



**PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE**

**2016-17 FINANCIAL AND PERFORMANCE OUTCOMES**  
**GENERAL QUESTIONNAIRE**

**ALFRED HEALTH**

Your responses should be filled in the tables/text boxes under each question in the MS Word document only.

Additional responses to questions can be provided in MS Word or MS Excel documents if required.

The completed MS Word document, including any additional documents, should be emailed to [paec@parliament.vic.gov.au](mailto:paec@parliament.vic.gov.au)

## **SECTION A: Output variances and program outcomes**

### ***Question 1 (all departments) Completed initiatives from past budgets***

This question does not apply to your agency.

### ***Question 2 (departments only) Treasurer's advances and other budget supplementation***

This question does not apply to your agency.

### ***Question 3 (DTF only) Revenue certification***

This question does not apply to your agency.

## **SECTION B: Asset investment**

### ***Question 4 (all departments) Details of actual investment and variance against budget – current projects***

This question does not apply to your agency.

### ***Question 5 (all departments) Details of actual investment and variance against budget – projects completed (or expected to be completed)***

This question does not apply to your agency.

### ***Question 6 (all departments) Major Projects Victoria / Development Victoria***

This question does not apply to your agency.

**Question 7 (all departments) High-value high-risk projects and gateway reviews**

This question does not apply to your agency.

**Question 8 (all departments) PPP expenditure and line items**

This question does not apply to your agency.

**Question 9 (all departments) PPP projects in procurement**

This question does not apply to your agency.

**Question 10 (all departments) PPP projects under construction**

This question does not apply to your agency.

**Question 11 (all departments) PPP projects commissioned during 2016-17**

This question does not apply to your agency.

**Question 12 (DTF only) Net cash flows from investments in financial assets for policy purposes – GGS**

This question does not apply to your agency.

**Question 13 (DTF only) Purchases of non-financial assets – government purpose classification**

This question does not apply to your agency.

## SECTION C: Revenue and appropriations

### **Question 14 (all departments and entities) Changes from previous year by revenue/income category**

Please explain any changes greater than  $\pm 10$  per cent or \$100 million between the actual result for 2015-16 and the actual result for 2016-17 for each revenue/income 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.

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 your department/agency for which the 2016-17 expenditure changed from the prior year's expenditure by more than  $\pm 10$  per cent 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.

<b>Revenue category</b>	<b>2015-16 actual (\$ million)</b>	<b>2016-17 actual (\$ million)</b>	<b>Explanations for changes greater than <math>\pm 10</math> per cent or \$100 million</b>	<b>How the additional revenue was used/the impact of reduced revenue</b>
Revenue from operating activities	1,058.3	1,141.5	No relevant line items.	Increase in revenue due to increased activity across both acute and subacute categories.  The additional revenue was used to provide services to patients.
Revenue from non-operating activities	5.0	4.8	No relevant line items.	
Capital Purpose Income	42.4	44.3	No relevant line items.	Additional income to be used to fund equipment purchases for major capital projects and redevelopment of Alfred Health.

**Question 15 (all departments and entities) Variances from budget/target by revenue/income category**

Please explain any variances greater than  $\pm 10$  per cent or \$100 million between the initial budget estimate (**not** the revised estimate) and the actual result for 2016-17 for each revenue/income category detailed in your operating statement. Please also identify any actions taken in response to the variations, either to mitigate or take advantage of the impact.

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 your department/agency for which the 2016-17 expenditure varied from the initial budget estimate by more than  $\pm 10$  per cent 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.

Revenue category	2016-17 budget estimate (\$ million)	2016-17 actual (\$ million)	Explanations for variances greater than $\pm 10$ per cent or \$100 million	Actions taken in response
Revenue from operating activities	1,162.1	1,141.5	No relevant line items.	Revenue lower than budget due to lower than budgeted Hepatitis C dispensing activity.
Revenue from non-operating activities	5.1	4.8	No relevant line items.	No action required.
Capital Purpose Income	32.9	44.3	Higher than budgeted capital grants mainly due to higher grants received in 2016-17 for infrastructure projects.	No action required.

**Question 16 (DTF only) Revenue initiatives**

This question does not apply to your agency.

