	8,351,000	8,613,000		
Supplies & Consumables	108,379,000	110,151,000	112,128,000		
Other Expenses	60,878,000	57,418,000	65,625,000	Increase in line with patient activity	
Indirect Contributions by DoH	5,995,000	7,873,000	7,873,000	Insurance from VMIA	
Finance Costs	573,000	851,000	851,000	Additional TCV Loan for Car park and draw down on 4 March 2011	
Depreciation & Amortisation	39,687,000	40,643,000	40,643,000		
Total expenses	687,727,000	724,515,000	733,802,000		

Question 26

For each of the expenses from transactions categories listed by your agency in its comprehensive operating statement in its annual report (e.g. employee expenses, grants, depreciation and amortisation), please break the expense for 2010-11 down into the first six months and second six months of the financial year and explain any variations greater than ± 10 per cent between the two six-month amounts:

Expenses from transactions	Expenses 1/7/2010-31/12/2010	Expenses 1/1/2011-30/6/2011	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Employee Benefits	240.6	249.1	
Fee for Service Medical Officers	4.2	4.2	
Non Salary Labour costs	4.6	4.0	
Supplies & Consumables	56.4	55.7	
Other Expenses	31.5	34.1	
Indirect Contributions by DoH	3.6	4.3	Allocation of Insurance premiums
Finance Costs	0.4	0.5	
Depreciation & Amortisation	12.5	28.1	Depreciation for revaluation not calculated until year end.
Total expenses	353.8	380.0	

Question 27

Please provide details of any evaluations of grants programs that were conducted by your agency in 2009-10 or 2010-11, including any findings about:

- (a) the outcomes achieved by the programs; or
- (b) the effectiveness of grants at achieving planned outcomes compared to other modes of service delivery.

Grant program	Evaluation conducted	Outcomes achieved	Effectiveness as a mode of service delivery

Question 28 (departments only)

- (a) Please provide the following details about the realisation of efficiency and savings targets in 2009-10 and 2010-11:

Savings realised in 2009-10:

Budget	Total value of efficiencies/savings expected to be realised in 2009-10 from initiatives released in that budget	Actual value of efficiencies/savings achieved from those initiatives	Explanation for any variations greater than ± 10 per cent
2006-07			
2007-08			
2008-09			
2009-10			
2010-11			
Other			

Savings realised in 2010-11:

Budget	Total value of efficiencies/savings expected to be realised in 2010-11 from initiatives released in that budget	Actual value of efficiencies/savings achieved from those initiatives	Explanation for any variations greater than ± 10 per cent
2007-08			
2008-09			
2009-10			
2010-11			
2011-12			
Other			

- (b) If any savings targets differ from what was initially indicated in the budget papers, please provide details.

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Question 29 (departments only)

- (a) Please outline the Department's expenditure in 2008-09, 2009-10 and 2010-11 and the savings achieved in 2010-11 for these areas targeted in the Government's election commitment savings:

Category	Actual expenditure			2010-11 savings target	2010-11 actual savings	Explanation for variations between 2010-11 savings target and actual savings greater than ± 10 per cent
	2008-09	2009-10	2010-11			
	(\$ million)	(\$ million)	(\$ million)			
Ministerial staff						
Media and marketing positions						
Consultants						
Government advertising						
Political opinion polling						
External legal advice						
Senior public service travel						
Government office floor space						
Supplies and consumables						
Shared services						
Head office staff						
Total						

(b) If details are not available for any of these categories, please advise:

(i) why details are not available; and

(ii) what measures the Department has in place to monitor its achievement of the Government's election commitment savings targets.

(c) If the total savings target for 2010-11 for the Department differs from the figure in the budget papers (\$38.2 million), please explain why:

Question 30 (departments only)

Please detail any impacts on the Department's service delivery of the election commitment savings, e.g. changes to the timing and scope of specific programs or discontinued programs.

SECTION E: Public sector workforce

Question 31

Please detail the total full-time equivalent number of staff as at 30 June 2009, 30 June 2010, 31 December 2010 and 30 June 2011, and explain any significant variations (greater than ± 10 per cent) from one date to the next in the following tables:

Numbers in 2009 and 2010:

Total FTE (30 June 2009)	Total FTE (30 June 2010)	Explanation for any variations greater than ± 10 per cent
4897.8	5051.7	Amalgamated with Turning Point Alcohol & Drug Centre.

