

Part 5

Health

Introduction

The Health portfolio delivers a safe, high quality and sustainable health system to help Western Australians live healthy lives. The portfolio has an increased emphasis on prevention and promotion in all areas of health and mental wellbeing.¹

Summary of Recurrent and Asset Investment Expenditure

Agency	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
WA Health		
– Total Cost of Services	9,423,503	9,649,106
– Asset Investment Program	150,165	433,727
Mental Health Commission		
– Total Cost of Services	947,438	1,012,695
– Asset Investment Program	5	4,037
Health and Disability Services Complaints Office		
– Total Cost of Services	3,026	3,101
– Asset Investment Program	349	131
Animal Resources Authority		
– Asset Investment Program	504	991

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

¹ The emergence of the COVID-19 pandemic has resulted in the deferral of the *Our Priorities* program, which was reported in the 2019-20 Budget Statements.

Ministerial Responsibilities

Minister	Agency	Services
Deputy Premier; Minister for Health; Mental Health	WA Health	1. Public Hospital Admitted Services
		2. Public Hospital Emergency Services
		3. Public Hospital Non-Admitted Services
		4. Mental Health Services
		5. Aged and Continuing Care Services
		6. Public and Community Health Services
		7. Pathology Services
		8. Community Dental Health Services
		9. Small Rural Hospital Services
		10. Health System Management - Policy and Corporate Services
		11. Health Support Services
	Mental Health Commission	1. Prevention
		2. Hospital Bed-Based Services
		3. Community Bed-Based Services
		4. Community Treatment
		5. Community Support
	Health and Disability Services Complaints Office	1. Complaints Management: Assessment, Negotiated Settlement, Conciliation and Investigation of Complaints
		2. Education: Education and Training in the Prevention and Resolution of Complaints
	Animal Resources Authority	n/a

Division 23 **WA Health**

Part 5 **Health**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 54 Net amount appropriated to deliver services.....	4,886,224	4,979,425	5,067,749	5,183,118	5,193,839	5,222,540	5,331,116
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990.....	141,116	130,917	142,190	117,010	124,824	126,375	128,188
- Salaries and Allowances Act 1975.....	716	716	716	716	717	718	719
Total appropriations provided to deliver services	5,028,056	5,111,058	5,210,655	5,300,844	5,319,380	5,349,633	5,460,023
CAPITAL							
Item 123 Capital Appropriation	100,263	202,242	208,016	238,875	262,074	143,427	127,225
TOTAL APPROPRIATIONS	5,128,319	5,313,300	5,418,671	5,539,719	5,581,454	5,493,060	5,587,248
EXPENSES							
Total Cost of Services	9,113,706	9,134,503	9,423,503	9,649,106	9,756,398	9,955,988	10,271,475
Net Cost of Services ^(b)	5,219,801	5,223,359	5,242,478	5,466,523	5,455,761	5,470,383	5,571,710
CASH ASSETS ^(c)	958,010	755,313	1,196,359	1,017,516	984,460	981,568	986,718

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (c) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on WA Health's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Budget ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
Mental Health Commission Initiatives ^(b)					
Adjustment to Mental Health Hospital Services	6,144	12,426	14,211	16,596	19,569
A Safe Place Initiatives	-	1,138	1,568	1,698	1,679
Commitment to Aboriginal Youth Wellbeing	-	669	1,175	1,189	-
Continuation of the Existing Mobile Clinical Outreach Team	-	880	909	941	975
Immediate Mental Health Response to COVID-19	1,490	1,490	-	-	-
Western Australian Suicide Prevention Action Plan 2021-25	-	1,044	2,132	2,177	2,224
WA Health Initiatives					
Electronic Medical Record System - Planning	-	5,144	2,997	-	-
Lions Outback Vision North West Eye Hub	-	2,065	2,091	558	-
Mental Health Patient Transport	-	4,180	4,180	-	-
Murdoch Health and Knowledge Precinct Medihotel	-	-	-	7,842	15,603
Renal Hostels	604	3,958	4,701	4,757	4,812
Restoring Elective Surgery	-	35,792	-	-	-
Royal Perth Hospital Innovation Hub - Synapse	-	492	715	715	715
State-wide 24/7 Telestroke Service	-	2,094	1,604	1,637	1,867

	2019-20 Budget ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
New Initiatives					
Community Health and Hospitals Program Projects Expenditure.....	-	8,300	8,700	20,000	13,000
Election Commitments					
Continuation of Ear Bus Program	-	1,193	-	-	-
Country Ambulance Initiatives	-	718	2,066	2,616	2,170
End of Life Choices - Palliative Care Services and Project Implementation	(887)	8,543	13,573	12,963	11,355
Fiona Stanley Hospital Facilities Management Contract.....	2,891	6,644	3,365	-	-
Future Health Research and Innovation Fund	-	-	-	(4,105)	(14,300)
Royal Perth Hospital - Medihotel	-	-	322	322	423
Sustainable Health Review Initiatives - Syphilis Prevention and Control Program	-	1,967	1,960	-	-
Maintenance Works Stimulus Package	3,988	46,981	19,631	-	-
Other COVID-19					
Commonwealth Home Support Program Grant	112	75	-	-	-
COVID-19 Medical Equipment.....	5,998	-	-	-	-
DETECT Schools Study	900	-	-	-	-
Multi-purpose Services Agreement.....	1,868	-	-	-	-
National Partnership - Payment for Non-WA Health costs.....	-	15,544	-	-	-
Public Health and Hospital Expenditure.....	147,038	-	-	-	-
State Health Emergency Response Operations	-	18,085	-	-	-
Priority System Initiatives					
Child Health Checks Pilot	-	1,432	1,241	-	-
Cladding Remediation and Program Management	-	950	1,810	-	-
Human Resource Management Information System	-	2,214	1,876	1,544	1,570
Yanchep Health Centre - Grant	-	8,100	-	-	-
Ongoing Initiatives					
Adjustment to General Health Hospital Services.....	48,298	39,502	32,569	25,992	22,231
Commonwealth Programs					
Indigenous Australians Health Program	7,504	-	-	-	-
Multi-purpose Services Agreement.....	32,611	32,046	32,046	-	-
National Health Reform Agreement Reconciliation Adjustment.....	19,149	-	-	-	-
Other Commonwealth Grants	2,919	12,415	607	128	208
Public Dental Services for Adults.....	7,264	-	-	-	-
Cross Border Expenses and Revenue	22,670	23,180	-	-	-
Curtin Medical School Interns.....	-	-	4,415	11,596	13,377
Lotteries Revenue Reduction	-	-	(8,995)	(6,405)	(4,592)
Non-hospital Services Expenditure Adjustment.....	21,591	38,774	31,474	(5,726)	(6,128)
Other					
Depreciation	11,545	19,177	23,710	22,737	12,912
Fair Work Australia Equal Remuneration Order Supplementation	8	10	14	18	20
Kings Park Link Bridge	300	6,000	-	-	-
Non-Government Human Services Sector Indexation Adjustment.....	(1,994)	(6,560)	(7,278)	(6,972)	(10,220)
Other Mental Health Initiatives	260	(300)	(100)	-	-
Section 25 Transfer	(627)	(533)	(539)	(545)	(552)
Spinal Cord Injury Service Reconfiguration Project.....	-	9,000	-	-	-

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) Includes the WA Health components of the Mental Health Commission initiatives included under the WA Recovery Plan.

Significant Issues Impacting the Agency

WA Health System Overview

1. The Sustainable Health Review is the Government's blueprint underpinning the journey of reform and transformation which WA Health will be undertaking over the next decade to deliver longer-term system sustainability.
2. This reform and transformation considers the ever-present challenges faced by WA Health, including the rise in incidence of chronic disease, obesity and mental health conditions; growing health costs associated with an ageing population; equity of access to services, especially within the regions; rapid technological advances and digital disruption; and an ageing infrastructure portfolio.
3. The existing reform program has been disrupted due to the COVID-19 pandemic, which has been the defining issue for WA Health in 2019-20 with an unparalleled impact on WA Health's service delivery and the overall health system. The ability, agility and capacity of WA Health to successfully lead a public health response to the COVID-19 pandemic has been aided by the strong governance and accountability systems which have been implemented in recent years, together with strong collaboration with other government agencies both at a local and national level.

4. WA Health is focused on delivering safe, high quality and sustainable health services that puts the patient first. To support and enhance the health services delivered to the Western Australian community, and at the same time address the challenges of COVID-19, the Western Australian health system continues to invest in core hospital and non-hospital services, technology and infrastructure, with a return to focus on leading reform through the Sustainable Health Review to drive longer-term sustainability.

COVID-19 - From Response to Recovery

5. The second half of 2019-20 saw unprecedented changes to WA Health's service delivery and operations, as swift action was taken to respond to the COVID-19 pandemic. WA Health's response included:
 - 5.1. establishment of the State Health Incident Coordination Centre to bring governance and cross-agency coordination of resources to respond to the pandemic;
 - 5.2. establishment of the Public Health Emergency Operations Centre to implement key public health activities including extensive contact tracing;
 - 5.3. establishment of COVID clinics located at hospital sites across Western Australia for testing and treatment of any suspected or confirmed COVID-19 cases; and
 - 5.4. securing essential medical equipment, medical supplies, medicines and other pharmaceuticals, testing kits and stockpiling of critical personal protective equipment.
6. Capacity in the health system was also freed up to manage the outbreak through the suspension of non-urgent elective surgeries and by establishing partnership agreements with private hospital providers.
7. These response efforts were supported by the Commonwealth through the National Partnership on COVID-19 Response, where the costs of hospital services for COVID-19 and some public health activities were, and continue to be, shared between the Commonwealth and State. The Commonwealth also fully funded payments to private hospital providers to maintain their viability and ensure health system capacity.
8. The collective efforts of the State and Commonwealth Governments, frontline staff and those in support roles, industry and community partners, and overall public response to COVID-19 has enabled the health system to return to pre-pandemic levels of activity sooner than expected.
9. It is important that ongoing response measures and surge readiness activities continue into 2020-21 to support and enable overall Western Australian recovery. To do this, the Government has allocated:
 - 9.1. \$80 million as a provision for COVID-19 expenditure to end-December 2020 for COVID-19 readiness activities; and
 - 9.2. \$18.1 million to continue the State Health Incident Coordination Centre and Public Health Emergency Operations Centre in 2020-21.
10. Ongoing investment to ensure adequate levels of personal protective equipment, medical supplies, medicines, and other pharmaceuticals, as well as critical medical equipment, will continue into 2020-21.

National Hospital Funding Arrangements

11. The National Health Reform Agreement sets out the shared intention of the Commonwealth, State and Territory Governments to work in partnership to improve health outcomes for all Australians and ensure the sustainability of the Australian health system.
12. In May 2020, the State Government signed the 2020-25 Addendum to the National Health Reform Agreement, continuing hospital funding arrangements for a further five years. The new Addendum also provides a basis to progress system-wide reforms to enhance services and sustainability.
13. As part of the new arrangements, the Commonwealth guaranteed public hospital funding levels in 2019-20 and 2020-21 to mitigate any impact of the pandemic on hospital activity.

Sustainable Health Care

14. WA Health has been focused on reform and transformation of the health system following the release of the Sustainable Health Review - Final Report in April 2019. Although there has been some pause to this work due to COVID-19, WA Health is now resuming progress on implementing the recommendations and key priorities of the Sustainable Health Review. Many of these early activities are in line with the WA Recovery Plan.
15. The Sustainable Health Review highlighted the need for investment in digital healthcare to transform the delivery of health services to Western Australian communities, which is also reflected in the WA Health Digital Strategy 2020-2030 which was launched in October 2019. Digital initiatives have also been critical to supporting the health systems response to the COVID-19 pandemic.
16. Key to any future investment in digital healthcare is the development of an electronic medical records system, which is the foundation for the introduction of many innovative digital technologies. This system can significantly improve the patient experience of receiving healthcare, automate clinical workflows, drive efficiencies through enhanced sharing of patient information across multiple settings, and assist with clinical decision-making. The Government is investing \$8.1 million in 2019-20 to 2021-22 to commence planning for the electronic medical records system.
17. Government investment towards other digital healthcare initiatives includes:
 - 17.1. \$15 million for phase one upgrades and remediation and planning activities to the Human Resource Management Information System to ensure accurate, timely and integrated management of human resources; and
 - 17.2. \$9.7 million to expand Telestroke services to establish a state-wide 24/7 Telestroke service for rapid diagnosis and treatment advice for acute stroke.

Delivering Services to the Community

18. Although the COVID-19 pandemic has resulted in lower activity during the months of March to June 2020, the average projected growth in demand for hospital services is 2.2% from 2020-21 to 2023-24. COVID-19 has also impacted on price¹, with higher cost of personal protective equipment, critical medical supplies and pharmaceuticals due to global market pressures coupled with increasing usage, adding to cost pressures for the health system.
19. Noting the challenges that will continue to be presented by the COVID-19 pandemic, the Government is investing \$35.8 million towards an elective surgery blitz to reduce elective surgery waiting lists in 2020-21. WA Health is on track to deliver activity to return elective surgery waitlists to pre-pandemic levels.
20. The Government is allocating an additional \$237.5 million which, together with the elective surgery blitz investment for hospital services, will see expenditure on hospital services increase to \$7.1 billion for 2020-21 with an average annual growth rate of 3.3% from 2020-21 to 2023-24. The Government is also investing \$29.4 million towards development of future clinicians for Western Australia by providing internships to Curtin Medical School graduates.
21. Through the above investment, WA Health is estimated to provide:
 - 21.1. 742,000 inpatient episodes of care (growth of 5.9% compared to 2019-20);
 - 21.2. 1,008,000 episodes of care in emergency departments (growth of 4% compared to 2019-20); and
 - 21.3. 2,658,000 service events in outpatient clinics and community clinics (growth of 5.8% compared to 2019-20).

¹ The price determined for 2020-21 activity is \$6,112 per weighted activity unit, set using Government-endorsed cost parameters.

22. Outside of the hospital setting, an additional \$80 million has been allocated for non-hospital health services, including prevention and promotion programs, patient transport, Aboriginal health, and community services, as well as system-wide support services. In addition to a number of initiatives outlined under 'Rural and Regional Services' below, this includes:
 - 22.1. \$6.8 million towards expanding the School Dental Service;
 - 22.2. \$4.8 million towards the treatment of complex aged care clients that require high cost pharmaceuticals;
 - 22.3. \$2.7 million towards breast screening services to address increasing community demand;
 - 22.4. \$18 million towards maintaining the current level of support for clients who have not transitioned to the National Disability Insurance Scheme; and
 - 22.5. \$7.5 million of increased funding to meet increasing demand for priority community services contracts.
23. The delivery of core health services cannot be achieved without investment into enabling infrastructure to ensure high-quality and safe environments. For the 2020-21 Budget, the Government is making the following investment towards infrastructure and core enablers:
 - 23.1. \$22.6 million to establish a laboratory at Sir Charles Gairdner Hospital that complies with industry standards and ensures the adequate, legal and safe supply of radiopharmaceutical products for patients and medical research, including procurement of a second cyclotron;
 - 23.2. \$19 million for the redevelopment of the emergency department at Sir Charles Gairdner Hospital to improve patient flows and accommodate a Behavioural Assessment Urgent Care Clinic;
 - 23.3. re-purposing \$9 million to support the Multiple Sclerosis Society of Western Australia developing its new 20-unit facility in Shenton Park to accommodate those long-term residents of the Quadriplegic Centre that wish to remain in the area;
 - 23.4. \$7.5 million for the critical upgrade of the PathWest State Mortuary;
 - 23.5. \$7.5 million towards the planning, remediation and replacement works required to address combustible cladding fire hazards across four hospital sites;
 - 23.6. continue the implementation of security upgrades to hospitals to protect our frontline healthcare workers and ensure patient safety, supported by training programs as part of the Stop the Violence package; and
 - 23.7. \$22 million towards the replacement of medical equipment across the Western Australian health system.
24. The Government has also committed to the delivery of infrastructure upgrades and service expansion amounting to \$121.9 million through the Community Health and Hospitals Program Agreement signed with the Commonwealth in May 2020. Some projects have already commenced, including critical infrastructure upgrades at King Edward Memorial Hospital, expansion of the Peel Health Campus Emergency Department, and construction of a Mental Health Emergency Centre at the St John of God Midland Public Hospital.

