

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.

Summary of Recurrent and Asset Investment Expenditure

Agency	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
WA Health		
– Total Cost of Services	10,225,086	10,366,506
– Asset Investment Program	247,201	410,525
Mental Health Commission		
– Total Cost of Services	1,003,424	1,114,246
– Asset Investment Program	1,580	12,199
Health and Disability Services Complaints Office		
– Total Cost of Services	3,171	3,246
– Asset Investment Program	131	-
Animal Resources Authority		
– Asset Investment Program	83	200

Ministerial Responsibilities

Minister	Agency	Services
Deputy Premier; Minister for Health; Medical Research; State Development; Jobs and Trade; Science	WA Health	<ol style="list-style-type: none"> 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
	Health and Disability Services Complaints Office	<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
	Animal Resources Authority	n/a
Minister for Mental Health; Aboriginal Affairs; Industrial Relations	Mental Health Commission	<ol style="list-style-type: none"> 1. Prevention 2. Hospital Bed-Based Services 3. Community Bed-Based Services 4. Community Treatment 5. Community Support

Division 22 **WA Health**

Part 5 **Health**

Appropriations, Expenses and Cash Assets

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 52 Net amount appropriated to deliver services	5,067,749	5,183,118	5,464,907	5,580,807	5,321,455	5,410,401	5,647,193
Amount Authorised by Other Statutes							
- Lotteries Commission Act 1990	142,190	117,010	144,500	135,699	140,285	140,806	141,519
- Salaries and Allowances Act 1975.....	716	716	716	1,182	1,185	1,188	1,191
Total appropriations provided to deliver services	5,210,655	5,300,844	5,610,123	5,717,688	5,462,925	5,552,395	5,789,903
CAPITAL							
Item 124 Capital Appropriation	208,016	238,875	250,666	257,894	225,530	119,600	62,709
TOTAL APPROPRIATIONS	5,418,671	5,539,719	5,860,789	5,975,582	5,688,455	5,671,995	5,852,612
EXPENSES							
Total Cost of Services	9,423,503	9,649,106	10,225,086	10,366,506	10,155,453	10,424,687	10,842,933
Net Cost of Services ^(a) ^(b)	6,030,973	6,284,980	6,747,510	6,758,970	6,574,006	6,652,933	6,948,361
CASH ASSETS ^(c)	1,195,016	1,016,173	972,929	882,901	782,903	754,947	749,237