Numbers in 2010:

Total FTE (30 June 2010)	Total FTE (31 December 2010)	Explanation for any variations greater than ± 10 per cent
5181.74	5,263.7	

Numbers in 2010 and 2011:

Total FTE (31 December 2010)	Total FTE (30 June 2011)	Explanation for any variations greater than ± 10 per cent
5,263.7	5317.9	

Question 32

In the tables below, please detail the salary costs for 2008-09, 2009-10 and 2010-11, broken down by ongoing, fixed-term and casual and explain any variations greater than 10 per cent between the years for each category.

Costs in 2009-10:

Employment category	Gross salary 2008-09	Gross salary 2009-10	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Ongoing	240.0	251.3	
Fixed-term	37.2	50.8	Increase in Project staff for Healthsmart, BHH redevelopment etc
Casual	67.2	74.6	
Total	344.4	376.7	

Costs in 2010-11:

Employment category	Gross salary 2009-10	Gross salary 2010-11	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Ongoing	251.3	304.2	Full year effect of additional staff in Turning Point Amalgamation
Fixed-term	50.8	51.6	
Casual	74.6	78.7	
Total	376.7	405.8	

For each of the employment categories, please break the expense for 2010-11 down into the first six months and second six months of the financial year and explain any variations greater than ± 10 per cent between the two six-month amounts:

Employment category	Gross salary 1/7/2010-31/12/2010	Gross salary 1/1/2011-30/6/2011	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Ongoing	134.9	148.2	
Fixed-term	26.7	22.2	
Casual	37.9	35.9	
Total	199.5	206.3	

Question 33

- (a) For what roles within your organisation were contractors or contract staff used in 2009-10 and 2010-11 (refer to Explanatory Memorandum for definition of contractors)?

Contract staff are usually used in Nursing and Patient support function to cover staff who are on sick leave, annual leave etc. Contractors are used in the following areas:

- Cleaning
- Food Services
- Security
- Patient Service Assistant
- Radiologists

- (b) Please itemise the services delivered by contractors or contract staff in 2009-10 and 2010-11:

Contractors/contract staff in 2009-10:

Service category	Number of contractors/contract staff	Value of services (\$)
Cleaning	40.47	4,687,000
Food Services	118.17	9,038,000
Security	26.53	1,700,000
Patient Service Assistant	59.28	3,252,000
Radiology	20	10,505,000
Nurse and Patient Support Agency	48.8	8,466,000

Contractors/contract staff from 1 July to 31 December 2010:

Service category	Number of contractors/contract staff	Value of services (\$)
Cleaning	40.47	4,806,000
Food Services	148.65	9,286,000
Nurse and Patient Support Agency	70.36	8,613,000
Security	26.53	1,865,000
Patient Service Assistant	59.28	3,287,000
Radiology	20	12,143,000

- (c) For each specific contractor or contract staff paid in excess of \$100,000 per annum that has been engaged by your organisation during 2009-10 or 2010-11, please supply the following details:

Contractors/contract staff in 2009-10:/

Supplier	Purpose	Value of services (\$)	Number of contractors/contract staff (FTE) employed for longer than 12 months	Reasons why a VPS employee or equivalent could not undertake the work
ISS	Cleaning Services	4,687,000	40.47	Market tested
ISS	Food Services	9,038,000	118.17	Market tested

ISS and Wilson's Security	Security	1,700,000	26.53	Market tested
ISS	Patient Service Assistant	3,252,000	59.28	Market tested
Imaging Independently and MIA	Radiology	10,505,000	20	Market tested

Contractors/contract staff from 1 July 2010 to 30 June 2011:

Supplier	Purpose	Value of services (\$)	Number of contractors/contract staff (FTE) employed for longer than 12 months	Reasons why a VPS employee or equivalent could not undertake the work
ISS	Cleaning Services	4,806,000	40.47	Market tested
ISS	Food Services	9,286,000	118.17	Market tested
ISS	Security	2,755,000	26.53	Market tested
ISS	Patient Service Assistant	3,287,000	59.28	Market tested
Imaging Independently and MIA	Radiology	12,143,000	20	Market tested

Question 34

- (a) For what roles within your organisation were consultants used in 2009-10 and 2010-11 (refer to Explanatory Memorandum for definition of consultants)?