Rural and Regional Services

25. Addressing the inequity of health outcomes and healthcare access for rural populations is a key priority for WA Health, with specific focus on improving health outcomes amongst Aboriginal populations that on average exhibit a 13-year life expectancy gap and three times higher mortality rate amongst infants.
26. The Sustainable Health Review places importance on providing services closer to home and recognising the population-based needs of rural communities. Guided by this, and focusing on specific health issues that require investment in specialised services, the Government is allocating:
 - 26.1. \$18.8 million for operating six regional renal hostels that provide accommodation for the growing cohort of remotely travelling renal patients, and \$6.4 million to service significant increases in demand for renal dialysis services, through the Kimberley Aboriginal Medical Services Council;
 - 26.2. \$10.3 million for the relocation and expansion of the WA Country Health Service Command Centre, which will enhance the delivery of integrated healthcare across regional Western Australia;

- 26.3. \$9.2 million for system-wide patient transport and ambulance monitoring, the purchase of six new ambulance vehicles, and paramedic pilot program in the Kimberley in support of the Country Ambulance Strategy - Striving for Equity in Country WA, which was launched in November 2019;
- 26.4. \$9.2 million to continue regional aged care services for the Pilbara provided at Karlarra House and to prevent costlier acute rural hospital admissions;
- 26.5. \$5.5 million to address the funding gap for hospital services, home care services and residential aged care services in smaller rural communities during transition of Commonwealth-funded programs to new models of care;
- 26.6. \$7.7 million for the redevelopment of the Newman Health Service project and \$1.6 million for operating theatre upgrades at Merredin District Hospital;
- 26.7. \$4.7 million towards the operation of the Lions Outback Vision North West Eye Hub, to address the high rates of vision loss and eye disease in rural Aboriginal populations;
- 26.8. \$3.9 million for a syphilis prevention and control program in rural Aboriginal communities; and
- 26.9. \$1.2 million to continue the Ear Bus program which provides mobile clinics across the metropolitan and regional areas to screen Aboriginal children's ear health and hearing.

Delivering on Government Priorities and Election Commitments

- 27. Over the last 12 months, WA Health has continued delivering on a number of election commitments, including opening the Royal Perth Hospital Mental Health Emergency Centre, the Royal Perth Hospital Medihotel and the Fiona Stanley Hospital Family Birthing Centre.
- 28. Construction at Osborne Park Hospital is underway for the Maternity Assessment Unit, including a neonatal nursery, and therapy hub and rehabilitation ward. At the Geraldton Health Campus, site-wide civil works and construction of the car park and temporary emergency department entrance has commenced.
- 29. The Joondalup Health Campus Development Stage 2 Project is a major redevelopment of the existing Joondalup Hospital with the construction of a new 77-bed mental health building, 12 emergency department bays, 30 inpatient beds, six critical care beds, one theatre, one cardiac catheterisation laboratory, a Behavioural Assessment Urgent Care Clinic, increased parking, future-proofing of inpatient beds and upgrades to associated services. Relocation and fit-out of the emergency department administration area has commenced as part of the early works for the \$256.7 million expansion of the Joondalup Health Campus.
- 30. Upgrade of the Bunbury Regional Hospital was a key election commitment to address increasing requirements for a facility that meets the growing demands and needs of the South West region. Through the 2020-21 Budget, the Government has committed additional funding for the redevelopment of Bunbury Regional Hospital of \$177.3 million through to 2027-28. This is on top of an existing \$22.8 million to support redevelopment planning and critical works, bringing the total investment to \$200.1 million.
- 31. Other key election commitments being addressed through the 2020-21 Budget which are also aligned to the WA Recovery Plan are:
 - 31.1. \$55.5 million for the operational costs for four years associated with implementing a Medihotel program at the Murdoch Health and Knowledge Precinct; and
 - 31.2. \$13.3 million for the construction of the Royal Perth Hospital Synapse Innovation Hub.
- 32. Return of privatised services into public hands, where possible and economically beneficial to do so, is another election commitment that has been delivered by the Government through a new agreement with Serco Australia. An estimated 650 staff will return to the public sector with cleaning, patient catering and internal logistics services to be operated by WA Health from August 2021.
- 33. In 2019-20, WA Health published the State Men's Health and Wellbeing Policy, the State Public Health Plan and the WA Cancer Plan 2020-25.
- 34. Two key pieces of legislation were passed in Parliament: the *Voluntary Assisted Dying Act 2019*; and the amendments to the *Western Australia Future Fund Act 2012*.

35. The introduction of the *Voluntary Assisted Dying Act 2019* enables voluntary assisted dying to become a choice available to some adults that have a disease or illness that is so severe it is causing ongoing suffering and will ultimately cause their death. It is expected that this legislation will be operational from mid-2021.
36. Given the nature of the legislation, an 18-month implementation period has been provided to ensure that processes are safe, appropriate, and compliant with the law. Work has already commenced, and an Implementation Leadership Team has been established to provide expert advice, as well as overseeing, coordinating, and facilitating the work required to prepare for voluntary assisted dying in Western Australia. In 2020-21, the Government has allocated \$6.3 million towards implementation and continued operation of the legislation and strengthening end of life care.
37. To support the implementation of the *Voluntary Assisted Dying Act 2019*, the Government has heavily invested in ensuring appropriate palliative care services are available for Western Australians. The table below outlines budgeted expenditure on palliative care for 2020-21 and across the forward estimates period:

	2020-21	2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000
1. Hospital-Based Palliative Care ^(a)	43,278	45,720	47,294	48,801
2. Community-Based Palliative Care ^{(b) (c)}	49,704	52,483	56,507	55,910
Total ^(d)	92,982	98,203	103,801	104,711

- (a) This is a modelled estimate based on projected palliative care activity levels and may not be representative of the cost to deliver services.
- (b) This includes community-based services in metropolitan and regional Western Australia, and funding for palliative care and advance care planning project implementation.
- (c) The reduction in expenditure in 2023-24 reflects the impact of time-limited end-of-life care project funding, with expenditure on base palliative care services increasing by 2.8% in 2023-24.
- (d) Capital expenditure relating to palliative care services is excluded.
38. The Government is also seeking to increase capacity through infrastructure investment of \$18.1 million for the Carnarvon Aged and Palliative Facility and \$9.5 million for the redevelopment of Kalamunda Hospital to be a centre of excellence for palliative care services.
39. Another core piece of legislation passed in May 2020 was the amendments to the *Western Australia Future Fund Act 2012*, which establishes a Future Health Research and Innovation Fund that will provide a long-term and secure source of funding for research, innovation and commercialisation.
40. The Fund will provide nearly \$25 million in funding in 2020-21 towards health and medical research and innovation, with \$6 million already committed towards COVID-19 research. A total amount of \$116.3 million from the Fund is committed to 2023-24.

Expanding and Enhancing Mental Health

41. The mental health system is experiencing significant pressure for both hospital services and community-based public mental health services, which is above the additional pressure that has also arisen from the COVID-19 pandemic. Working in partnership with the Mental Health Commission, WA Health is focused on ensuring mental health patients are seen in an appropriate setting, with an integrated approach across hospital and community-based services.
42. Through the 2020-21 Budget, the Government is focused on addressing capacity gaps and enhancing mental health services by investing:
- 42.1. \$68.9 million in additional funding for mental health hospital services;
- 42.2. a further \$24.4 million for the expansion of the acute adult mental health unit in Fremantle Hospital to 40 beds bringing the total investment to \$40 million; and
- 42.3. \$8.4 million for mental health patient transfer services.
43. Overall, the Government has committed to 50 additional mental health beds as part of its election commitments. Since the 2017 election, funding has been provided or allocated for a total of 102 beds. This includes 40 beds at Fremantle Hospital, 30 beds at Joondalup Hospital and 12 beds at Geraldton Hospital. It is also expected that the Murdoch Health and Knowledge Precinct Medihotel will support services for an additional 20 beds.

44. Detailed planning is progressing in relation to the reconfiguration of Mental Health Services to best support the Western Australian health system. This includes consideration of the divestment and reconfiguration of infrastructure on the Graylands site and identification of locations for relocated functions and services, as well as planning for the introduction of contemporary models of care and a review of the State Forensic Mental Health Service.

Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired outcomes, and the government goal it contributes to. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goals	Desired Outcomes	Services
Strong Communities: Safe communities and supported families.	Public hospital-based services that enable effective treatment and restorative health care for Western Australians.	1. Public Hospital Admitted Services 2. Public Hospital Emergency Services 3. Public Hospital Non-admitted Services 4. Mental Health Services
	Prevention, health promotion and aged and continuing care services that help Western Australians to live healthy and safe lives.	5. Aged and Continuing Care Services 6. Public and Community Health Services 7. Pathology Services 8. Community Dental Health Services 9. Small Rural Hospital Services
Sustainable Finances: Responsible financial management and better service delivery.	Strategic leadership, planning and support services that enable a safe, high quality and sustainable Western Australian health system.	10. Health System Management - Policy and Corporate Services 11. Health Support Services

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Public Hospital Admitted Services	4,303,975	4,349,484	4,336,588	4,510,854	4,626,741	4,748,717	4,896,328
2. Public Hospital Emergency Services	786,057	877,595	841,085	876,092	899,119	922,751	951,360
3. Public Hospital Non-admitted Services	877,394	913,906	957,794	965,994	991,419	1,017,514	1,049,099
4. Mental Health Services	748,130	757,692	763,453	798,333	826,791	844,019	864,630
5. Aged and Continuing Care Services	364,971	318,603	352,364	328,750	332,939	313,833	322,063
6. Public and Community Health Services	873,446	795,579	928,546	975,669	931,826	948,576	983,540
7. Pathology Services	309,054	313,702	320,665	324,869	337,313	350,625	366,329
8. Community Dental Health Services	108,051	94,977	114,305	110,514	105,336	107,029	110,810
9. Small Rural Hospital Services	260,489	277,328	273,637	274,976	282,748	286,117	298,121
10. Health System Management - Policy and Corporate Services	239,163	194,067	268,551	225,492	174,355	163,864	167,693
11. Health Support Services	242,976	241,570	266,515	257,563	247,811	252,943	261,502
Total Cost of Services	9,113,706	9,134,503	9,423,503	9,649,106	9,756,398	9,955,988	10,271,475

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Public hospital-based services that enable effective treatment and restorative health care for Western Australians:					
Percentage of elective waitlist patients waiting over boundary for reportable procedures: ^{(c) (d)}					
Category 1 over 30 days	15.5%	nil	15.3%	nil	
Category 2 over 90 days	13.2%	nil	14.4%	nil	
Category 3 over 365 days	3.8%	nil	5.1%	nil	
Survival rates for sentinel conditions: ^{(d) (e) (f) (g)}					
Stroke					
0-49 years	96%	94.4%	95.2%	>=95.2%	
50-59 years	96.1%	93.4%	94.2%	>=94.9%	
60-69 years	95.5%	93.5%	92.6%	>=94.1%	
70-79 years	92.7%	91.3%	93%	>=92.3%	
80+	87.5%	83.2%	87.7%	>=86%	
Acute myocardial infarction					
0-49 years	99.2%	99%	98.8%	>=99.1%	
50-59 years	98.7%	98.9%	99%	>=98.8%	
60-69 years	98.5%	98%	97.6%	>=98.1%	
70-79 years	97.5%	96.5%	97.1%	>=96.8%	
80+	91.8%	92.2%	91.7%	>=92.1%	
Fractured neck of femur					
70-79 years	99%	98.9%	99.2%	>=98.9%	
80+	97.1%	96.1%	98.1%	>=96.9%	
Percentage of live-born term infants with an Apgar score of less than 7 at five minutes post-delivery ^{(d) (e)}					
	1.3%	<=1.8%	1.4%	<=1.8%	
Readmissions to acute specialised mental health inpatient services within 28 days of discharge ^{(c) (d) (e) (h)}					
	16.2%	<=12%	13.5%	<=12%	
Outcome: Prevention, health promotion and aged and continuing care services that help Western Australians to live healthy and safe lives:					
Percentage of fully immunised children: ^{(e) (i)}					
12 months					
Aboriginal	89%	>=95%	89.1%	>=95%	
Non-Aboriginal	93.8%	>=95%	94.3%	>=95%	
2 years					
Aboriginal	82.2%	>=95%	84.6%	>=95%	
Non-Aboriginal	90.7%	>=95%	90.2%	>=95%	
5 years					
Aboriginal	95.1%	>=95%	95.5%	>=95%	
Non-Aboriginal	93.3%	>=95%	93.4%	>=95%	
Percentage of eligible school children who are enrolled in the School Dental Service program ^(j)					
	78%	>=69%	78%	>=69%	
Outcome: Strategic leadership, planning and support services that enable a safe, high quality and sustainable WA health system:					
Percentage of responses from WA Health Service Providers and Department of Health who are satisfied or highly satisfied with the overall service provided by Health Support Services ^(k)					
	66.7%	>=50%	69.3%	>=50%	

(a) Further detail in support of the key effectiveness indicators is provided in the agency's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) Reported by North Metropolitan Health Service (NMHS), South Metropolitan Health Service (SMHS), East Metropolitan Health Service (EMHS), Child and Adolescent Health Service (CAHS) and WA Country Health Service (WACHS).

(d) Data for this indicator includes services delivered through Western Australian public hospitals and services contracted from selected private hospitals.

(e) This indicator is reported by calendar year.

(f) The annual Budget Target is the average Western Australian result for five most recent calendar year periods.

(g) Reported by NMHS, SMHS, EMHS and WACHS.

(h) This indicator is reported as a rate of readmissions within 28 days.

(i) This is a state-wide service for Western Australia which is coordinated and reported by the Department.

(j) The 2018-19 Actual is for the 2018 calendar year. The 2019-20 Actual is based on financial year enrolled figures. This indicator is reported by NMHS.

(k) Reported by Health Support Services.