- (a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget may have increased the Net Cost of Services compared to previously published Budgets.
- (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 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
COVID-19 Response					
COVID-19 Non-Health Agency Spending.....	62,941	-	-	-	-
COVID-19 Spending.....	418,996	301,119	-	-	-
Election Commitments					
Better Beginnings - Multicultural Community Service.....	-	163	1,288	1,250	1,400
Early Childhood Dental Program.....	-	1,004	1,114	2,534	6,871
Geraldton Hospital Co-Location Project.....	-	1,200	800	-	-
Patient Assisted Travel Scheme: Accommodation Subsidy and Escort Eligibility.....	-	4,366	4,708	5,104	5,523
Sister Kate's Aboriginal Health and Aged Care Facility in Queens Park.....	10,000	-	-	-	-
Small Commitments.....	81	-	-	-	-
Women's Community Health Services.....	-	759	1,547	1,581	1,616
New Initiatives					
Children's Hospice.....	-	1,200	1,300	700	-
Peel Health Campus Transition.....	1,795	6,247	7,040	4,422	-
Royal Flying Doctors Service Asset Replacement ^(a)	-	7,860	3,032	-	-
Women and Newborn Service Relocation Project.....	-	3,031	2,410	-	-
Ongoing Initiatives					
Adjustment to General Health Hospital Services.....	18,869	114,752	118,827	125,229	179,123
Adjustment to Non-Hospital Services ^(a)	2,088	(11,678)	785	(10,051)	(8,415)
Commonwealth Programs					
Aged Care Programs.....	14,211	13,506	-	-	-
Commonwealth Home Support Program Grant.....	14,675	14,924	-	-	-
Essential Vaccines.....	71	2,684	2,139	1,878	111
Health Innovation Fund.....	-	4,053	1,118	-	-
Indigenous Australians' Health Programme.....	8,747	1,032	1,032	-	-
Multi-Purpose Services Agreement.....	4,400	-	-	-	-
Organ and Tissue Donation.....	3,840	3,901	3,146	-	-
Other Commonwealth Programs.....	641	398	405	346	-
Public Dental Services for Adults.....	2,422	9,687	-	-	-
Cross Border Expenses and Revenue.....	-	24,350	-	-	-
Fiona Stanley Hospital					
Critical Works.....	240	-	-	-	-
Transition Project.....	-	10,508	7,366	7,682	8,007
HealthNext.....	19,830	5,060	-	-	-
Mental Health Commission Initiatives					
Adjustment to Mental Health Hospital Services.....	-	48,963	59,511	46,679	51,255
Other Mental Health Commission Initiatives.....	4,373	14,448	29,476	32,795	34,451
Other Grants.....	760	762	555	-	-
Regional Renal Support Teams ^(a)	-	493	642	482	341
Sustainable Health Review Initiatives^(a)					
End of Life Choices - Palliative Care Services and Project Implementation ...	-	3,109	2,974	2,548	2,548
Funding and Commissioning Implementation.....	-	2,494	2,506	-	-
Health Navigator Pilot Program.....	-	1,752	1,751	-	-
Outpatient Reform.....	-	2,372	2,921	1,337	1,338
Other					
Future Health Research and Innovation Fund.....	-	-	-	-	(5,400)
Interagency Budget Transfers.....	-	(532)	(535)	(540)	(540)
Non-Government Human Services Sector Indexation Adjustment.....	-	(6,235)	(10,488)	(13,626)	(399)
PathWest Additional Police Officer Program.....	-	716	896	1,255	1,614

(a) These programs are classified under Non-Hospital Services Expenditure as part of the Budget Paper No. 3 Chapter 5: Major Spending Changes since the 2020-21 Pre-Election Financial Projections Statement.

Significant Issues Impacting the Agency

WA Health System Overview

1. Over the last 12 months, a key focus of the Western Australian health system has been the transition to recovery, continuing its response to the evolving COVID-19 pandemic, with a particular emphasis on the roll-out of the Vaccination Program. Whilst resuming projects that had been disrupted due to the pandemic, the Western Australian health system also implemented measures, such as the Elective Surgery Blitz, to return core service delivery to pre-pandemic levels.
2. In addition to the disruption relating to the COVID-19 pandemic, the Western Australian health system continues to experience service pressures, with high demand growth within emergency departments and patients presenting with higher levels of acuity. Bed occupancy across the system is also higher and continues to be impacted by ongoing record growth in demand for mental health services and long-stay patients with complex health conditions.
3. In addition, ongoing impacts of an ageing population, increasing burden of chronic disease, high levels of obesity and mental health illness, rapid technological advancements, and the ageing infrastructure portfolio have resulted in a system that is under significant pressure.
4. The Western Australian health system relies on a highly skilled and motivated workforce across all professions to deliver world-class services to the Western Australian community. The above challenges have been further exacerbated by workforce pressures created by the pandemic environment.
5. In recognition of immediate pressures, the 2021-22 Budget reflects significant new investment in:
 - 5.1. additional beds to increase hospital capacity, supported by an overall workforce uplift, with funding provided for additional staff including graduate nurses and midwives;
 - 5.2. continuing the State's COVID-19 Response and transition to recovery through the COVID-19 Vaccination Program; and
 - 5.3. expanding and enhancing mental health services to increase capacity and provide services in clinically appropriate settings.
6. The 2021-22 Budget also focuses on improving access to healthcare through a range of regional initiatives, delivering election commitments and other Government priorities, as well as continuing WA Health's journey of reform and transformation through implementation of the Sustainable Health Review - the Government's blueprint to deliver longer-term system sustainability.