## SECTION D: Expenses

### **Question 17 (all departments and entities) Expenses changed from previous year**

Please explain any changes greater than  $\pm 10$  per cent or \$100 million between the prior year's actual result and the actual result for 2016-17 for each category of expenses detailed in your operating statement. Please also detail the outcomes in the community<sup>1</sup> 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 categories of expenses for your department/agency for which the 2015-16 expenditure differed from the prior year's expenditure by more than  $\pm 10$  per cent 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.

<b>Expenses category</b>	<b>2015-16 actual</b> <b>(\$ million)</b>	<b>2016-17 actual</b> <b>(\$ million)</b>	<b>Explanations for variances greater than <math>\pm 10</math> per cent or \$100 million</b>	<b>Outcomes achieved by additional expenses/impact of reduced expenses</b>
Employee expenses	684.4	738.4	No relevant line items.	Increase in costs due to higher activity and increased operating and wage costs.
Non salary labour costs	12.8	16.7	Increase in costs mainly due to temporary staff costs as a result of higher activity.	Quality of patient care maintained.
Supplies and consumables	245.2	261.1	No relevant line items.	
Other operating expenses	115.1	128.8	Increase in patient related costs as a result of higher activity.	Quality of patient care maintained.
Other capital	1.1	0.9	Lower capital expenses.	

<sup>1</sup> That is, the impact of service delivery on the community rather than a description of the services delivered.

expenses				
Depreciation and amortisation	66.1	67.9	No relevant line items.	
Finance Costs	1.6	1.2	Lower interest expenses due to loan repayments.	

**Question 18 (all departments and entities) Expenses varying from budget**

Please explain any variances greater than  $\pm 10$  per cent or \$100 million between the initial budget estimate (**not** the revised budget) and the actual result for 2016-17 for each category of expenses detailed in your operating statement. Please also detail the outcomes in the community<sup>2</sup> 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 categories of expenses for your department/agency for which the 2016-17 expenditure varied from the initial budget estimate by more than  $\pm 10$  per cent 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.

Expenses category	2016-17 budget estimate (\$ million)	2016-17 actual (\$ million)	Explanations for variances greater than $\pm 10$ per cent or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses
Employee expenses	733.9	738.4	No relevant line items.	
Non salary labour costs	6.9	16.7	Higher than budgeted costs mainly due to high agency costs and temporary replacement staff as a result of high activity.	Quality of patient care maintained.
Supplies and	303.9	261.1	Lower than budgeted costs due to lower Hepatitis C	

<sup>2</sup> That is, the impact of service delivery on the community rather than a description of the services delivered.

consumables			dispensing.	
Other operating expenses	121.1	128.8	No relevant line items.	
Other capital expenses	0.8	0.9	No relevant line items.	
Depreciation and amortisation	67.2	67.9	No relevant line items.	
Finance Costs	1.3	1.2	No relevant line items.	

**Question 19 (departments only) Expenditure reduction targets**

This question does not apply to your agency.

**Question 20 (all departments and entities) Changes to service delivery from expenditure reduction initiatives**

- (a) Please detail any changes to your department's/agency's service delivery as a result of expenditure reduction initiatives, e.g. changes to the timing and scope of specific programs or discontinued programs in 2016-17.

Nil

- (b) As a result of the expenditure reduction initiative 'Reduce the use of labour hire firms' for 2016-17 (2015-16 BP3 p.105), please detail any changes to your department's/agency's service delivery.

Nil



- (c) Please indicate how much the Department spent on 'on hire' arrangements with labour recruitment firms during 2015-16 and 2016-17. On hire arrangements includes 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 indicate reasons for and difference greater than 10 per cent between the two years.

Expenditure on hire arrangements (\$ million)		Explanation for change greater than $\pm 10$ per cent
2015-16	2016-17	
6.4	9.1	Increase in costs mainly due to high agency and temporary replacement staff costs as a result of high activity.

- (d) Please indicate how much the Department spent on job search assignments where the department has engaged a labour recruitment firm to hire an employee for the department.

Expenditure on job search assignments (\$ million)		Explanation for change greater than $\pm 10$ per cent
2015-16	2016-17	
0.4	0.6	Increase in line with temp labour and agency costs.