Services and Key Efficiency Indicators

1. Public Hospital Admitted Services

The provision of healthcare services to patients in metropolitan and major rural hospitals that meet the criteria for admission and receive treatment and/or care for a period of time, including public patients treated in private facilities under contract to WA Health. Admission to hospital and the treatment provided may include access to acute and/or subacute inpatient services, as well as hospital in the home services. Public Hospital Admitted Services includes teaching, training and research activities provided by the public health service to facilitate development of skills and acquisition or advancement of knowledge related to admitted services. This service does not include any component of the Mental Health Services reported under 'Service 4 - Mental Health Services'.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	4,303,975	4,349,484	4,336,588	4,510,854	
Less Income	1,876,440	1,897,949	1,957,292	2,091,730	
Net Cost of Service	2,427,535	2,451,535	2,379,296	2,419,124	
Employees (Full-Time Equivalents)	17,923	18,248	18,296	18,538	
Efficiency Indicators					
Average non-admitted cost per weighted activity unit	\$7,011	\$7,026	\$7,255	\$7,073	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

2. Public Hospital Emergency Services

The provision of services for the treatment of patients in emergency departments of metropolitan and major rural hospitals, inclusive of public patients treated in private facilities under contract to WA Health. The services provided to patients are specifically designed to provide emergency care, including a range of pre-admission, post-acute and other specialist medical, allied health, nursing and ancillary services. Public Hospital Emergency Services includes teaching, training and research activities provided by the public health service to facilitate development of skills and acquisition or advancement of knowledge related to emergency services. This service does not include any component of the Mental Health Services reported under 'Service 4 - Mental Health Services'.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	786,057	877,595	841,085	876,092	
Less Income	327,604	332,327	339,652	369,071	
Net Cost of Service	458,453	545,268	501,433	507,021	
Employees (Full-Time Equivalents)	2,606	2,575	2,681	2,724	
Efficiency Indicators					
Average non-admitted cost per weighted activity unit	\$6,237	\$7,071	\$6,723	\$6,853	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

3. Public Hospital Non-admitted Services

The provision of metropolitan and major rural hospital services to patients who do not undergo a formal admission process, inclusive of public patients treated by private facilities under contract to WA Health. This service includes services provided to patients in outpatient clinics, community-based clinics or in the home, procedures, medical consultation, allied health or treatment provided by clinical nurse specialists. Public Hospital Non-Admitted Services includes teaching, training and research activities provided by the public health service to facilitate development of skills and acquisition or advancement of knowledge related to non-admitted services. This service does not include any component of the Mental Health Services reported under 'Service 4 - Mental Health Services'.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 877,394	\$'000 913,906	\$'000 957,794	\$'000 965,994	
Less Income	438,534	455,965	431,056	431,411	
Net Cost of Service	438,860	457,941	526,738	534,583	
Employees (Full-Time Equivalents)	3,554	3,495	3,696	3,731	
Efficiency Indicators					
Average non-admitted cost per weighted activity unit	\$6,692	\$6,992	\$7,175	\$7,025	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

4. Mental Health Services

The provision of inpatient services where an admitted patient occupies a bed in a designated mental health facility or a designated mental health unit in a hospital setting and the provision of non-admitted services inclusive of community and ambulatory specialised mental health programs such as prevention and promotion, community support services, community treatment services, community bed-based services and forensic services. This service includes the provision of state-wide mental health services such as perinatal mental health and eating disorder outreach programs as well as the provision of assessment, treatment, management, care or rehabilitation of persons experiencing alcohol or other drug use problems or co-occurring health issues. Mental Health Services includes teaching, training and research activities provided by the public health service to facilitate development of skills and acquisition or advancement of knowledge related to mental health or alcohol and drug services. This service includes public patients treated in private facilities under contract to WA Health.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 748,130	\$'000 757,692	\$'000 763,453	\$'000 798,333	
Less Income	718,409	740,715	740,778	770,817	
Net Cost of Service	29,271	16,977	22,675	27,516	
Employees (Full-Time Equivalents)	4,261	4,185	4,301	4,341	
Efficiency Indicators					
Average cost per bed-day in specialised mental health inpatient services	\$1,582	\$1,564	\$1,633	\$1,637	
Average cost per treatment day of non-admitted care provided by Mental Health Services	\$489	\$484	\$479	\$478	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

5. Aged and Continuing Care Services

The provision of aged and continuing care services and community-based palliative care services. Aged and continuing care services include programs that assess the care needs of older people, provide functional interim care or support for older, frail, aged and younger people with disabilities to continue living independently in the community and maintain independence, inclusive of the services provided by the Western Australian Quadriplegic Centre. Aged and Continuing Care Services is inclusive of community-based palliative care services that are delivered by private facilities under contract to WA Health, which focus on the prevention and relief of suffering, quality of life and the choice of care close to home for patients.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 364,971	\$'000 318,603	\$'000 352,364	\$'000 328,750	1
Less Income	134,287	136,694	167,841	104,424	2
Net Cost of Service	230,684	181,909	184,523	224,326	
Employees (Full-Time Equivalents)	933	1,014	1,006	1,024	
Efficiency Indicators					
Average cost of a transition care day provided by contracted non-government organisations/service providers	\$312	\$321	\$328	\$346	
Average cost per bed-day for specified residential care facilities, flexible care (hostels) and nursing home type residents	\$538	\$315	\$437	\$418	3
Average cost per bed-day for Western Australian quadriplegic centre specialist accommodation	\$1,292	\$1,091	\$963	\$1,048	4
Average cost per home-based hospital day of care	\$291	\$321	\$293	\$293	
Average cost per home-based occasion of service	\$129	\$129	\$137	\$131	
Average cost per client receiving contracted palliative care services	\$5,898	\$5,900	\$6,691	\$6,590	5
Average cost per day of care for non-acute admitted continuing care	\$710	\$666	\$761	\$804	6
Average cost to support patients who suffer specific chronic illness and other clients who require continuing care	\$22	\$27	\$24	\$25	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to timing of funding allocations for Commonwealth programs and updated Royalties for Regions funding allocations across relevant Outcome Based Management (OBM) programs.
2. The increase in the 2019-20 Actual compared to the 2019-20 Budget and the decrease in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to timing of funding allocations for Commonwealth programs.
3. The increase in the 2019-20 Actual compared to the 2019-20 Budget reflects updated allocation of Royalties for Regions funding to relevant OBM programs.
4. The decrease in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to the 2019-20 Budget including costs associated with reconfiguring the Quadriplegic Centre in preparation for the transition to more contemporary models of care.
5. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to lower than expected 2019-20 Actual activity due to COVID-19. However, as part of the COVID-19 pandemic, to ensure surety of service contracted amounts were paid regardless of service delivery outcomes.
6. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to a refined allocation of expenditure to this efficiency indicator.

6. Public and Community Health Services

The provision of health care services and programs delivered to increase optimal health and wellbeing, encourage healthy lifestyles, reduce the onset of disease and disability, reduce the risk of long-term illness as well as detect, protect and monitor the incidence of disease in the population. Public and Community Health Services includes public health programs, Aboriginal health programs, disaster management, environmental health, the provision of grants to non-government organisations for public and community health purposes, emergency road and air ambulance services, services to assist rural-based patients travel to receive care, and state-wide pathology services provided to external Western Australian agencies.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 873,446	\$'000 795,579	\$'000 928,546	\$'000 975,669	1
Less Income	127,330	137,235	157,717	158,697	2
Net Cost of Service	746,116	658,344	770,829	816,972	
Employees (Full-Time Equivalents)	2,587	2,648	2,759	2,840	
Efficiency Indicators					
Average cost per person of delivering population health programs by population health units	\$109	\$110	\$124	\$112	3
Cost per person of providing preventative interventions, health promotion and health protection activities that reduce the incidence of disease or injury	\$45	\$37	\$50	\$62	4
Average cost per breast screening	\$158	\$158	\$168	\$177	
Cost per trip for road-based ambulance services, based on the total accrued costs of these services for the total number of trips	\$455	\$494	\$469	\$494	
Cost per trip of patient emergency air-based transport, based on the total accrued costs of these services for the total number of trips	\$7,049	\$7,624	\$6,961	\$7,020	
Average cost per trip of Patient Assisted Travel Scheme	\$446	\$463	\$466	\$463	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to unbudgeted costs related to the COVID-19 response and a refinement of allocations in 2019-20 Actual expenditure for this service.
2. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to unbudgeted revenue related to the COVID-19 response.
3. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to unbudgeted costs related to the COVID-19 response.
4. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to unbudgeted costs related to the COVID-19 response. The increase in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to additional spending following the creation of the Future Health Research and Innovation Fund.

7. Pathology Services

The provision of state-wide external diagnostic services across the full range of pathology disciplines, inclusive of forensic biology and pathology services to other WA Government agencies and services provided to the public by PathWest. This service also includes the operational costs of PathWest in delivering services to both Health Service Providers and the public.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 309,054	\$'000 313,702	\$'000 320,665	\$'000 324,869	
Less Income	79,087	76,867	77,685	80,041	
Net Cost of Service	229,967	236,835	242,980	244,828	
Employees (Full-Time Equivalents)	1,646	1,665	1,709	1,737	
Efficiency Indicators					
Average cost of pathology services per test panel	n/a	\$28	\$28	\$28	1

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. There is no 2018-19 Actual for this efficiency indicator as it was created for reporting from 2019-20 onwards.

8. Community Dental Health Services

Dental health services include the School Dental Service (providing dental health assessment and treatment for school children); the adult dental service for financially, socially and/or geographically disadvantaged people and Aboriginal people; additional and specialist dental; and oral health care provided by the Oral Health Centre of Western Australia to holders of a Health Care Card. Services are provided through Government-funded dental clinics, itinerant services and private dental practitioners participating in the metropolitan, country and orthodontic patient dental subsidy schemes.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 108,051	\$'000 94,977	\$'000 114,305	\$'000 110,514	1
Less Income	27,949	12,263	22,693	20,759	1
Net Cost of Service	80,102	82,714	91,612	89,755	
Employees (Full-Time Equivalents)	725	730	729	737	
Efficiency Indicators					
Average cost per patient visit of WA Health provided dental health programs for:					
School children	\$193	\$181	\$233	\$230	2
Socio-economically disadvantaged adults	\$281	\$267	\$337	\$329	2

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Actual compared to the 2019-20 Budget in both costs and revenue is a result of funding under the National Partnership Agreement on Public Dental Services for Adults not being reflected in the 2019-20 Budget on the basis the agreement was not signed at the time the 2019-20 Budget Papers were published.
2. The increase in the 2019-20 Actual compared to the 2019-20 Budget is the result of lower than expected 2019-20 activity because of COVID-19 with no reduction in expenditure as resources were reallocated to the COVID-19 response.

9. Small Rural Hospital Services

Provides emergency care and limited acute medical/minor surgical services in locations 'close to home' for country residents/visitors, by small and rural hospitals classified as block funded. Includes community care services aligning to local community needs.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	260,489	277,328	273,637	274,976	
Less Income	110,733	115,331	116,875	105,542	
Net Cost of Service	149,756	161,997	156,762	169,434	
Employees (Full-Time Equivalents)	1,156	1,143	1,136	1,148	
Efficiency Indicators					
Average cost per rural and remote population (selected small rural hospitals)	\$455	\$422	\$506	\$506	1

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to additional depreciation costs which were not accounted for in the 2019-20 Budget.

10. Health System Management - Policy and Corporate Services

The provision of strategic leadership, policy and planning services, system performance management and purchasing linked to the state-wide planning, budgeting and regulation processes. Health System Management Policy and Corporate Services includes corporate services inclusive of statutory financial reporting requirements, overseeing, monitoring and promoting improvements in the safety and quality of health services and system-wide infrastructure and asset management services.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 239,163	\$'000 194,067	\$'000 268,551	\$'000 225,492	1
Less Income	50,757	4,529	166,746	49,349	2
Net Cost of Service	188,406	189,538	101,805	176,143	
Employees (Full-Time Equivalents)	762	809	844	888	
Efficiency Indicators					
Average cost of public health regulatory services per head of population	\$6	\$4	\$5	\$6	
Average cost per health service provider full time equivalent worker for the department of health to deliver the system manager functions providing strategic leadership, planning and support	\$5,090	\$5,042	\$6,873	\$5,632	3

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to unbudgeted costs related to the COVID-19 response. The reduction in expenditure between the 2019-20 Actual and the 2020-21 Budget Target reflects lower anticipated COVID-19 costs in 2020-21.
2. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to unbudgeted funding related to the COVID-19 response and Cross Border Revenue. The reduction in the 2020-21 Budget Target compared to the 2019-20 Actual reflects lower anticipated COVID-19 costs and associated funding.
3. The increase in the 2019-20 Actual compared to the 2019-20 Budget and the decrease in the 2020-21 Budget Target compared to the 2019-20 Actual is mainly due to unbudgeted costs related to the COVID-19 response.

11. Health Support Services

The provision of purchased health support services to WA Health entities inclusive of corporate recruitment and appointment, employee data management, payroll services, workers compensation calculation and payments and processing of termination and severance payments. Health Support Services includes finance and business systems services, information and communications technology (ICT) services, workforce services, project management of system-wide projects and programs and the management of the supply chain and whole-of-health contracts.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 242,976	\$'000 241,570	\$'000 266,515	\$'000 257,563	1
Less Income	2,775	1,269	2,690	742	2
Net Cost of Service	240,201	240,301	263,825	256,821	
Employees (Full-Time Equivalents)	988	937	1,024	1,037	
Efficiency Indicators					
Average cost of accounts payable services per transaction	\$7	\$8	\$8	\$7	
Average cost of payroll and support services to Health Support Services' clients	\$962	\$955	\$1,044	\$959	3
Average cost of supply services by purchasing transaction	\$41	\$38	\$51	\$47	
Average cost of providing ICT services to Health Support Services' clients	\$4,382	\$4,790	\$4,963	\$4,741	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to unbudgeted costs related to the COVID-19 response.
2. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to unbudgeted grants for My Digital Health Record.
3. The increase in the 2019-20 Actual compared to the 2019-20 Budget is mainly due to unbudgeted costs related to the COVID-19 response.

Asset Investment Program

1. To ensure that Western Australians have access to safe and quality health care delivered in world-class health facilities, approximately \$6.5 billion has been committed for investment projects. This includes the upgrade and redevelopment of Western Australian hospitals and health-related facilities. A key component of this investment is a significant injection of capital funding into metropolitan and country hospitals redevelopment, new equipment and ICT.

WA Recovery Plan

2. An additional \$130.9 million will be spent over 2019-20 to 2023-24 on key projects under the WA Recovery Plan including:
 - 2.1. \$35.4 million on the redevelopment of the Bunbury Hospital (with a total investment in this project of \$200.1 million to 2027-28);
 - 2.2. \$24.4 million on the expansion of the acute mental health unit in Fremantle Hospital to increase the scope of the project to 40 beds;
 - 2.3. \$22 million for the replacement of medical equipment nearing the end of its useful life;
 - 2.4. \$19 million to upgrade the emergency department and provide a Behavioural Assessment Urgent Care at Sir Charles Gairdner Hospital; and
 - 2.5. \$30.1 million on other projects including the Royal Perth Innovation Hub, Kalamunda Hospital Palliative Care Services, PathWest State Mortuary, and state-wide Telestroke Service.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
COVID-19 WA Recovery Plan							
Equipment - Medical Equipment Replacement Program ^(b) ...	509,662	455,946	21,646	31,716	22,000	-	-
Hospitals, Health Centres and Community Facilities							
Election Commitment - Bunbury Hospital							
Redevelopment ^(c)	200,100	640	640	9,747	6,301	5,664	35,890
Other Works in Progress							
Equipment							
King Edward Memorial Hospital (KEMH) - Dishwasher	117	113	113	4	-	-	-
Replacement of MRx Defibrillators	1,519	776	-	743	-	-	-
Hospitals, Health Centres and Community Facilities							
Albany Radiation Oncology	13,125	328	328	9,440	2,530	827	-
Armadale Kelmscott Hospital Development	11,342	11,318	-	24	-	-	-
AUSPMAN	5,725	778	521	4,049	898	-	-
Automated Controlled Substance Storage	800	18	18	782	-	-	-
Bentley Health Service Redevelopment	7,254	101	101	3,198	2,500	1,455	-
Broome Regional Resource Centre Redevelopment							
Stage 1	41,707	41,600	-	107	-	-	-
Bunbury, Narrogin and Collie Hospitals - Pathology							
Laboratories Redevelopment	6,646	6,592	7	54	-	-	-
Busselton Health Campus	114,858	112,981	231	1,877	-	-	-
Carnarvon Hospital Redevelopment	24,048	23,978	453	70	-	-	-
Country Staff Accommodation Stage 3	27,288	27,237	-	51	-	-	-
Country Staff Accommodation Stage 4	6,686	6,165	-	521	-	-	-
District Hospital Investment Program	158,409	156,049	-	2,360	-	-	-
Dongara Aged Care	1,000	-	-	500	500	-	-
East Kimberley Development Package	38,435	38,390	18	45	-	-	-
East Metropolitan Health Service Fire Safety Upgrades	7,000	225	225	3,188	2,400	1,187	-
Eastern Wheatbelt District (Including Merredin) Stage 1	7,881	7,488	1,190	393	-	-	-
Election Commitments							
Collie Hospital Upgrade	12,200	283	283	4,231	7,686	-	-
Fiona Stanley Hospital Birthing Centre	1,651	1,040	812	611	-	-	-
Geraldton Health Campus Redevelopment	82,291	2,820	1,980	15,520	26,070	31,581	6,300
Joondalup Health Campus Development Stage 2	255,215	1,826	1,709	29,955	73,106	45,443	65,924
Kalgoorlie Health Campus Magnetic Resonance							
Imaging Suite	6,276	426	426	2,934	2,916	-	-
Osborne Park Hospital	24,538	2,294	1,740	16,158	3,400	2,686	-
Royal Perth Hospital (RPH)							
Intensive Care Unit ^(d)	23,864	150	150	4,900	3,500	15,314	-
Medihotel	3,035	719	719	2,316	-	-	-
Mental Health Observation Area	11,638	1,455	1,283	2,849	4,000	3,334	-