The roles used by consultants at Eastern Health related to the following:

- Strategic Planning
- Service Plans
- Organisational Review
- Evaluation of Services
- Staff feedback and evaluation and
- Process mapping

(b) Please itemise the services delivered by consultants in 2009-10 and 2010-11:

Consultants in 2009-10:

Service category	Number of consultants	Value of services (\$)
Strategic Planning	4	30,074
Service Plans	1	51,000
Organisational review	1	32,200
Evaluation of Services	6	132,542
Staff feedback and evaluation	2	30,195
Process Mapping	6	51,383
Total	20	327,393

Consultants from 1 July 2010 to 30 June 2011:

Service category	Number of consultants	Value of services (\$)
Service Plans	1	22,100
Evaluation of Services		132,295
Staff feedback and evaluation	3	30,434
Process Mapping	3	139,590

(c) For each specific consultant paid in excess of \$100,000 per annum that has been engaged by your organisation during 2009-10 or 2010-11, please supply the following details:

Consultants in 2009-10:

Supplier	Purpose	Value of services (\$)	Number of consultants (FTE) employed for longer than 12 months	Reasons why a VPS employee or equivalent could not undertake the work
None				

Consultants from 1 July 2010 to 30 June 2011:

Supplier	Purpose	Value of services (\$)	Number of consultants (FTE) employed for longer than 12 months	Reasons why a VPS employee or equivalent could not undertake the work
Bevington Group	Connecting Constraints Project and Patient Flow constraints analysis	117,100	None	

Question 35

- (a) Please break down the staff turnover ratio (total left employment during the year expressed as a percentage of total headcount) for your organisation during 2008-09, 2009-10 and 2010-11 according to the following age brackets:

	2008-09	2009-10	2010-11
Less than 30 years old	3.16%	3.4%	4.02%
30-54 years old	11.04%	8.33%	8.24%
55 years or older	2.76	1.52%	4.0%
Total	16.97%	13.26%	16.26%

- (b) Please describe the factors contributing to any variations greater than ±10 per cent from one year to the next.

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- (c) Please describe any strategies that are planned to be introduced to retain staff, reduce the level of voluntary staff turnover and reduce the likelihood that critical roles will become vacant in future?

<p>Eastern Health has developed a 3-year Organisational Development & Workforce Planning Framework in consultation with managers and staff. The framework aims to provide an integrated, aligned and sustainable approach to all aspects of an employee life cycle and facilitate organisational growth at Eastern Health. The ultimate objective is to ensure that we continue to attract, develop and engage good quality staff for us to be able to deliver on our vision of 'Great Health and Well Being'. This Framework has twenty-four organisational and people development initiatives identified and delivered over the three years period (2009-2012). Various frameworks, tools and education have been developed and delivered to guide and support the implementation of the Framework.</p>

Question 36

The State Services Authority (*The State of the Public Sector in Victoria 2008-09*, Chapter 4) has identified collaboration, agility and innovation as important to the future of the Victorian public sector. Please detail any initiatives undertaken by your organisation in 2009-10 or in 2010-11 prior to the change of government that have been designed to enhance these three qualities and what outcomes have been achieved by these initiatives:

	Initiative	Outcomes
Collaboration	Refer attached for Strategic Plan 2010-15	
Agility		
Innovation		

Please also supply details of initiatives designed to enhance these three qualities undertaken since the change of government in November 2010:

	Initiative	Outcomes
Collaboration		
Agility		
Innovation		

Question 37

Please complete the following tables showing number of executive staff and total value of bonuses paid in the 2009-10 and 2010-11 performance periods:

Bonuses in 2009-10:

Executive category	Number of staff (FTE)			Total value of bonuses paid (\$)
	Eligible for a performance bonus	Not awarded bonus payment	Awarded bonus payment	
Secretary or CEO, EO1 – Deputy ^(a)	1		1	27,797.00
EO2 ^(a)				
EO3				
Other Executives	9	4	5	71,439.24

Note (a): Combine categories to preserve confidentiality where necessary

Bonuses in 2010-11:

Executive category	Number of staff (FTE)			Total value of bonuses paid (\$)
	Eligible for a performance bonus	Not awarded bonus payment	Awarded bonus payment	
Secretary or CEO, EO1 – Deputy ^(a)	1		1	25,458.00
EO2 ^(a)				
EO3				
Other Executives	8	1	7	72,478.86

Note (a): Combine categories to preserve confidentiality where necessary

Question 38

In the following table, please show for your organisation the actual range of bonuses paid (expressed as a percentage of total remuneration).

Rating	Proportion of total remuneration package actually paid (expressed as a range from x% to y%)	
	2009-10	2010-11
Exceptional	9%	
Superior	8%	7.52%
Competent	6.5% - 7.00%	5.00%
Improvement required	4%	

The above format is based on the Executive Employment Handbook. If your organisation adopted another approach for awarding bonuses, please provide details.

SECTION F: 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 2009-10 and 2010-11.