**Question 21 (departments only) Achievement of reprioritisation of existing resources**

This question does not apply to your agency.

**Question 22 (DTF only) Expenses by government purpose classifications**

This question does not apply to your agency.

***Question 23 (PNFC and PFC entities only) Dividends and other amounts paid to the general government sector***

This question does not apply to your agency.

## SECTION E: Public sector workforce

### **Question 24 (all departments and entities) Full-time equivalent staff by level**

Please fully complete the table below for the Health services line only, providing actual FTE staff numbers at 30 June 2015, at 30 June 2016 and 30 June 2017 for the Health Service.

Grade	30 June 2015 (Actual FTE number)	30 June 2016 (Actual FTE number)	30 June 2017 (Actual FTE number)
Secretary			
EO-1	7	8	7
EO-2			
EO-3			
VPS Grade 7 (STS)			
VPS Grade 6			
VPS Grade 5			
VPS Grade 4			
VPS Grade 3			
VPS Grade 2			
VPS Grade 1			
Government Teaching Service			
Health services	3,708	3,758	3,815

Police			
Allied health professionals	998	1064	1152
Child protection			
Disability development and support			
Custodial officers			
Other	840	880	970
<b>Total</b>	<b>5,553</b>	<b>5,710</b>	<b>5,944</b>

**Question 25 (all departments and entities) FTE staff numbers by employment type**

In the table below, please detail the salary costs for 2014-15, 2015-16 and 2016-17, broken down by ongoing, fixed-term and casual, and explain any variances greater than  $\pm 10$  per cent or \$100 million between the years for each category.

<b>Employment category</b>	<b>Gross salary 2014-15 (\$ million)</b>	<b>Gross salary 2015-16 (\$ million)</b>	<b>Gross salary 2016-17 (\$ million)</b>	<b>Explanation for any year-on-year variances greater than <math>\pm 10</math> per cent or \$100 million</b>
Ongoing	374.3	396.7	428.0	
Fixed-term	242.9	257.5	277.8	
Casual	28.5	30.2	32.6	
<b>Total</b>	<b>645.7</b>	<b>684.4</b>	<b>738.4</b>	

**Question 26 (all departments and entities) Executive salary increases and other bonuses**

Please detail the number of executives who received increases in their base remuneration in 2016-17, 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.

Increase in base remuneration	Number of executives receiving increases in their base rate of remuneration of this amount in 2016-17, apart from normal increases due to employment agreements.	Reasons for these increases
0-3 per cent	7	In line with GSERP Contract
3-5 per cent		
5-10 per cent		
10-15 per cent		
greater than 15 per cent		

**Question 27 (DTF only) Enterprise bargain agreements (EBA)**

This question does not apply to your agency.

## SECTION F: Government decisions impacting on the finances

### **Question 28 (all departments and entities) Commonwealth Government decisions**

Please identify any Commonwealth Government decisions during 2016-17 which had not been anticipated in the State budget but which impacted on your 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.

Commonwealth Government decision	Impact in 2016-17	
	on income (\$ million)	on expenses (\$ million)
Nil		

### **Question 29 (all departments and entities) COAG decisions**

Please identify any COAG decisions during 2016-17 which had not been anticipated in the State budget but which impacted on your entity's finances or activities during those years (including new funding agreements, discontinued agreements and changes to agreements). Please quantify the impact on income and expenses where possible.

COAG decision	Impact in 2016-17	
	on income (\$ million)	on expenses (\$ million)
Nil – Consequences of COAG decisions are handled at DHHS level.		

## **SECTION G: Economic environment**

### ***Question 30 (DTF only) Economic variables***

This question does not apply to your agency.

### ***Question 31 (DTF only) Actual impact on GGS of variances in economic variables***

This question does not apply to your agency.

### ***Question 32 (DTF only) Impact on PFC net result of variances in economic variables***

This question does not apply to your agency.

### ***Question 33 (DTF only) Impact on PNFC net result of variances in economic variables***

This question does not apply to your agency.