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Esperance Health Campus Redevelopment.....	31,555	31,307	162	248	-	-	-
Expansion of the Peel Health Campus (PHC)	25,004	723	700	2,481	7,500	7,500	6,800
Fiona Stanley Hospital (FSH) Development	1,584,429	1,583,658	-	771	-	-	-
Fremantle General Dental Clinic.....	2,539	2,370	-	169	-	-	-
Fremantle Hospital and Health Service Reconfiguration	2,713	2,433	-	280	-	-	-
Government Office Accommodation (GOA) Reform Program	9	3	3	6	-	-	-
Harvey Health Campus Redevelopment.....	12,296	11,805	28	491	-	-	-
Hedland Regional Resource Centre Stage 2.....	136,237	135,450	578	787	-	-	-
Jurien Bay Helipad.....	668	56	56	612	-	-	-
Kalgoorlie Regional Resource Centre Redevelopment Stage 1.....	56,945	56,722	30	223	-	-	-
Karratha Health Campus Development	162,711	156,299	1,618	5,298	1,114	-	-
KEMH - Critical Infrastructure	15,200	271	271	9,329	5,600	-	-
Laverton Hospital.....	16,779	138	138	4,341	7,500	3,500	1,300
Narrogin Helipad.....	800	383	83	417	-	-	-
National Partnership Agreement - Improving Public Hospital Services	86,118	85,613	294	505	-	-	-
Newman Health Service Redevelopment Project.....	60,114	2,708	1,189	25,441	23,945	3,020	5,000
Nickol Bay Hospital Demolition.....	7,488	5,602	5,602	1,886	-	-	-
North Metropolitan Health Service Adult Mental Health Unit	450	2	2	448	-	-	-
Critical Infrastructure Project.....	1,731	418	415	1,313	-	-	-
Onslow Hospital.....	34,217	32,217	2,443	2,000	-	-	-
Osborne Park Hospital Reconfiguration Stage 1	273	261	-	12	-	-	-
PathWest - Laboratory Equipment and Asset Replacement/Maintenance	2,929	1,530	655	1,399	-	-	-
Perth Children's Hospital Development	1,142,195	1,129,784	224	12,411	-	-	-
PHC Development Stage 1.....	4,711	1,648	1,026	1,873	1,190	-	-
Point of Care Network for Pathology Testing.....	551	541	-	10	-	-	-
Primary Health Centres Demonstration Program.....	31,504	19,518	1,566	11,986	-	-	-
Queen Elizabeth II Medical Centre Hospital Avenue	3,853	3,156	37	697	-	-	-
Reconfiguring the Western Australian Spinal Cord Injury Service	6,520	170	7	2,001	4,349	-	-
Remote Indigenous Health	23,775	20,415	593	2,860	500	-	-
Renal Dialysis and Support Services	44,555	33,046	5,742	4,309	7,200	-	-
RPH Fire Risk.....	9,622	1,345	887	3,261	3,000	2,016	-
Helipad.....	9,343	1,847	1,423	6,883	613	-	-
Redevelopment Stage 1	14,889	14,241	-	648	-	-	-
Sarich Neuroscience Research Institute Centre	35,265	34,382	200	883	-	-	-
Sir Charles Gairdner Hospital (SCGH) - Cardiac Catheter Laboratory and Interventional Radiology Rooms Upgrade.....	9,065	41	41	9,024	-	-	-
St John of God Midland (SJOG) Mental Health Emergency Centre	6,021	219	198	2,702	3,100	-	-
Public Hospital	348,588	348,336	-	252	-	-	-
Strengthening Cancer Services Regional Cancer Patient Accommodation	4,093	4,044	289	49	-	-	-
Regional Western Australia - Geraldton Cancer Centre ...	3,733	3,731	-	2	-	-	-
ICT Equipment and Infrastructure Continued Rollout of the Patient Administration System	8,003	5,781	124	2,222	-	-	-
Digital Innovation - Capital.....	5,241	4,781	158	460	-	-	-
Fiona Stanley Hospital (FSH) da Vinci System	4,933	4,851	-	82	-	-	-
Facilities Management Services Contract Asset Solution	11,939	9,444	908	2,495	-	-	-
ICT Capital Replacement.....	38,902	32,291	3,982	6,611	-	-	-
Commissioning.....	29,898	28,475	458	1,423	-	-	-
Intensive Care Clinical Information Systems	4,180	3,709	-	471	-	-	-
Pharmacy Automation	8,474	7,267	-	1,207	-	-	-
HealthNext.....	36,505	26,465	20,975	10,040	-	-	-
ICT Minor Works Program	11,433	9,939	5,907	1,494	-	-	-
Infection Prevention and Control System.....	2,381	1,443	992	938	-	-	-
Perth Children's Hospital ICT.....	158,837	152,419	20	3,456	2,962	-	-
Picture Archiving and Communication System-Regional Information System (PACS-RIS) - AGFA Remediation	7,210	6,330	1,765	880	-	-	-
Psychiatric Services Online Information System.....	3,849	1,565	1,076	2,126	158	-	-
Replacement of Medical Imaging System Picture Archiving and Communication System-Regional Information System (PACS-RIS).....	46,364	9,016	5,314	19,320	18,028	-	-
Replacement of PathWest's Laboratory Information Systems	41,774	32,894	14,495	8,880	-	-	-

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Replacement of the Monitoring of Drugs and Dependence System.....	1,169	899	470	270	-	-	-
WA Country Health Service (WACHS) Picture Archiving and Communication System - Regional Resource Centre	6,258	4,162	-	2,096	-	-	-
North West Health Initiative							
Carnarvon Aged and Palliative Care Facility	18,149	378	316	12,240	5,531	-	-
Derby Community Health Service	3,672	195	138	2,315	1,062	100	-
Tom Price Hospital Redevelopment	5,222	62	-	5,000	160	-	-
Other Projects - Minor Buildings Works.....	155,239	147,611	1,587	7,628	-	-	-
COMPLETED WORKS							
Hospitals, Health Centres and Community Facilities							
GOA Reform Program - Bennett Street	480	480	480	-	-	-	-
Graylands Hospital Redevelopment - High Priority Ligature Risk Remediation	9	9	9	-	-	-	-
Operating Income Capitalised	7,610	7,610	7,610	-	-	-	-
Renal Dialysis	1,950	1,950	1,749	-	-	-	-
Small Hospital and Nursing Post Refurbishment Program	82,321	82,321	617	-	-	-	-
Strengthening Cancer Services in Regional Western Australia - Northam Cancer Centre.....	3,453	3,453	553	-	-	-	-
Upper Great Southern District (Including Narrogin) Stage 1	9,833	9,833	4,454	-	-	-	-
ICT Equipment and Infrastructure - Medical Accounts Assessment System	1,515	1,515	891	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
Hospitals, Health Centres and Community Facilities							
Election Commitment - Fremantle Acute Mental Health Beds ^(e)	39,901	-	-	6,032	15,717	18,112	40
Kalamunda Hospital - Palliative Care Services.....	9,500	-	-	2,375	7,125	-	-
PathWest State Mortuary.....	7,500	-	-	7,500	-	-	-
ICT Equipment and Infrastructure							
Election Commitment - RPH Innovation Hub - Synapse... ..	10,640	-	-	1,223	9,417	-	-
SCGH Emergency Department Upgrade and Behavioural Assessment Urgent Care Centre	19,000	415	415	1,835	8,210	8,540	-
State-wide 24/7 Telestroke Service	2,500	-	-	2,500	-	-	-
Other COVID-19							
Emergency Capital Works (COVID-19 Response)	1,651	-	-	1,651	-	-	-
COVID-19 Medical Equipment.....	23,002	12,729	12,729	10,273	-	-	-
Other New Works							
Equipment							
Election Commitment							
Country Ambulance Initiatives.....	1,606	-	-	-	793	813	-
SCGH GMP Laboratories and Cyclotron.....	23,311	10	10	10,166	12,238	897	-
Stop the Violence.....	4,948	870	870	4,078	-	-	-
Hospitals, Health Centres and Community Facilities							
Election Commitment							
Culturally Appropriate Housing Facility	1,158	-	-	812	346	-	-
RPH Aseptic Unit	4,140	-	-	695	3,445	-	-
Fremantle Hospital							
F Block Upgrade	816	-	-	816	-	-	-
Reconfiguration Stage 1	2,000	-	-	2,000	-	-	-
Theatre Upgrade	8,619	-	-	4,079	2,270	2,270	-
KEMH Façade Cladding Remediation Works	892	-	-	892	-	-	-
Newman Renal Dialysis Service	1,300	-	-	1,300	-	-	-
Rockingham Hospital Cladding.....	5,145	-	-	3,525	1,620	-	-
Royal Perth Hospital Cladding.....	460	-	-	460	-	-	-
SCGH - Redevelopment of the Watling Walk Retail Precinct.....	1,480	-	-	1,480	-	-	-
SJOG Midland Cladding	1,838	-	-	1,838	-	-	-
South Metropolitan Health Service (SMHS)							
Moss Lodge.....	164	-	-	164	-	-	-
Water Saving Initiative	366	-	-	366	-	-	-
WACHS Expansion of Command Centre	10,291	-	-	3,650	5,500	1,141	-
ICT Equipment and Infrastructure - Human Resource Management Information System Phase 1	7,845	-	-	5,712	2,133	-	-
Total Cost of Asset Investment Program	6,450,674	5,239,341	150,165	433,727	320,133	155,400	121,254

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
FUNDED BY							
Capital Appropriation			136,868	166,796	205,999	76,130	72,924
Commonwealth Grants			14,484	13,326	14,000	18,200	10,600
Drawdowns from Royalties for Regions Fund			24,816	98,938	67,171	35,791	9,960
Funding Included in Department of Treasury Administered Item			8,050	30,239	15,698	29,825	24,943
Funding Included in Department of Treasury - Major State Infrastructure			5,476	6,961	-	-	-
Internal Funds and Balances			(40,468)	103,967	17,265	(4,546)	2,827
Other Grants and Subsidies			939	13,500	-	-	-
Total Funding			150,165	433,727	320,133	155,400	121,254

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) Under the WA Recovery Plan, an additional \$22 million is being spent on the Medical Equipment Replacement Program in 2021-22.
- (c) Under the WA Recovery Plan, an additional \$35.4 million is being spent over 2020-21 to 2023-24 on the Bunbury Hospital Redevelopment Project.
- (d) Note that this includes an additional \$1.1 million of funding under the WA Recovery Plan.
- (e) Under the WA Recovery Plan, an additional \$24.4 million will be spent on the expansion of the acute mental health unit in Fremantle Hospital to increase the scope of the project to 40 beds.

Financial Statements

Income Statement

1. The Total Cost of Services increased by \$289 million (3.2%) between the 2019-20 Budget and the 2019-20 Actual, largely attributable to the COVID-19 response and recovery initiatives. The increase in income for Grants and Subsidies for this period is primarily driven by an increase in Commonwealth revenue related to the COVID-19 response initiatives.
2. The estimated Total Cost of Services is projected to increase by \$226 million (2.4%) between the 2019-20 Actual and the 2020-21 Budget Estimate, largely attributable to growth in core hospital and non-hospital services expenditure, the priority maintenance package as part of Government's jobs package and the implementation of COVID-19 response and recovery initiatives. The reduction in income for grants and subsidies for this period is primarily driven by an anticipated decrease in Commonwealth revenue related to the COVID-19 response initiatives.

Statement of Financial Position

3. The estimated total net asset position (equity) decreased by \$193 million from the 2019-20 Budget to the 2019-20 Actual, mainly attributed to lower than forecasted capital expenditure and accounting for AASB 16: *Leases*.
4. The estimated total net asset position (equity) is expected to increase by \$396 million between the 2019-20 Actual and the 2020-21 Budget Estimate. Total assets are projected to increase by \$413 million and liabilities are projected to increase by \$17 million for the same period.
5. The projected increase in total assets and liabilities are mainly attributable to the implementation of AASB 1059: *Service Concession Arrangements: Grantors* in 2020-21 and progressing a number of significant health infrastructure projects in 2020-21 including:
 - 5.1. Medical Equipment Replacement Program (\$31.7 million);
 - 5.2. Joondalup Health Campus Development Stage 2 (\$30 million);
 - 5.3. Newman Health Service Redevelopment Project (\$25.4 million);
 - 5.4. replacement of medical imaging system (PACS-RIS) (\$19.3 million);
 - 5.5. Osborne Park Hospital (\$16.2 million);
 - 5.6. Geraldton Health Campus Redevelopment (\$15.5 million);
 - 5.7. Perth Children's Hospital Development (\$12.4 million);
 - 5.8. Carnarvon Aged and Palliative Care Facility (\$12.2 million); and
 - 5.9. Primary Health Centres Demonstration Program (\$12 million).

Statement of Cashflows

6. The increase of \$441 million between the 30 June 2020 estimated cash balance and the actual balance reflects some timing differences between unbudgeted cash received from the Commonwealth in 2019-20 for the COVID-19 response initiatives and related payments, other accrued expenditure, and delays in both capital and recurrent projects.
7. The estimated cash balance at 30 June 2021 of \$1 billion is \$179 million lower compared to 30 June 2020, due to lower revenue from the Commonwealth and the drawdown of cash to cover delayed project expenditure and continue to deliver COVID-19 response and preparedness initiatives.

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	5,136,545	5,184,552	5,350,007	5,334,813	5,398,778	5,595,700	5,802,715
Grants and subsidies ^(d)	44,334	77,722	47,215	119,152	81,023	83,552	85,099
Supplies and services	861,158	759,388	807,780	842,273	855,956	825,012	831,972
Accommodation	110,856	34,978	99,350	52,145	66,731	52,658	61,948
Depreciation and amortisation	390,601	434,243	394,264	451,252	443,618	436,152	419,805
Direct patient support costs	983,719	1,053,507	1,077,193	1,104,622	1,118,697	1,148,306	1,180,079
Indirect patient support costs	238,581	219,720	260,991	231,365	231,292	236,714	246,598
Visiting medical practitioner costs	153,698	136,918	149,129	144,600	144,382	147,713	153,514
Private sector contract costs	836,060	842,611	875,967	884,071	899,959	925,998	972,095
Finance and interest costs	7,883	40,286	7,280	7,514	5,837	4,634	3,917
Other expenses	350,271	350,578	354,327	477,299	510,125	499,549	513,733
TOTAL COST OF SERVICES	9,113,706	9,134,503	9,423,503	9,649,106	9,756,398	9,955,988	10,271,475
Income							
Sale of goods and services	370,093	346,265	350,397	360,533	365,230	374,293	383,466
Grants and subsidies	248,254	186,792	427,227	243,972	196,136	169,568	161,359
National Health Reform Agreement	2,071,606	2,173,772	2,184,763	2,308,979	2,437,089	2,591,825	2,756,046
Service Delivery Agreement	698,923	719,067	726,581	759,082	786,565	815,575	844,739
Other revenue	465,123	435,991	448,707	459,083	464,683	483,410	503,221
Resources received free of charge							
Commonwealth	39,906	49,257	43,350	50,934	50,934	50,934	50,934
Total Income	3,893,905	3,911,144	4,181,025	4,182,583	4,300,637	4,485,605	4,699,765
NET COST OF SERVICES	5,219,801	5,223,359	5,242,478	5,466,523	5,455,761	5,470,383	5,571,710
INCOME FROM STATE GOVERNMENT							
Service appropriations	5,028,056	5,111,058	5,210,655	5,300,844	5,319,380	5,349,633	5,460,023
Resources received free of charge	2,530	6,888	2,312	6,888	6,888	6,888	6,888
Royalties for Regions Fund:							
Regional Community Services Fund	71,420	80,255	79,427	75,981	74,161	74,423	70,976
Regional Infrastructure and Headworks							
Fund	26,444	24,540	23,430	20,509	21,184	20,509	20,509
Other appropriations	-	900	3,700	957	3,959	4,096	4,097
Other revenues	-	-	-	33,900	28,600	25,800	28,000
TOTAL INCOME FROM STATE GOVERNMENT	5,128,450	5,223,641	5,319,524	5,439,079	5,454,172	5,481,349	5,590,493
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(91,351)	282	77,046	(27,444)	(1,589)	10,966	18,783

(a) Full audited financial statements are published in the Department's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 37,141, 38,181 and 38,745 respectively.