Question 39 (departments only)

For each of the following *Growing Victoria Together* outcomes for which the Department had partial or full responsibility, please indicate what was achieved by 26 November 2010 for each of the established measures:

Vision	Goal	Measure	Outcome achieved in 2010
Thriving economy	More quality jobs and thriving, innovative industries across Victoria	There will be more and better jobs across Victoria	
		Victoria's productivity and competitiveness will increase	
		A greater share of national business investment will be in Victoria	
		Victoria will increase exports to \$30 billion by 2010	
	Growing and linking all of Victoria	Victoria's total population will reach 6 million people by 2025, and regional population growth will increase to 1.25 per cent annually by 2006	
		Regional rail services will be available to more Victorians	
		The proportion of freight transported to and from ports by rail will increase from 10 per cent to 30 per cent by 2010	
		Public transport use in Melbourne as a proportion of trips taken by motorised means will increase from 11 per cent in 2002 to 20 per cent by 2020	
Quality health and education	High quality, accessible health and community services	The health of Victorians will improve	
		The wellbeing of young children will improve	
		Waiting times (emergency, elective and dental) will be reduced	

		Levels of confidence in health and community services will increase	
	High quality education and training for lifelong learning	The proportion of Victorian primary students achieving the national benchmark levels for reading, writing and numeracy will be at or above the national average	
		By 2010, 90 per cent of young people in Victoria will successfully complete Year 12 or its educational equivalent	
		The level of participation in vocational education and training of adults aged 25-64 years will increase	
Healthy environment	Protecting the environment for future generations	The health of Victoria's rivers will improve significantly by 2010. In particular, the Snowy River will be returned to 21 per cent of its original flow by 2011, and 28 per cent over time	
		The quality of air and drinking water will improve	
		The extent and quality of native vegetation will increase	
		The condition of our land will improve as the impact of salinity and soil degradation is reduced	
	Efficient use of natural resources	Greenhouse gas emissions from the production and use of energy will be reduced	
		More efficient use of water in agriculture	
		Melbourne's water usage will be reduced by 15 per cent on a per capita basis from the 1990s average by 2010	
		The quantity of solid waste generated will be reduced, and the amount recovered for reuse, recycling and energy generation will increase	
Caring communities	Building friendly, confident and safe communities	Crime will be reduced by 5 per cent from 2003 to 2008, and Victorians will feel safer	

		Annual deaths and serious injuries from road crashes will be reduced by 20 per cent over the period 2002 to 2007	
		The extent and diversity of participation in community, cultural and recreational organisations will increase	
		More Victorians will be able to get help from friends, family or neighbours when they need it	
	A fairer society that reduces disadvantage and respects diversity	Disadvantage in health, education and housing among communities will be reduced	
		The number of early school leavers who are unemployed after six months will decline	
		The prison population will not grow as quickly and re-offending will be reduced	
		The appreciation of diverse neighbourhoods and communities will increase	
Vibrant democracy	Greater public participation and more accountable government	More Victorians from all backgrounds will have the opportunity to have a say on issues that matter to them	
		There will be regular reports on progress in improving the quality of life for all Victorians and their communities	
	Sound financial management	An annual budget surplus of at least \$100 million	
		A triple A credit rating will be maintained	
		Victoria's taxes will remain competitive with the Australian average	

Question 40

- (a) Using the format of the table below, please outline the five most important outcomes achieved by your organisation's programs/activities between 27 November 2010 and 30 June 2011 (where your organisation has been the key player) including:
- (i) what was planned;
 - (ii) what was achieved;
 - (iii) quantitative or qualitative data to demonstrate this achievement;
 - (iv) any other Victorian public sector organisations or agencies from other jurisdictions that have worked across organisational boundaries to contribute to this outcome; and
 - (v) the relationship of these outcomes to any government strategies or goals.

Planned outcome to be achieved	Description of actual outcome achieved	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. Complete the Eastern Health strategic Clinical Service Plan	Project progressed well with excellent participation by Eastern Health clinical staff and support by DoH. Various parts of the plan are written however extended timelines into 2011-12 to further engage clinical staff and ensure adequate consultation process with all stakeholders.	Plan not completed	Department of Health	Improved Health for the community
2. Revised capital planning for Box Hill Hospital given additional 100 beds and \$40 M.	Revision to the master plan , feasibility study and schematic Design. The model of Care was completed and endorsed which supported the functional brief for the new building works. A suite of enabling works has been the focus in preparation of the main works with included the successful demolition of Clive Ward Building.	Cleared site for redevelopment	Department of Health	Part of election promise to open additional 100 beds to Box Hill Hospital redevelopment.
3. Complete a comprehensive Eastern Health Workforce plan	Plan to provide a flexible, highly-skilled and capable health	An Eastern Health Workforce Plan Working Group established		