**Question 34 (all departments and entities) Effects of variances in economic variables**

Please identify any key economic variables for which there were variances in 2016-17 between what was estimated in the initial budget for each year (**not** the revised estimate) and what actually occurred which had a significant impact on your department’s/agency’s finances, service delivery or asset investment. For each variance, please indicate:

- (a) what had been expected at budget time
- (b) what actually occurred
- (c) how the variance impacted on the budget outcomes (quantifying the impact where possible)
- (d) what decisions were made in response (including changes to service delivery, asset investment, borrowings etc.).

Expected economic result in 2016-17	Actual result in 2016-17	Impact of the variance on budget outcomes	Impact of the variance on service delivery
Nil			

**SECTION H: DataVic Access**

**Question 35 (All departments and entities) Department/agency data and research strategy**

- a) How is ‘big data’ and/or the digital research component incorporated within the Department/Agency’s Strategic/Corporate Plan?

Alfred Health has an information management framework which involves a redevelopment of a Data Warehouse and Reporting Portal. This will result in further automation of data submissions to the Department and continuing digital support of research functionality.

- b) Does the Department/Agency have a dedicated digital research strategy? If yes, please provide a copy of this to the Committee.



It is included as a subsection of the Information Management Framework.

**Question 36 (All departments and entities) Department/Agency use of the DataVic Access**

a) What have been the challenges the Department/Agency has found in implementing the DataVic Access?

Limited awareness or use of the DataVic Access site at Alfred Health.

b) What have been the key risks the Department/Agency has identified in relation to DataVic Access and how have these been managed?

N/A

c) Who are the major beneficiaries of the data the Department/Agency has made available as a result of the DataVic Access policy?

N/A

d) The guidelines currently state that the benefits of the policy include:

- stimulating economic activity and driving innovation and new services to the community and business;
- increasing productivity and improving personal and business decision making based on improved access to data;
- improving research outcomes by enabling access to primary data to researchers in a range of disciplines; and
- improving the efficiency and effectiveness of government by encouraging better management practices and use of the data.<sup>3</sup>

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<sup>3</sup>Department of Treasury and Finance, *DataVic Access Policy Guidelines for the Victorian Public Sector* (2015), p.1

Please provide three examples of how the Department/Agency have seen the benefits materialised.

N/A

e) What are the main future opportunities regarding the Department/Agency's data that have not been realised to date?

The engagement model and education about the Data Vic site with Agencies could be improved.

**Question 37 (All departments and entities) Department/Agency arrangements for data access**

a) What accountability arrangements are in place within the Department/Agency for implementing DataVic Access?

N/A

b) Has the Department/Agency established an Information Management Governance Committee (IMGC)?

Alfred Health has a Data Governance Committee.

c) Does the Department/Agency have an information asset register?

No

d) How regularly is the information asset register reviewed and updated?

N/A

e) Please describe the main types of information assets that are logged on the Department/Agency's register.

N/A

**Question 38 (All departments and entities) Use of DataVic website**

a) How many and which data sets did the Department/Agency make available on the DataVic website in 2015-16 and 2016-17?

N/A

b) To what extent does the Department/Agency comply with the format guidelines set out in DataVic Access?

N/A

c) Please list the datasets held by the Department/Agency that have been given approved commercialisation authorisation by the Minister for Finance. Please explain why they have been approved for commercialisation. What are the typical costs associated with accessing these datasets?

N/A

d) How many requests has the Department/Agency received via the 'suggest a dataset' function on the DataVic website in 2015-16 and 2017-18?

N/A

e) How many of these requests were successfully actioned in 2015-16 and 2016-17?

N/A

- f) How many datasets that were compiled by the Department/Agency as a result of a successful FOI application were subsequently made available on the DataVic website in 2015-16 and 2016-17?

N/A

- g) How many datasets that were compiled by the Department/Agency as a result of a successful FOI application were not made available on the DataVic website in 2015-16 and 2016-17 and what were the reasons for this?

N/A

## **SECTION I: Treasury Corporation of Victoria**

### ***Question 39 (TCV only) Dividends***

This question does not apply to your agency.

### ***Question 40 (TCV only) Commodity risk management***

This question does not apply to your agency.

### ***Question 41 (TCV only) Foreign exchange risk management***

This question does not apply to your agency.

***Question 42 (TCV only) Public Private Partnership (PPP) projects***

This question does not apply to your agency.

***Question 43 (TCV only) Green Bonds***

This question does not apply to your agency.