(d) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget ^(a)	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate ^(c)	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
Aged and Continuing Care Services	1,524	8,368	2,859	6,273	4,906	5,059	5,153
Community Dental Health Services	423	20	519	1,138	890	918	935
Health Support Services	2,419	4,044	2,546	5,586	4,368	4,505	4,588
Health System Management	4,197	11,835	4,933	26,370	8,466	8,730	8,892
Mental Health Services	23	510	26	56	44	45	46
Pathology Services	13	-	15	33	26	27	27
Public and Community Health Services	32,405	50,216	34,765	76,290	59,659	61,523	62,661
Public Hospital Admitted Services	1,712	1,448	422	926	724	746	760
Public Hospital Emergency Services	4	94	73	161	126	129	132
Public Hospital Non-Admitted Services	313	150	336	738	577	595	606
Small Rural Hospital Services	1,301	1,037	721	1,581	1,237	1,275	1,299
TOTAL	44,334	77,722	47,215	119,152	81,023	83,552	85,099

(a) The 2019-20 Budget Estimate had been projected on a similar proportion as the 2017-18 Actual, noting the figure was indicative and Health Service Providers had discretion in determining these amounts in future periods.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The 2020-21 Budget Estimate and forward estimates period have been projected on a similar proportion as the 2019-20 Actual, noting the figures are indicative and Health Service Providers have discretion in determining these amounts in future periods.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^(b)	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	586,618	481,427	649,013	488,785	476,076	479,438	476,340
Restricted cash.....	318,089	240,997	476,826	458,211	437,864	431,610	439,858
Holding account receivables.....	-	214	-	107	214	214	214
Receivables.....	274,277	211,044	303,205	303,205	303,205	303,205	303,205
Inventories.....	40,591	39,068	75,604	96,751	96,751	96,751	96,751
Other.....	27,577	26,647	28,997	28,256	28,256	28,256	28,256
Assets held for sale.....	109	215	109	109	109	109	109
Total current assets.....	1,247,261	999,612	1,533,754	1,375,424	1,342,475	1,339,583	1,344,733
NON-CURRENT ASSETS							
Holding account receivables.....	3,540,746	3,974,775	3,960,123	4,409,184	4,850,614	5,284,682	5,702,405
Property, plant and equipment.....	7,484,014	8,233,918	7,267,630	7,408,187	7,325,961	7,126,691	6,901,413
Receivables.....	10,468	8,648	11,891	11,891	11,891	11,891	11,891
Intangibles.....	254,839	207,234	259,817	241,774	222,833	191,584	161,250
Restricted cash.....	53,303	32,889	70,520	70,520	70,520	70,520	70,520
Total non-current assets.....	11,343,370	12,457,464	11,569,981	12,141,556	12,481,819	12,685,368	12,847,479
TOTAL ASSETS.....	12,590,631	13,457,076	13,103,735	13,516,980	13,824,294	14,024,951	14,192,212
CURRENT LIABILITIES							
Employee provisions.....	962,554	907,794	1,025,248	1,025,248	1,025,248	1,025,248	1,025,248
Salaries and wages.....	87,416	77,405	116,492	116,492	116,492	116,492	116,492
Payables.....	543,465	436,915	580,478	580,478	580,478	580,478	580,478
Borrowings and leases.....	43,364	45,738	31,417	51,890	43,533	27,414	9,481
Other.....	12,616	2,496	14,639	54,339	52,054	49,767	47,478
Total current liabilities.....	1,649,415	1,470,348	1,768,274	1,828,447	1,817,805	1,799,399	1,779,177
NON-CURRENT LIABILITIES							
Employee provisions.....	241,379	210,536	273,624	273,624	273,624	273,624	273,624
Borrowings and leases.....	77,864	650,955	115,553	72,341	46,943	45,997	52,569
Other.....	-	-	14,096	14,096	14,096	14,096	14,096
Total non-current liabilities.....	319,243	861,491	403,273	360,061	334,663	333,717	340,289
TOTAL LIABILITIES.....	1,968,658	2,331,839	2,171,547	2,188,508	2,152,468	2,133,116	2,119,466
EQUITY							
Contributed equity.....	7,480,894	7,898,719	7,728,312	8,103,325	8,448,268	8,657,311	8,819,439
Accumulated surplus/(deficit).....	162,597	209,582	231,413	252,684	251,095	262,061	280,844
Reserves.....	2,978,482	3,016,936	2,972,463	2,972,463	2,972,463	2,972,463	2,972,463
Total equity.....	10,621,973	11,125,237	10,932,188	11,328,472	11,671,826	11,891,835	12,072,746
TOTAL LIABILITIES AND EQUITY.....	12,590,631	13,457,076	13,103,735	13,516,980	13,824,294	14,024,951	14,192,212

(a) Full audited financial statements are published in the Department's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	4,622,991	4,676,815	4,791,278	4,851,676	4,877,843	4,915,565	5,042,300
Capital appropriation.....	100,263	202,242	208,016	238,875	262,074	143,427	127,225
Administered equity contribution.....	10,426	54,872	8,050	30,239	15,698	29,825	24,943
Royalties for Regions Fund:							
Regional Community Services Fund.....	72,371	85,928	83,948	76,815	74,661	74,423	70,976
Regional Infrastructure and Headworks Fund	82,319	99,460	43,725	118,613	87,855	56,300	30,469
Receipts paid into consolidated account.....	(13,770)	-	-	-	-	-	-
Other.....	-	5,000	5,476	40,861	28,600	25,800	28,000
Administered appropriations	-	900	3,700	957	3,959	4,096	4,097
Net cash provided by State Government	4,874,600	5,125,217	5,144,193	5,358,036	5,350,690	5,249,436	5,328,010
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(5,034,543)	(5,184,553)	(5,225,213)	(5,334,815)	(5,398,777)	(5,595,700)	(5,802,714)
Grants and subsidies	(44,334)	(77,722)	(47,215)	(103,608)	(81,023)	(83,552)	(85,099)
Supplies and services	(842,653)	(759,387)	(822,084)	(855,991)	(848,356)	(816,277)	(823,060)
Accommodation	(109,458)	(34,010)	(99,350)	(52,145)	(66,731)	(52,343)	(61,640)
Direct patient support costs	(857,736)	(1,053,503)	(1,036,343)	(1,046,800)	(1,060,712)	(1,100,614)	(1,132,542)
Indirect patient support costs	(217,703)	(219,606)	(256,004)	(231,016)	(231,292)	(236,759)	(246,642)
Visiting medical practitioner costs	(140,249)	(137,032)	(146,279)	(144,714)	(144,382)	(147,818)	(153,616)
Private sector contract costs.....	(836,060)	(841,903)	(875,967)	(883,575)	(899,958)	(926,233)	(972,314)
GST payments.....	(371,194)	(282,117)	(393,917)	(282,117)	(282,117)	(282,117)	(282,117)
Finance and interest costs	(7,899)	(40,286)	(7,296)	(7,514)	(5,836)	(4,635)	(3,917)
Other payments	(286,378)	(286,400)	(305,386)	(491,261)	(508,654)	(498,084)	(512,303)
Receipts ^(c)							
Grants and subsidies	248,254	186,792	453,573	243,972	196,136	169,568	161,359
National Health Reform Agreement.....	2,071,606	2,173,772	2,184,762	2,308,979	2,437,089	2,591,825	2,756,046
Sale of goods and services.....	294,679	337,265	332,595	351,533	355,995	374,293	383,466
Service Delivery Agreement	1,068,958	1,067,277	1,077,656	1,105,414	1,133,752	1,176,523	1,220,281
GST receipts	367,652	282,117	392,492	282,117	282,117	282,117	282,117
Other receipts	82,808	87,781	89,405	110,468	115,211	120,175	125,390
Net cash from operating activities	(4,614,250)	(4,781,515)	(4,684,571)	(5,031,073)	(5,007,538)	(5,029,631)	(5,147,305)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(205,450)	(339,948)	(150,165)	(433,727)	(320,133)	(155,400)	(121,254)
Net cash from investing activities	(205,450)	(339,948)	(150,165)	(433,727)	(320,133)	(155,400)	(121,254)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(56,972)	(74,703)	(71,147)	(72,079)	(56,075)	(67,297)	(54,301)
Net cash from financing activities	(56,972)	(74,703)	(71,147)	(72,079)	(56,075)	(67,297)	(54,301)
NET INCREASE/(DECREASE) IN CASH HELD.....	(2,072)	(70,949)	238,310	(178,843)	(33,056)	(2,892)	5,150
Cash assets at the beginning of the reporting period	983,176	826,262	958,052	1,196,359	1,017,516	984,460	981,568
Net cash transferred to/from other agencies	(23,094)	-	(3)	-	-	-	-
Cash assets at the end of the reporting period	958,010	755,313	1,196,359	1,017,516	984,460	981,568	986,718

(a) Full audited financial statements are published in the Department's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Department. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION ^(a)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Grants	203,848	109,448	364,312	136,206	139,292	106,422	103,429
National Health Reform Agreement							
National Health Reform Agreement	2,071,606	2,173,772	2,184,762	2,308,979	2,437,089	2,591,825	2,756,046
GST Receipts							
GST Input Credits	46,257	46,472	56,445	57,883	59,358	60,871	62,422
GST Receipts on Sales	1,734	2,539	1,838	1,887	1,937	1,988	2,040
Other Receipts							
Proceeds from Services Provided by Environmental Health Services	2,810	2,767	3,072	3,150	3,212	3,259	3,324
Proceeds from Services Provided by Miscellaneous Services	48,649	8,201	29,397	28,536	27,091	27,474	28,198
TOTAL	2,374,904	2,343,199	2,639,826	2,536,641	2,667,979	2,791,839	2,955,459

(a) Includes only those cash receipts that can be retained by the Department of Health under the *Financial Management Act 2006*, and excludes all other receipts, such as revenue that can be retained by Health Service Providers under other Acts of Parliament. The moneys received and retained are to be applied to the Department's services as specified in the Budget Statements.

(b) Based on preliminary annual report data for 2019/20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Agency Special Purpose Account Details

STATE POOL SPECIAL PURPOSE ACCOUNT

Account Purpose: The State Pool Special Purpose Account provides a mechanism to receive Commonwealth funding for Western Australian hospitals and Western Australian funding for activity-based hospital services, as required under the National Health Reform Agreement.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^{(a) (b)} \$'000	2020-21 Budget Estimate ^(c) \$'000
Opening Balance	-	-	-	14,819
Receipts:				
State Contribution (WA Health)	2,571,921	2,536,777	2,967,943	2,636,281
State Contribution (Mental Health Commission)	179,828	175,576	219,402	228,016
Commonwealth Contribution	2,267,445	2,375,232	2,589,411	2,521,188
Cross Border Deposits	260	-	44,846	23,180
	5,019,454	5,087,585	5,821,602	5,423,484
Payments:				
Payments to Providers	4,721,509	4,786,529	5,447,835	5,069,991
Payments to State Managed Fund (WA Health)	206,987	209,844	207,883	219,649
Payments to State Managed Fund (Mental Health Commission)	90,698	91,212	106,219	110,664
Cross Border Payments	260	-	44,846	23,180
CLOSING BALANCE ^(d)	-	-	14,819	-

(a) Includes State and Commonwealth contribution under the National Partnership for COVID-19 Response (NPCR).

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) Includes contributions under the NPCR subject to future submissions and reconciliation.

(d) Commonwealth funds not drawn by State at 30 June.

STATE MANAGED FUND SPECIAL PURPOSE ACCOUNT

Account Purpose: The State Health Funding Special Purpose Account provides a mechanism to receive Commonwealth funding from the State Pool Special Purpose Account for non-activity-based hospital services and Western Australian funding for non-activity-based hospital services, as required under the National Health Reform Agreement.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	-	-	-	-
Receipts:				
State Contribution (WA Health)	120,901	310,423	279,613	300,604
State Contribution (Mental Health Commission)	179,900	195,669	257,260	262,411
Commonwealth Contribution (via State Pool Account)	206,987	209,844	207,883	219,649
Commonwealth Contribution (State Managed Fund via Mental Health Commission)	90,698	83,099	106,219	110,664
	598,486	799,035	850,975	893,328
Payments				
Payments to Providers	598,486	799,035	850,975	893,328
CLOSING BALANCE	-	-	-	-

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Division 24 Mental Health Commission

Part 5 Health

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 55 Net amount appropriated to deliver services.....	697,472	710,334	710,012	760,210	785,237	823,233	858,852
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	809	809	809	809	811	813	814
Total appropriations provided to deliver services	698,281	711,143	710,821	761,019	786,048	824,046	859,666
ADMINISTERED TRANSACTIONS							
Item 56 Mental Health Advocacy Service	2,668	2,719	2,719	2,858	2,936	3,033	3,148
Item 57 Mental Health Tribunal.....	2,778	2,677	2,677	2,740	2,858	2,948	3,035
Item 58 Office of the Chief Psychiatrist.....	3,029	3,127	3,127	3,272	3,369	3,486	3,605
TOTAL ADMINISTERED TRANSACTIONS....	8,475	8,523	8,523	8,870	9,163	9,467	9,788
CAPITAL							
Item 124 Capital Appropriation	-	1,349	72	4,103	2,440	1,003	67
TOTAL APPROPRIATIONS	706,756	721,015	719,416	773,992	797,651	834,516	869,521
EXPENSES							
Total Cost of Services	917,824	942,125	947,438	1,012,695	1,038,333	1,074,217	1,109,936
Net Cost of Services ^(b)	714,737	737,961	723,100	797,359	812,739	848,581	884,259
CASH ASSETS ^(c)	29,165	37,226	38,433	34,164	31,277	31,059	30,841

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.

(c) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Commission's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COVID-19 WA Recovery Plan					
A Safe Place Initiatives ^(b)					
Community Care Unit	-	4,620	6,318	6,498	6,681
Youth Mental Health and Alcohol and Other Drug (AOD) Homelessness	-	3,523	4,855	6,281	5,158
Aboriginal Suicide Prevention.....	-	1,707	2,650	2,687	2,726
Adjustment to Mental Health Hospital Services ^{(b)(c)}	6,144	12,426	14,211	16,596	19,569
Commitment to Aboriginal Youth Wellbeing ^(b)	-	3,644	2,440	1,189	-
Continuation of the Existing Mobile Clinical Outreach Team ^{(b)(c)}	-	880	909	941	975
Expanded Suicide Prevention Action Plan	-	1,342	3,448	-	-
Immediate Response to COVID-19 ^(b)	4,285	2,244	-	-	-
Western Australian Suicide Prevention Action Plan 2021-25 ^{(b)(c)}	-	4,479	9,019	9,270	9,529

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Ongoing Initiatives					
Continuation of the South West AOD Residential Rehabilitation and Treatment Services.....	-	32	71	2,837	2,913
Revision to Step Up/Step Down Mental Health Facility					
Bunbury	(650)	-	-	-	-
Geraldton	-	1,635	668	65	-
Kalgoorlie	-	1,000	-	-	-
Karratha	(529)	-	-	-	-
Other					
Impact of the 2012 Fair Work Australia Equal Remuneration Order on					
Non-government Organisations	4,253	6,757	8,976	10,831	12,835
Non-Government Human Services Sector Indexation Adjustment	(784)	(2,137)	(2,261)	(2,114)	2,370
Revisions to Own Source Revenue Estimates					
Alcohol Think Again	100	-	-	-	-
Blood-Borne Virus Treatment Service	146	-	-	-	-
Commonwealth Take Home Naloxone Pilot	300	300	-	-	-
External Training Recoups	40	41	42	43	44
Mental Health Emergency Response Line	90	-	-	-	-
Miscellaneous Revenue	20	20	20	20	20
Mobile Clinical Outreach Team	829	-	-	-	-
Specialist Dementia Care Agreement with Commonwealth	260	-	-	-	-
Strong Spirit Strong Minds	1,130	-	-	-	-
Safe Haven Café	180	260	260	-	-

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) These initiatives appear on WA Health's Budget Statement as the Commission purchases the services from WA Health.

(c) Additional COVID-19 funding provided under the WA Recovery Plan for an existing initiative.