	workforce network in the short, medium and longer term.	with multi disciplinary representation. Group is focusing on existing workforce data, to facilitate effective workforce analysis to identify priorities in different areas.		
4. Eastern Health Access strategy 2010-12 was developed to improve demand and capacity management	Internal systems developed for improved transfer between hospitals in the health service.	Emergency access KPIs are the best they have been since Eastern Health established in 2000. Eastern Health treated 9.98% more acute patients and 7.3% sub-acute patients in the past year compared with 2009-10	Department of Health	Improved access to Emergency department for patients.
5. Establishment of the Eastern Health Foundation	Eastern Health Foundation established to enhance philanthropic leadership capabilities and strategies	Appointments of the inaugural Board Members of the Eastern Health Foundation Advisory Board were confirmed. Channel Nine News reader Peter Hitchener has commenced as Patron of Eastern Health Foundation. Launch of Eastern Health Foundation occurred in June 2011.		

(b) Please also identify any significant program outcomes that were planned but not achieved between 27 November 2010 and 30 June 2011 and the underlying reasons.

Outcome not achieved	Explanation

Question 41

For the following initiatives that were due to be completed in 2009-10 and 2010-11, please provide details of the outcomes expected to be achieved and the outcomes actually achieved to date. Please quantify outcomes where possible.

Initiative	Expected year of completion	Actual date of completion (month and year)	Expected outcomes	Actual outcomes
Medical Equipment Replacement program - Asset initiative from the 2007-08 Budget	2010-11	Funded annually and all spent by 30/06/11 based on funding received	Aging equipment is prioritised for replacement based on key criteria.	All identified and funded aged equipment was replaced.
Hospital Futures - Output initiative from the 2006-07 & 2007-08 Budgets	2010-11			
Support for Public Hospitals - Output initiative from the 2007-08 Budget	2010-11			
Victorian Drug Strategy - Output initiative from the 2007-08 Budget	2010-11			

SECTION G: Adapting to the change of government

Question 42

- (a) Were any planned organisational priorities changed during 2010-11 as a result of the change of government in 2010? If so, please specify.

Priorities were changed to reflect the new governments election commitments.

- (b) Were any corporate plans or similar documents modified in 2010-11 as a result of the change of government in 2010? If so, please specify.

Box Hill Hospital redevelopment revised to include an additional 100 beds and an additional \$40M

Question 43

Please detail the impact on your agency of any machinery-of-government changes following the change of government in 2010, including:

- (a) how your agency adapted;
- (b) any disruptions to program or project delivery; and
- (c) any improvements to program or project delivery that have been enabled as a result of the change.

Machinery-of-government change	Adaptations in response	Disruptions to program/project delivery	Improvements to program/project delivery

Question 44

Please detail any new processes that were introduced into your agency following the change of government in 2010 for monitoring or managing expenditure on output or asset projects/programs:

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Question 45

For each program and project (delivering either outputs or assets) which was curtailed, deferred or discontinued in 2010-11 following the change of government in 2010, please provide the following details:

- (a) the name of the program/project;
- (b) whether it delivered outputs (i.e. goods and services) or assets;
- (c) the budgeted and actual expenditure in 2010-11; and
- (d) the reasons for which the program/project was curtailed, deferred or discontinued.

Program/project	Output or asset delivery	Budgeted 2010-11 expenditure	Actual 2010-11 expenditure	Reasons why it was curtailed, deferred or discontinued
		(\$ million)	(\$ million)	

Question 46

For each program and project (delivering either outputs or assets) which was introduced in 2010-11 following the change of government in 2010 which had not been planned prior to the change of government, please provide the following details:

- (a) the name of the program/project;
- (b) whether it delivered outputs (i.e. goods and services) or assets;
- (c) the budgeted and actual expenditure in 2010-11; and
- (d) the reasons for which the program/project was introduced.

Program/project	Output or asset delivery	Budgeted 2010-11 expenditure	Actual 2010-11 expenditure	Reasons why it was introduced
		(\$ million)	(\$ million)	
Box Hill Redevelopment	Extra 100 beds and \$40 million added to the project	Nil	Nil	Election promise by the Government

CONTACT DETAILS

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The completed questionnaire must be returned by no later than COB, 2 December 2011.

Please return the response (including an electronic version) of the questionnaire to:

Valerie Cheong

Executive Officer

Public Accounts and Estimates Committee

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