Significant Issues Impacting the Agency

WA Recovery Plan

1. The WA Recovery Plan has funded a range of initiatives that focus on suicide prevention; accommodation and support services; mobile clinical outreach; and Alcohol and Other Drugs (AOD) facility upgrades. The Commission, in collaboration with relevant government agencies and other stakeholders, is working to improve data and modelling across the mental health and AOD system to better understand changes in demand for services.

COVID-19

Impacts

2. While the immediate health impacts of the COVID-19 pandemic are well understood, the secondary health impacts such as those concerning mental health and AOD issues are less strongly evidenced at this stage. The long-term potential impacts of the economic consequences of the pandemic on already vulnerable cohorts, including young people, Aboriginal people, people from a culturally and linguistically diverse background and people with disability, is expected to include increased demand for mental health and AOD services.
3. Although presentations to emergency departments for mental health beds reduced at the start of the pandemic due to messaging to avoid hospitals and fear of infection, numbers have returned to pre-pandemic levels. As alcohol consumption in the home increased, available data is being monitored to establish whether this will result in an increase in the overall prevalence of addiction and AOD issues.
4. Western Australians living in rural and remote areas of the State likely experienced heightened risk of isolation and loneliness during the COVID-19 pandemic, which can contribute to a range of mental health issues.
5. Despite the easing of restrictions, calls to Lifeline and Beyond Blue in Western Australia were significantly higher since March 2020 compared to the same period in 2019. This indicates continued elevated levels of anxiety in the community, which can be expected to increase further if economic supports are withdrawn. Available data will continue to be monitored to identify the implications, prevalence of mental health and/or AOD issues and subsequent impacts on service demand.

Suicide Prevention

6. Suicide is the leading cause of death among Australians aged between 15 and 44 years (Australian Bureau of Statistics (ABS) Causes of Death) and Western Australia has the third highest rate of suicide in Australia. The Commission has developed the Western Australian Suicide Prevention Framework 2021-2025 (Framework 2025) funded by the WA Recovery Plan. This aims to promote a whole-of-State approach to suicide prevention, reduce duplication of services, lessen confusion in the suicide prevention space for consumers and provide the support and help our communities need to prevent suicide. It was developed with extensive consultation and considers the current data, research and evaluation and aligns with several national and State strategies. Additionally, as part of the WA Recovery Plan and impacts of COVID-19, there will be a focus on suicide prevention supports, as well as the development and implementation of regional specific Aboriginal suicide prevention plans.
7. The development of these regional plans will also support the work being undertaken to provide a comprehensive whole-of-government response to the Coroner's Inquest into Aboriginal youth suicide in the Kimberley and the Message Stick Inquiry. The Government's approach is outlined in the Commitment to Aboriginal Youth Wellbeing; other work being undertaken to support this approach includes fetal alcohol spectrum disorder prevention activities, including a public education campaign and training. Further to this, there will be the provision of additional resourcing, education and support to existing staff who are responding to people who are presenting particularly for self-harming behaviours in the East Kimberley.

A Safe Place Implementation

8. Released in June 2020, A Safe Place is a guide in the development of appropriate accommodation and support for people with mental health and AOD issues. The need to increase community accommodation and community support options for people with mental health and AOD issues is also reflected in the WA State Priorities Mental Health, AOD 2020-2024. To support its implementation, the Government has committed, as part of the WA Recovery Plan, to the establishment of two new supported accommodation services in the metropolitan area including a 16-bed youth mental health and AOD homelessness service, and Western Australia's first Community Care Unit (CCU), which is expected to have 20 beds.

Strategic Priorities

Mental Health and Alcohol and Other Drug (AOD) Priorities

9. The WA State Priorities 2020-2024, released by the Minister for Mental Health in March 2020, outlines the Government's immediate priorities to reform and improve the mental health and AOD system. The Priorities align to the Western Australian Mental Health, AOD Services Plan 2015-2025 (the Plan), with 29 key focus areas. The Priorities support the direction towards a consumer-focused, holistic, integrated and sustainable approach to mental health and AOD, and are consistent with national and State strategies and frameworks.

Sector Development

Mental Health and AOD Governance

10. The newly established Chief Medical Officer, Mental Health role will provide clinical expertise, contribute to strategic planning and policy development, strengthen consumer and community-focused clinical care, and liaise with non-government services to support system integration across Western Australia's public mental health and AOD services. Additionally, the Mental Health Executive Committee and Community Mental Health, Alcohol and Other Drug Council will bring together leadership from across the public hospital system and community sector respectively, focusing on improving partnerships and strengthening consumer-focused care within hospital and community settings.

Young People Priority Framework

11. Young people have been identified as a priority group in both the Plan and the WA State Priorities Mental Health, AOD 2020-2024. The Commission is developing the Young People Priority Framework to guide Government agencies and the mental health and AOD sector in supporting and responding to the needs of young people aged 12 to 24 years. The Framework will respond to the impacts faced by young people due to the COVID-19 pandemic and will inform planning and any future investment in services across the mental health and AOD service system and related Government services.

Workforce Strategic Framework

12. The Mental Health, Alcohol and Other Drug (AOD) Workforce Strategic Framework 2020-2025 will be released in October 2020, along with some immediate initiatives that are to be implemented this financial year. The Framework aims to guide the growth and development of an appropriately qualified and skilled workforce that will provide individualised, high-quality mental health and AOD services and programs for the Western Australian community.

AOD

13. In 2020-21, the Commission will work with key stakeholders in AOD prevention on actions addressing key priorities including reducing alcohol use in pregnancy, young people and alcohol use, safer music festivals, development of an illicit drug support resource with local government, and reducing alcohol-attributable chronic health disease. These priorities will be addressed through a combination of public education, working with communities experiencing high rates of alcohol-related harm, training and capacity building, and the development of resources and guidelines for reducing alcohol and other drug-related harm. Key issues that the Commission plans to progress include reducing alcohol-related hospitalisations and emergency department presentations.

Treatment Services

Mental Health Bed Access

14. The current public hospital system in Western Australia, as at August 2020, has capacity for 812 mental health beds. While occupancy dropped during the COVID-19 pandemic, numbers returned to the pre-pandemic occupancy rate of 89% from May 2020. New inpatient beds are being progressed in Fremantle, Joondalup and Geraldton, to be operational over the next few years to meet the current and anticipated demand which aligns with the Western Australian Mental Health, AOD Services Plan 2015-2025.
15. Additionally, the Government has made a major investment in the establishment of Mental Health Observation Areas (MHOAs) as a more appropriate setting for mental health patients experiencing crisis situations. MHOAs are established at Sir Charles Gairdner, Joondalup and Royal Perth Hospitals, with new MHOAs being progressed in Midland, Geraldton and Bunbury which will be operational over the coming years.
16. Western Australia is restricted in its forensic mental health bed capacity, resulting in significant daily pressures. WA Health, in partnership with the Commission, is recommencing the foundational planning work required to support the expansion of the State's forensic mental health capacity. This will include establishing a governance structure; investigating short-term expansion options; considering options for a future expanded facility; system-wide mapping of mental health demand, capacity and patient flow; and updating projected demand for forensic mental health services including estimating the potential impact of changes to the *Criminal Law (Mentally Impaired Accused) Act 1996*.

Safe Haven Cafés

17. The Government announced funding to pilot a Safe Haven Café in April 2019 as an initiative arising from the Sustainable Health Review. A Safe Haven Café is a peer-based non-clinical service for people with mental health issues who may otherwise attend emergency departments after hours. Two Safe Haven Cafés will be established, one in the metropolitan area and the other in the Kimberley region, which are now expected to open in late 2020 due to the impact of COVID-19.

Community Services

Step Up/Step Downs

18. The Government has committed to the development of community mental health step up/step down services across Western Australia. Services are currently operational in Joondalup (22 beds), Rockingham (10 beds), Albany (six beds) and Bunbury (10 beds). An additional four services across the State are in varying stages of planning or construction and will be located in Broome (six beds), Karratha (six beds), Kalgoorlie (10 beds) and Geraldton (10 beds). It is anticipated that most of these services will be operational in 2021.

National Disability Insurance Scheme (NDIS)

19. The Commission continues to work with relevant agencies and service providers to ensure effective transition to the NDIS in Western Australia. The NDIS access process for people with a primary psychosocial disability is especially timely and complex. The Commission continues to support the National Disability Insurance Agency, service providers and the sector in supporting people to test their eligibility. Discussions with the Commonwealth Government are ongoing regarding 'in-kind' programs, noting many individuals currently accessing these services are, or will become, NDIS participants.

Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired outcomes, and the government goal it contributes to. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcomes	Services
Strong Communities: Safe communities and supported families.	Improved mental health and wellbeing.	1. Prevention
	Reduced incidence of use and harm associated with AOD use.	
	Accessible, high quality and appropriate mental health and AOD treatments and supports.	2. Hospital Bed-Based Services 3. Community Bed-Based Services 4. Community Treatment 5. Community Support

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Prevention	14,594	13,075	15,405	17,266	17,391	16,105	16,500
2. Hospital Bed-Based Services	393,654	403,127	410,697	426,501	440,514	455,286	471,022
3. Community Bed-Based Services	56,355	67,175	56,942	87,811	84,025	88,057	89,468
4. Community Treatment	404,484	408,025	412,795	426,966	440,999	458,926	474,990
5. Community Support	48,737	50,723	51,599	54,151	55,404	55,843	57,956
Total Cost of Services	917,824	942,125	947,438	1,012,695	1,038,333	1,074,217	1,109,936

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Improved mental health and wellbeing:					
Percentage of the population with high or very high levels of psychological distress ^(c)	12.2%	<=12.2%	12.2%	<=12.2%	
Outcome: Reduced incidence of use and harm associated with AOD use:					
Percentage of the population aged 14 years and over reporting recent use of alcohol at a level placing them at risk of lifetime harm ^(d)	18.4%	<=18.4%	17.2%	<=17.2%	
Percentage of the population aged 14 years and over reporting recent use of illicit drugs ^(d)	16.8%	<=16.8%	15.6%	<=15.6%	
Rate of hospitalisation for AOD use ^(e)	975.2	<969	1,000.9	<1,000.9	
Outcome: Accessible, high quality and appropriate mental health and AOD treatments and supports:					
Readmissions to hospital within 28 days of discharge from acute specialised mental health units ^(f)	17.1%	<=12%	16.5%	<=12%	1
Percentage of contacts with community-based public mental health non-admitted services within seven days post discharge from public mental health inpatient units ^(g)	77.3%	>=75%	81.2%	>=75%	
Percentage of closed AOD treatment episodes completed as planned ^(h)	70.1%	>=76%	71.0%	>=76%	
Percentage of contracted non-government mental health or AOD services that met an approved standard ⁽ⁱ⁾	93.3%	>=90%	96.2%	100%	
Percentage of the population receiving public clinical mental health care or AOD treatment ^(j)	3.1%	>=3.2%	3.2%	>=3.3%	

(a) Further detail in support of the key effectiveness indicators is provided in the Commission's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) This indicator uses the Kessler Psychological Distress Scale (K10), which is a measure of non-specific psychological distress (e.g. negative emotional states). Data is sourced from the ABS National Health Survey, which is conducted every three years. Results from the 2017-18 survey are presented and the 2020-21 Budget Target is based on the 2017-18 results.

(d) This indicator presents information on the Western Australian prevalence rate for illicit drugs and alcohol. Prevalence of recent use (in the last year) of illicit drugs and consumption of alcohol at levels associated with long-term risk of harm for those aged 14 years and over are sourced from the National Drug Strategy Household Survey, which is conducted every three years. Results from the 2019 survey are presented and the 2020-21 Budget Target is based on the 2019 results.

(e) The 2019-20 Actual is based on data from the 2019 calendar year due to quality assurance and checking of hospitalisation data.

(f) A readmission for any of the separations identified as 'in scope' is defined as an admission to any acute specialised mental health inpatient unit in Western Australia and includes admissions to specialised mental health inpatient units in publicly funded private hospitals. This indicator is constructed using the national definition and target. Readmission rates are also affected by other factors, such as the cyclic and episodic nature of some illnesses or other issues that are beyond the control of the health system. Data for the 2019-20 Actual relates to the most recent available data (2019 Calendar year).

(g) This indicator reports on clients who were followed up by community-based public mental health non-admitted services within seven days following discharge from acute public mental health inpatient units only. Data for the 2019-20 Actual relates to the most recent available data (2019 Calendar year).

(h) This is an indicator of the quality of AOD treatment supports and reports the percentage of closed episodes in AOD treatment services that were completed as planned. It provides an indication of the extent to which treatment objectives are likely to be achieved. Data for the 2019-20 Actual relates to the most recent available data (April 2019 to March 2020).

(i) Data for the 2019-20 Actual relates to the most recent available data (2019 calendar year for mental health services and July 2019 to February 2020 for AOD services).

(j) Data for the 2019-20 Actual relates to the most recent available data (July 2018 to June 2019).

Explanation of Significant Movements

(Notes)

- The target for this indicator is aspirational and has been determined at a national level. Since 2014, readmission rates in Western Australia have been impacted by the introduction of new models of care such as Hospital in the Home and associated data recording and reporting practices. The Commission has implemented a monitoring program for this key effectiveness indicator and is regularly reviewing current results with WA Health to further improve performance and enhance data capture.

Services and Key Efficiency Indicators

1. Prevention

Prevention in the mental health and AOD sectors includes activities to promote positive mental health, raise awareness of mental illness, prevent suicide and raise awareness about the potential harms of AOD use in the community.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 14,594	\$'000 13,075	\$'000 15,405	\$'000 17,266	1
Less Income	2,268	1,198	2,482	919	1
Net Cost of Service	12,326	11,877	12,923	16,347	1
Employees (Full-Time Equivalents)	20	22	23	23	
Efficiency Indicators					
Cost per capita spent on mental health and AOD prevention, promotion and protection activities	\$6.11	\$5.40	\$6.45	\$7.03	1

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

- Variance between the 2019-20 Budget and the 2019-20 Actual is primarily a result of negotiations for the continuation of some external grant agreements, which were finalised after the 2019-20 Budget during the 2019-20 Mid-year Review process. The expenditure relates to Strong Spirit Strong Minds and Alcohol.Think Again.

Variance between the 2019-20 Actual and the 2020-21 Budget Target is due to new Government funding allocated as part of the 2020-21 Budget process. The increase in expenditure relates to Fetal Alcohol Spectrum Disorder, the Suicide Prevention Program, and Aboriginal Youth Wellbeing. This expenditure has been partially offset by reductions in funding for Strong Spirit Strong Minds and GP Down South.

2. Hospital Bed-Based Services

Hospital bed-based services include mental health acute inpatient units, sub-acute inpatient units, forensic units and Hospital in the Home. They also include the high medical AOD detoxification unit at Next Step.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 393,654	\$'000 403,127	\$'000 410,697	\$'000 426,501	
Less Income	115,133	120,196	120,136	117,012	
Net Cost of Service	278,521	282,931	290,561	309,489	
Employees (Full-Time Equivalents)	83	78	83	85	
Efficiency Indicators					
Average cost per purchased bed-day in specialised mental health units ^(b) ...	\$1,506	\$1,537	\$1,595	\$1,585	
Average cost per purchased bed-day in Hospital in the Home mental health units	\$1,344	\$1,463	\$1,434	\$1,459	
Average cost per purchased bed-day in forensic mental health units	\$1,348	\$1,356	\$1,390	\$1,360	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) This indicator includes the Next Step AOD withdrawal service.

3. Community Bed-Based Services

Community bed-based services are focused on providing recovery-oriented services and residential rehabilitation in a home-like environment.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 56,355	\$'000 67,175	\$'000 56,942	\$'000 87,811	1
Less Income	27	4	57	60	
Net Cost of Service	56,328	67,171	56,885	87,751	1
Employees (Full-Time Equivalents)	16	15	17	20	
Efficiency Indicators					
Average cost per purchased bed-day in mental health 24-hour and non-24-hour staffed community bed-based services	\$263	\$256	\$268	\$267	
Average cost per bed-day in mental health step up/step down community bed-based units	\$511	\$550	\$545	\$623	2
Average cost per closed treatment episode in AOD residential rehabilitation and low medical withdrawal services	\$11,985	\$13,351	\$14,166	\$15,755	3

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Explanation of Significant Movements

(Notes)

1. The increase in Total Cost of Service from the 2019-20 Actual to the 2020-21 Budget Target is primarily related to new funding for the A Safe Place CCU and Youth Mental Health and AOD Homelessness initiatives.

The 2019-20 Actual Total Cost of Service and Net Cost of Service have been impacted by an accounting policy change, which has changed the treatment of capital grant payments for construction of step up/step down facilities. This has the effect of reducing the Total Cost of Service and Net Cost of Service for the 2019-20 Actual in comparison to the 2019-20 Budget and 2020-21 Budget Target.

2. Variance between the 2019-20 Actual and the 2020-21 Budget Target is due to the commencement of a new step up/step down service in Bunbury from March 2020. This service is expected to have lower levels of activity in 2020-21 due to a ramping-up period.
3. Variance between the 2019-20 Actual and the 2020-21 Budget Target is primarily due to the commencement of Midland Intervention Centre and the Methamphetamine Action Plan - Kimberley AOD Services: four low medical withdrawal beds.

4. Community Treatment

Community treatment provides clinical care in the community for individuals with mental health and AOD problems. These services generally operate with multidisciplinary teams and include specialised and forensic community clinical services.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 404,484	\$'000 408,025	\$'000 412,795	\$'000 426,966	
Less Income	85,636	82,765	101,560	97,306	1
Net Cost of Service	318,848	325,260	311,235	329,660	
Employees (Full-Time Equivalents)	125	121	127	127	
Efficiency Indicators					
Average cost per purchased treatment day of ambulatory care provided by public clinical mental health services ^(b)	\$447	\$463	\$442	\$471	
Average cost per closed treatment episode in community treatment-based AOD services	\$1,725	\$1,718	\$1,847	\$1,918	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) A treatment day refers to any day on which one or more community contacts are recorded for a consumer during their episode of care. An episode is the period of care between the start and end of treatment.

Explanation of Significant Movements

(Notes)

1. The increase in Income from the 2019-20 Budget to the 2019-20 Actual is primarily due to an increase in the Commonwealth contribution under the National Health Reform Agreement for non-admitted patient services together with an increase in the proportion allocated between non-admitted and admitted patient services.

5. Community Support

Community support services provide individuals with mental health and AOD problems access to the help and support they need to participate in their community. These services include peer support, home in reach, respite, recovery and harm-reduction programs.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 48,737	\$'000 50,723	\$'000 51,599	\$'000 54,151	
Less Income	23	1	103	39	1
Net Cost of Service	48,714	50,722	51,496	54,112	
Employees (Full-Time Equivalents)	7	6	6	6	
Efficiency Indicators					
Average cost per hour for community support provided to people with mental health issues	\$120	\$122	\$128	\$128	
Average cost per episode of care in safe places for intoxicated people ^(b)	\$388	\$408	\$429	\$421	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) Safe places for intoxicated individuals (sobering-up centres), provide residential care overnight for intoxicated individuals. An episode is defined as an admission to a sobering-up centre which may be for a few hours or overnight.

Explanation of Significant Movements

(Notes)

1. The increase in Income from the 2019-20 Budget to the 2019-20 Actual is primarily due to an increase in the Commonwealth contribution under the National Health Reform Agreement for non-admitted patient services together with an increase in the proportion allocated between non-admitted and admitted patient services.

Asset Investment Program

1. As part of the WA Recovery Plan, the Commission has been allocated \$7.3 million in 2020-21 and the forward estimates period for the following projects:
 - 1.1. \$5 million for the construction of a 16-bed Youth Mental Health and AOD Homelessness facility;
 - 1.2. \$1.4 million for upgrades to alcohol and other drug facilities, including sobering up centres in Wyndham, Halls Creek, Fitzroy Crossing and across the State; and
 - 1.3. \$0.9 million to refurbish facilities at Midland into an intervention centre.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COMPLETED WORKS							
Minor Capital Works	5	5	5	-	-	-	-
NEW WORKS							
COVID-19 WA Recovery Plan							
A Safe Place Initiatives - Youth Mental Health and AOD							
Homelessness	4,998	-	-	2,187	1,874	937	-
Strategic Asset Plan - Minor Building Works	1,420	-	-	920	500	-	-
Upgrade and Refurbishment - Midland Intervention Centre	930	-	-	930	-	-	-
Total Cost of Asset Investment Program	7,353	5	5	4,037	2,374	937	-
FUNDED BY							
Capital Appropriation			-	4,037	2,374	937	-
Other			5	-	-	-	-
Total Funding			5	4,037	2,374	937	-

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Financial Statements

Income Statement

Expenses

1. Total Cost of Services is estimated to increase by \$65.3 million in 2020-21 compared to the 2019-20 Actual. This is primarily a result of an increase in purchased public health services of \$32.5 million, increases in services purchased from non-government organisations of \$26.7 million and a net increase in payments to the Department of Communities of \$9.5 million for construction of mental health facilities.
2. The grant and subsidies expense line item for the 2019-20 Actual has been impacted by an accounting policy change, which has changed the treatment of capital grant payments for construction of step up/step down facilities. This has the effect of reducing the grant expense for the 2019-20 Actual in comparison to the 2019-20 Budget and 2020-21 Budget Target.

Income

3. Income from the State Government is anticipated to increase by \$63.7 million in 2020-21 compared to the 2019-20 Actual. This is primarily due to an increase of \$33 million in State funding for the purchase of public health services from WA Health, increased funding relating to suicide prevention programs and 'A Safe Place' accommodation programs for a CCU and Youth Homelessness facility, and \$11.3 million from Royalties for Regions to fund step up/step down mental health facilities in Karratha, Kalgoorlie and Geraldton being recognised as revenue.
4. The income from Royalties for Regions for the 2019-20 Actual has been impacted by an accounting policy change, which has changed the treatment of income for the construction of step up/step down facilities. This has the effect of reducing the income received from Royalties for Regions for the 2019-20 Actual in comparison to the 2019-20 Budget and 2020-21 Budget Target.

INCOME STATEMENT ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	35,007	34,236	36,569	36,576	37,667	37,487	37,949
Grants and subsidies ^(d)	8,055	11,146	3,437	13,004	127	127	128
Supplies and services	169,791	173,425	173,796	197,333	207,097	214,261	220,471
Accommodation	2,436	248	2,205	2,950	3,141	3,159	3,008
Depreciation and amortisation	469	2,000	505	410	410	409	409
Finance and interest costs	-	369	4	8	10	11	10
Service Delivery Agreement - WA Health	698,923	719,067	726,581	759,082	786,565	815,575	844,739
Other expenses	3,143	1,634	4,341	3,332	3,316	3,188	3,222
TOTAL COST OF SERVICES	917,824	942,125	947,438	1,012,695	1,038,333	1,074,217	1,109,936
Income							
Grants and subsidies	5,098	2,402	5,451	2,764	1,698	1,739	1,779
National Health Reform Agreement	197,607	201,460	217,716	212,209	223,532	223,532	223,532
Other revenue	382	302	1,171	363	364	365	366
Total Income	203,087	204,164	224,338	215,336	225,594	225,636	225,677
NET COST OF SERVICES	714,737	737,961	723,100	797,359	812,739	848,581	884,259
INCOME FROM STATE GOVERNMENT							
Service appropriations	698,281	711,143	710,821	761,019	786,048	824,046	859,666
Resources received free of charge	3,009	4,159	1,969	4,221	4,221	4,221	4,221
Royalties for Regions Fund:							
Regional Community Services Fund	2,640	18,222	16,454	21,301	19,438	19,951	20,009
Regional Infrastructure and Headworks Fund	469	4,075	-	6,404	-	-	-
TOTAL INCOME FROM STATE GOVERNMENT	704,399	737,599	729,244	792,945	809,707	848,218	883,896
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(10,338)	(362)	6,144	(4,414)	(3,032)	(363)	(363)

(a) Full audited financial statements are published in the Commission's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 251, 256 and 261 respectively.

(d) Refer to the Details of Controlled Grants and Subsidies table below for further information.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Department of Communities							
Community Living Support.....	1,200	-	1,750	-	-	-	-
Step Up/Step Down Mental Health Facility							
Bunbury.....	2,367	2,193	-	-	-	-	-
Geraldton	-	-	-	2,631	-	-	-
Kalgoorlie	1,280	4,075	-	3,773	-	-	-
Karratha	1,592	4,641	-	4,823	-	-	-
Department of Education - Commitment to							
Aboriginal Youth Wellbeing - Aboriginal							
Engagement Girls Program	-	-	-	1,540	-	-	-
Non-government Grants							
Ice Breakers Program.....	180	-	-	-	-	-	-
Other.....	1,333	237	1,349	32	22	22	23
Prevention and Anti-stigma.....	103	-	188	205	105	105	105
Suicide Prevention Strategy	-	-	150	-	-	-	-
TOTAL	8,055	11,146	3,437	13,004	127	127	128

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CURRENT ASSETS							
Cash assets.....	23,895	31,892	32,913	28,499	25,612	25,394	25,176
Restricted cash.....	4,920	5,334	5,026	5,171	5,171	5,171	5,171
Receivables.....	305	603	83	83	83	83	83
Other.....	193	45	18	18	18	18	18
Assets held for sale	4,294	-	4,000	(294)	(294)	(294)	(294)
Total current assets.....	33,607	37,874	42,040	33,477	30,590	30,372	30,154
NON-CURRENT ASSETS							
Holding account receivables.....	6,168	8,168	6,582	6,992	7,402	7,811	8,220
Property, plant and equipment.....	16,824	30,855	17,083	20,817	22,843	23,449	23,052
Restricted cash.....	350	-	494	494	494	494	494
Total non-current assets.....	23,342	39,023	24,159	28,303	30,739	31,754	31,766
TOTAL ASSETS	56,949	76,897	66,199	61,780	61,329	62,126	61,920
CURRENT LIABILITIES							
Employee provisions.....	6,243	6,185	6,825	6,970	7,115	7,260	7,405
Payables.....	1,494	1,797	1,218	1,218	1,218	1,218	1,218
Borrowings and leases	-	-	41	41	41	41	41
Other.....	-	-	127	127	127	127	127
Total current liabilities.....	7,737	7,982	8,211	8,356	8,501	8,646	8,791
NON-CURRENT LIABILITIES							
Employee provisions.....	1,944	2,092	2,206	2,206	2,206	2,206	2,206
Borrowings and leases	-	8,737	48	89	85	97	42
Total non-current liabilities.....	1,944	10,829	2,254	2,295	2,291	2,303	2,248
TOTAL LIABILITIES	9,681	18,811	10,465	10,651	10,792	10,949	11,039
EQUITY							
Contributed equity.....	25,763	34,992	28,079	27,888	30,328	31,331	31,398
Accumulated surplus/(deficit).....	20,897	23,094	27,047	22,633	19,601	19,238	18,875
Reserves	608	-	608	608	608	608	608
Total equity	47,268	58,086	55,734	51,129	50,537	51,177	50,881
TOTAL LIABILITIES AND EQUITY	56,949	76,897	66,199	61,780	61,329	62,126	61,920

(a) Full audited financial statements are published in the Commission's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(b) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	697,940	709,143	710,407	760,609	785,638	823,637	859,257
Capital appropriation	-	1,349	72	4,103	2,440	1,003	67
Royalties for Regions Fund:							
Regional Community Services Fund	2,640	18,222	19,771	21,301	19,438	19,951	20,009
Regional Infrastructure and Headworks Fund	469	5,583	5,346	6,404	-	-	-
Net cash transferred to/from other agencies	-	-	(6,419)	-	-	-	-
Net cash provided by State Government	701,049	734,297	729,177	792,417	807,516	844,591	879,333
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(35,075)	(34,091)	(35,486)	(36,418)	(37,509)	(37,329)	(37,791)
Grants and subsidies	(8,111)	(11,146)	(3,437)	(13,004)	(127)	(127)	(128)
Supplies and services	(167,495)	(169,382)	(171,751)	(193,256)	(203,020)	(210,184)	(216,394)
Accommodation	(2,428)	(230)	(2,194)	(2,919)	(3,110)	(3,128)	(2,977)
Service Delivery Agreement - WA Health	(698,923)	(719,067)	(726,581)	(759,082)	(786,565)	(815,575)	(844,739)
Finance and interest costs	-	(369)	(4)	(8)	(10)	(11)	(10)
Other payments	(2,681)	(1,536)	(4,380)	(3,232)	(3,216)	(3,088)	(3,122)
Receipts ^(c)							
Grants and subsidies	5,476	2,402	5,578	2,764	1,698	1,739	1,779
National Health Reform Agreement	197,607	201,460	217,716	212,209	223,532	223,532	223,532
Other receipts	433	302	702	363	364	365	366
Net cash from operating activities	(711,197)	(731,657)	(719,837)	(792,583)	(807,963)	(843,806)	(879,484)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(21)	(1,508)	(5)	(4,037)	(2,374)	(937)	-
Net cash from investing activities	(21)	(1,508)	(5)	(4,037)	(2,374)	(937)	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(1,349)	(67)	(66)	(66)	(66)	(67)
Net cash from financing activities	-	(1,349)	(67)	(66)	(66)	(66)	(67)
NET INCREASE/(DECREASE) IN CASH HELD	(10,169)	(217)	9,268	(4,269)	(2,887)	(218)	(218)
Cash assets at the beginning of the reporting period	39,334	37,443	29,165	38,433	34,164	31,277	31,059
Cash assets at the end of the reporting period	29,165	37,226	38,433	34,164	31,277	31,059	30,841

(a) Full audited financial statements are published in the Commission's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) A determination by the Treasurer, pursuant to section 23 of the *Financial Management Act 2006*, provides for the retention of some cash receipts by the Commission. Refer to the Net Appropriation Determination table below for further information. Other receipts are retained under the authority of other relevant Acts of Parliament.

NET APPROPRIATION DETERMINATION ^(a)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(b) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
Grants and Subsidies							
Other Grant Funding	5,476	2,402	5,578	2,764	1,698	1,739	1,779
National Health Reform Agreement							
Commonwealth Grants	197,607	201,460	217,716	212,209	223,532	223,532	223,532
Other Receipts							
Other Revenue	433	302	702	363	364	365	366
TOTAL	203,516	204,164	223,996	215,336	225,594	225,636	225,677

(a) The moneys received and retained are to be applied to the Commission's services as specified in the Budget Statements.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

DETAILS OF ADMINISTERED TRANSACTIONS

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual \$'000	Budget \$'000	Actual ^(a) \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
INCOME							
Other							
Administered Appropriation.....	8,475	8,523	8,523	8,870	9,163	9,467	9,788
Other Revenue.....	9	-	21	-	-	-	-
Services Received Free of Charge	1,093	1,089	1,222	1,116	1,144	1,144	1,144
TOTAL ADMINISTERED INCOME	9,577	9,612	9,766	9,986	10,307	10,611	10,932
EXPENSES							
Other							
Mental Health Advocacy Service	3,000	3,082	3,370	3,226	3,313	3,410	3,525
Mental Health Tribunal.....	3,391	3,016	3,426	3,112	3,197	3,287	3,374
Office of the Chief Psychiatrist.....	3,374	3,533	3,235	3,690	3,797	3,914	4,033
TOTAL ADMINISTERED EXPENSES ^(b)	9,765	9,631	10,031	10,028	10,307	10,611	10,932

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The administered entities full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 29, 32 and 32 respectively.

Agency Special Purpose Account Details

STATE MANAGED FUND SPECIAL PURPOSE ACCOUNT

Account Purpose: The State Managed Fund Special Purpose Account provides a mechanism to receive Commonwealth funding for mental health related activity from the State Pool Special Purpose Account for non-activity-based hospital services and State funding for non-activity based hospital services, as required under the National Health Reform Agreement.

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000
Opening Balance	-	-	-	-
Receipts:				
Appropriations	201,280	209,668	270,783	276,755
Other	90,698	91,212	106,218	110,664
	291,978	300,880	377,001	387,419
Payments	291,978	300,880	377,001	387,419
CLOSING BALANCE	-	-	-	-

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Division 25 **Health and Disability Services Complaints Office**

Part 5 **Health**

Appropriations, Expenses and Cash Assets

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^{(a) (b)} \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 59 Net amount appropriated to deliver services ^(c)	2,651	2,546	2,715	2,578	2,603	2,636	2,669
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975	-	-	-	236	238	240	242
Total appropriations provided to deliver services	2,651	2,546	2,715	2,814	2,841	2,876	2,911
CAPITAL							
Item 125 Capital Appropriation ^(d)	-	278	107	5	4	4	4
TOTAL APPROPRIATIONS	2,651	2,824	2,822	2,819	2,845	2,880	2,915
EXPENSES							
Total Cost of Services	2,682	3,023	3,026	3,101	3,114	3,163	3,187
Net Cost of Services ^(e)	2,660	2,993	3,011	3,071	3,098	3,133	3,171
CASH ASSETS ^(f)	1,253	550	1,073	942	942	942	942

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.
- (b) The 2019-20 Actual has been amended to reflect the 2019-20 audited Annual Report.
- (c) The Office will be established as a full Budget agency from 2020-21 and comparatives were backcast from Treasury Administered Appropriation to Service Appropriation.
- (d) Additional capital appropriation is provided to fund lease repayments and is not reflected in the Asset Investment Program table.
- (e) Represents Total Cost of Services (expenses) less retained revenues applied to the agency's services. Reconciliation to the 'Total appropriations provided to deliver services' includes adjustments related to movements in cash balances and other accrual items such as resources received free of charge, receivables, payables and superannuation.
- (f) As at 30 June each financial year.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on Agency's Income Statement since presentation of the 2019-20 Budget to Parliament on 9 May 2019, are outlined below:

	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
Ongoing Initiative					
Adjustment to Commonwealth Grants	(14)	-	16	30	16
Other					
Case Management System	-	18	18	18	18
Streamlined Budget Process Incentive Funding	-	26	-	-	-

- (a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Significant Issues Impacting the Agency

1. The Office continues to contribute to the health, disability and mental health reforms at a State and national level. The current focus includes disability reform; implementation of the *Voluntary Assisted Dying Act 2019*; the National Code of Conduct for healthcare workers; contributing to oversight working groups established to respond to Royal Commission recommendations and contributing to Royal Commissions currently in progress.
2. With the complexity of complaints increasing, a new case management system was required to ensure that the Office can continue to drive system change and inform continuous improvement programs for service providers. The implementation of a new case management system will support a more efficient complaint resolution service and meet business and data requirements now and into the future. The system will strengthen the Office's capability to share de-identified data more broadly and assist providers in developing and improving complaints procedures and the training of staff in handling complaints.
3. Services of the Office remained accessible throughout the COVID-19 pandemic. The implementation of business continuity arrangements and adaptation of service delivery methods resulted in minimal impact on services provided. The Office's role in managing complaints during this period has been critical and COVID-19 related matters were continually monitored and reported upon to assist the Government's response and recovery.
4. The Office continues to implement strategies to enhance awareness and ensure its services are accessible to all Western Australians and people in the Indian Ocean Territories. Areas of focus are Aboriginal communities, regional communities, children and young people, and culturally and linguistically diverse communities.
5. From the 2020-21 financial year, the Office will be established as a Budget Paper 2 agency with approval from the Treasurer. This financial year, an Internal Audit Committee was established with an external committee chairperson appointed and external committee members to further strengthen the Office's response to the governance arrangements.

Resource Agreement

The following performance information (financial and non-financial) is the subject of a Resource Agreement signed by the Minister, Accountable Authority and Treasurer under Part 3, Division 5 of the *Financial Management Act 2006*.

Outcomes, Services and Key Performance Information

Relationship to Government Goals

Broad government goals are supported at agency level by specific outcomes. Agencies deliver services to achieve these outcomes. The following table illustrates the relationship between the agency's services and desired outcome, and the government goal it contributes to. The key effectiveness indicators measure the extent of impact of the delivery of services on the achievement of desired outcomes. The key efficiency indicators monitor the relationship between the service delivered and the resources used to produce the service.

Government Goal	Desired Outcome	Services
Strong Communities: Safe communities and supported families.	Improvement in the delivery of health and disability services.	<ol style="list-style-type: none"> 1. Complaints Management: Assessment, Negotiated Settlement, Conciliation and Investigation of Complaints 2. Education: Education and Training in the Prevention and Resolution of Complaints

Service Summary

Expense	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^(a) \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
1. Complaints Management: Assessment, Negotiated Settlement, Conciliation and Investigation of Complaints.....	1,816	2,046	2,076	2,001	2,009	2,041	2,056
2. Education: Education and Training in the Prevention and Resolution of Complaints.....	866	977	950	1,100	1,105	1,122	1,131
Total Cost of Services.....	2,682	3,023	3,026	3,101	3,114	3,163	3,187

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Outcomes and Key Effectiveness Indicators ^(a)

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(b)	2020-21 Budget Target	Note
Outcome: Improvement in the delivery of health and disability services:					
Proportion of service improvements resulting in implementation by service providers.....	72%	75%	80%	80%	

(a) Further detail in support of the key effectiveness indicators is provided in Agency's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

Services and Key Efficiency Indicators

1. Complaints Management: Assessment, Negotiated Settlement, Conciliation and Investigation of Complaints

The Office provides an impartial resolution service for complaints relating to health, disability and mental health services provided in Western Australia and the Indian Ocean Territories. The Office delivers complaint management services, through assessment, negotiated settlement, conciliation and investigation of complaints.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 1,816	\$'000 2,046	\$'000 2,076	\$'000 2,001	1
Less Income	22	30	15	30	2
Net Cost of Service	1,794	2,016	2,061	1,971	
Employees (Full-Time Equivalents) ^(b)	11	11	16	13	
Efficiency Indicators					
Percentage of complaints assessed within legislation timeframes	94%	94%	94%	94%	3
Average cost per finalised complaint	\$713	\$782	\$786	\$760	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increase in the full-time equivalents in 2019-20 is primarily attributable to contract staff providing short-term expertise and backfilling staff during extended leave periods.

Explanation of Significant Movements

(Notes)

1. The slight increase in the Total Cost of Service in the 2019-20 Actual compared to the 2019-20 Budget is primarily attributable to the reallocation of resources between Services 1 and 2.
2. The reduction in Income in the 2019-20 Actual compared to the 2019-20 Budget is primarily attributable to a reduction in revenue under the Indian Ocean Territories Service Delivery Arrangement due to a carryover of unspent funds from the previous year.
3. The percentage of complaints assessed within legislative timeframes is an average of preliminary assessments by the Director within 28 days, preliminary assessment by the Director within 56 days, and notices to providers and others within 14 days. Please refer to the Office's 2019-20 Annual Report for a breakdown of the categories.

2. Education: Education and Training in the Prevention and Resolution of Complaints

The Office is responsible for collaborating with stakeholders to review and identify the causes of complaints and suggesting ways to minimise those causes. The Office assists and educates providers to improve complaints management procedures and shares information about the Office's work with specific stakeholders and the public in general.

	2018-19 Actual	2019-20 Budget	2019-20 Actual ^(a)	2020-21 Budget Target	Note
Total Cost of Service	\$'000 866	\$'000 977	\$'000 950	\$'000 1,100	1
Less Income	nil	nil	nil	nil	
Net Cost of Service	866	977	950	1,100	
Employees (Full-Time Equivalents) ^(b)	5	5	7	7	
Efficiency Indicators					
Average cost per development, production and distribution of information	\$18,117	\$18,863	\$17,867	\$20,249	
Average cost per presentation, awareness raising, consultation and networking activities.....	\$2,165	\$2,396	\$2,342	\$2,574	

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The increase in the full-time equivalents in 2019-20 is primarily attributable to the establishment of additional resourcing to deliver this function.

Explanation of Significant Movements

(Notes)

1. The slight decrease in the Total Cost of Service in the 2019-20 Actual compared to the 2019-20 Budget is primarily attributable to the reallocation of resources between Services 1 and 2.

Asset Investment Program

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Case Management System ^(b)	480	-	-	131	-	-	-
Total Cost of Asset Investment Program	480	-	-	131	-	-	-
FUNDED BY							
Internal Funds and Balances			-	131	-	-	-
Total Funding			-	131	-	-	-

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(b) The Asset Investment Program in the 2019-20 Expenditure has been amended to reflect decisions up to the time of the 2020-21 Budget cutoff.

Financial Statements

1. The 2019-20 Budget reflects the treatment of Government Office Accommodation (GOA) inter-agency leasing arrangements in accordance with AASB 16: *Leases*. Subsequent to the release of the 2019-20 Budget, it was determined that GOA inter-agency leasing arrangements were outside the scope of AASB 16 and therefore not required to be reported on the Statement of Financial Position. GOA leasing arrangements are now expensed as incurred and reflected as such from 2019-20 Actual onwards.

INCOME STATEMENT ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^{(b) (c)}	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(d)	1,881	2,135	2,178	2,186	2,197	2,225	2,255
Supplies and services	324	504	371	502	507	528	517
Accommodation	335	87	359	279	279	279	279
Depreciation and amortisation	2	192	10	53	52	52	52
Finance and interest costs	-	24	-	-	-	-	-
Other expenses	140	81	108	81	79	79	84
TOTAL COST OF SERVICES	2,682	3,023	3,026	3,101	3,114	3,163	3,187
Income							
Grants and subsidies	20	30	12	30	16	30	16
Other revenue	2	-	3	-	-	-	-
Total Income	22	30	15	30	16	30	16
NET COST OF SERVICES	2,660	2,993	3,011	3,071	3,098	3,133	3,171
INCOME FROM STATE GOVERNMENT							
Service appropriations ^(e)	2,651	2,546	2,715	2,814	2,841	2,876	2,911
Resources received free of charge	266	257	193	257	257	257	257
TOTAL INCOME FROM STATE GOVERNMENT	2,917	2,803	2,908	3,071	3,098	3,133	3,168
SURPLUS/(DEFICIENCY) FOR THE PERIOD	257	(190)	(103)	-	-	-	(3)

(a) Full audited financial statements are published in Agency's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The 2019-20 Actual has been amended to reflect the 2019-20 audited Annual Report.

(d) The full-time equivalents for 2018-19 Actual, 2019-20 Actual and 2020-21 Budget Estimate are 16, 23 and 20 respectively.

(e) The Office will be established as a full Budget agency from 2020-21 and comparatives were backcast from Treasury Administered Appropriation to Service Appropriation.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2018-19	2019-20	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual	Budget	Actual ^{(b) (c)}	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	Estimate	Estimate	Estimate	Estimate
				\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	1,246	550	1,066	942	942	942	942
Restricted cash.....	7	-	7	-	-	-	-
Receivables.....	2	14	8	3	3	3	3
Other.....	20	23	23	23	23	23	23
Total current assets.....	1,275	587	1,104	968	968	968	968
NON-CURRENT ASSETS							
Holding account receivables.....	-	-	-	53	105	157	206
Property, plant and equipment.....	2	564	14	9	5	-	-
Intangibles.....	-	480	349	347	299	251	203
Total non-current assets.....	2	1,044	363	409	409	408	409
TOTAL ASSETS.....	1,277	1,631	1,467	1,377	1,377	1,376	1,377
CURRENT LIABILITIES							
Employee provisions.....	354	383	376	437	437	437	437
Payables.....	98	63	213	54	54	49	49
Borrowings and leases.....	-	-	5	5	5	5	5
Other.....	-	-	-	-	-	-	-
Total current liabilities.....	452	446	594	496	496	491	491
NON-CURRENT LIABILITIES							
Employee provisions.....	132	86	168	176	176	176	176
Borrowings and leases.....	-	576	9	4	-	-	-
Total non-current liabilities.....	132	662	177	180	176	176	176
TOTAL LIABILITIES.....	584	1,108	771	676	672	667	667
EQUITY							
Contributed equity.....	(692)	(415)	(586)	(581)	(577)	(573)	(569)
Accumulated surplus/(deficit).....	1,385	938	1,282	1,282	1,282	1,282	1,279
Total equity.....	693	523	696	701	705	709	710
TOTAL LIABILITIES AND EQUITY.....	1,277	1,631	1,467	1,377	1,377	1,376	1,377

(a) Full audited financial statements are published in Agency's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The 2019-20 Actual has been amended to reflect the 2019-20 audited Annual Report.

STATEMENT OF CASHFLOWS ^(a)
(Controlled)

	2018-19 Actual \$'000	2019-20 Budget \$'000	2019-20 Actual ^{(b) (c)} \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations ^(d)	2,651	2,546	2,715	2,761	2,789	2,824	2,862
Capital appropriation ^(e)	-	278	107	5	4	4	4
Net cash provided by State Government	2,651	2,824	2,822	2,766	2,793	2,828	2,866
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(1,838)	(2,135)	(2,083)	(2,186)	(2,197)	(2,225)	(2,255)
Supplies and services	(143)	(253)	(120)	(246)	(251)	(272)	(261)
Accommodation	(270)	(8)	(296)	(200)	(200)	(200)	(200)
Finance and interest costs	-	(24)	-	-	-	-	-
Other payments	(99)	(156)	(162)	(159)	(157)	(157)	(162)
Receipts							
Grants and subsidies	20	30	12	30	16	30	16
Other receipts	2	-	3	-	-	-	-
Net cash from operating activities	(2,328)	(2,546)	(2,646)	(2,761)	(2,789)	(2,824)	(2,862)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	-	(480)	(349)	(131)	-	-	-
Net cash from investing activities	-	(480)	(349)	(131)	-	-	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	-	(178)	(7)	(5)	(4)	(4)	(4)
Net cash from financing activities	-	(178)	(7)	(5)	(4)	(4)	(4)
NET INCREASE/(DECREASE) IN CASH HELD	323	(380)	(180)	(131)	-	-	-
Cash assets at the beginning of the reporting period	930	930	1,253	1,073	942	942	942
Cash assets at the end of the reporting period	1,253	550	1,073	942	942	942	942

(a) Full audited financial statements are published in Agency's Annual Report.

(b) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

(c) The 2019-20 Actual has been amended to reflect the 2019-20 audited Annual Report.

(d) The Office will be established as a full Budget agency from 2020-21 and comparatives were backcast from Treasury Administered Appropriation to Service Appropriation.

(e) Provision of \$100,000 in 2019-20 for the procurement of a case management system to deliver the requirements of the National Code of Conduct for Health Care Workers. The remaining amounts reflect funding associated with AASB 16 over 2019-20 to 2023-24.

Animal Resources Authority

Part 5 Health

Asset Investment Program

1. The Authority's Asset Replacement Program of \$0.2 million, which relates to routine asset replacement, has increased to \$0.3 million in 2020-21 due to the carryover of expenditure associated with the purchase of a culling chamber machine for animal ethics purposes.
2. The Authority has spent \$0.4 million of the approved \$1.1 million autoclave replacement budget on equipment, with the remaining \$0.7 million to be spent in 2020-21 on a building to house the autoclave.

	Estimated Total Cost \$'000	Actual Expenditure to 30-6-20 \$'000	2019-20 ^(a) Expenditure \$'000	2020-21 Budget Estimate \$'000	2021-22 Forward Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000
WORKS IN PROGRESS							
Asset Replacement - 2019-20 Program	309	239	239	70	-	-	-
Autoclave Replacement.....	1,120	399	172	721	-	-	-
COMPLETED WORKS							
Sea Container	12	12	12	-	-	-	-
Cooling Towers	284	284	81	-	-	-	-
NEW WORKS							
Asset Replacement							
2020-21 Program.....	200	-	-	200	-	-	-
2021-22 Program.....	200	-	-	-	200	-	-
2022-23 Program.....	200	-	-	-	-	200	-
2023-24 Program.....	200	-	-	-	-	-	200
Total Cost of Asset Investment Program	2,525	934	504	991	200	200	200
FUNDED BY							
Funding Included in Department of Treasury Administered Item.....			256	721	-	-	-
Internal Funds and Balances.....			248	270	200	200	200
Total Funding.....			504	991	200	200	200

(a) Based on preliminary annual report data for 2019-20. Some aggregates may be adjusted for annual report information finalised after agency Budget Statements were prepared.