Delivering Core Services to the Community

7. The increasing demand on the Western Australian health system has been coupled with growing cost pressures, with high-cost drugs and medical treatments, higher costs of medical supplies and consumables, and the sustained impact of the pandemic on global markets all impacting the cost¹ of delivering hospital services.
8. To address cost and demand pressures, a significant amount is being spent on general and mental health hospital services in the 2021-22 Budget, which includes the opening of 332 new beds across Western Australian hospitals, supported by additional workforce.
9. An additional investment of \$130.1 million is included in the 2021-22 Budget for critical infrastructure to support hospital service delivery. This includes additional beds across the Western Australian health system to expand capacity:
 - 9.1. \$12.5 million towards development of an additional 24 general hospital beds at Sir Charles Gairdner Hospital;
 - 9.2. \$5 million for the creation of 18 beds at Fremantle Hospital;
 - 9.3. \$24.5 million to develop a 12-bed mental health Secure Extended Care Unit at Bentley Hospital; and
 - 9.4. \$24.6 million to establish Mental Health Emergency Centres at Rockingham and Armadale.

¹ The price determined for 2021-22 activity is \$6,238 per weighted activity unit, set using Government-endorsed cost parameters.

10. Targeted initiatives to increase WA Health's workforce are also being implemented with:
 - 10.1. \$35.6 million allocated towards a workforce package to uplift staffing across emergency departments including specific funding for Perth Children's Hospital, support for graduate nurses and midwives to transition to practice, and funding towards local, national and international recruitment campaigns;
 - 10.2. \$36 million to increase the annual intake for graduate nurses and midwives over the next two years; and
 - 10.3. \$37 million towards Active Recovery Teams to support people to recover in the community following a hospital stay and an uplift to adult and youth community treatment services.
11. In combination, the above initiatives provide a total additional investment in hospital services of \$894.5 million over 2020-21 to 2024-25.
12. Through the above investment, WA Health is estimated to provide in 2021-22:
 - 12.1. 762,000 inpatient episodes of care;
 - 12.2. 1,035,000 episodes of care in emergency departments; and
 - 12.3. 2,655,000 service events in outpatient clinics and community clinics.
13. The delivery of hospital services continues to be partially funded by the Commonwealth, through contributions under the National Health Reform Agreement.
14. In addition to hospital services, around \$2 billion is spent annually on core services outside of hospitals that provide essential support to healthcare, including direct services to the community as well as health system support functions. The system continues to ensure that funding is appropriately allocated to maintain the valuable services delivered in partnership with the community sector.

Critical Infrastructure and Capital Projects

15. There are 849 sites in WA Health, delivering health services across metropolitan and regional Western Australia. These sites vary in complexity, ranging from tertiary hospitals to small community and health centres.
16. It is important that these sites are fit-for-purpose, compliant with required safety and quality standards, and equipped with up-to-date medical equipment and systems to enable core service delivery. Noting this, the Government is investing an additional:
 - 16.1. \$40 million towards the replacement of essential medical and imaging equipment through the Medical Equipment and Imaging Replacement Program; and
 - 16.2. \$22 million for critical building works under the Minor Works Program.
17. WA Health also continues to progress several infrastructure projects, with more than 100 active projects underway. This includes the following major infrastructure projects:
 - 17.1. \$256.7 million redevelopment of Joondalup Health Campus, which is partially funded by the Commonwealth, and incorporates expanded mental health, emergency department and inpatient facilities. This project has progressed to delivery phase with the major construction contract executed and works on emergency department and car park expansion underway;
 - 17.2. \$200.1 million upgrade of the Bunbury Regional Hospital to address increasing projected demand for services in the South West region. This project will result in a significant expansion to capacity for general and mental health services. Stage 1 critical works are progressing, and Clinical Service Planning for the Project Definition Plan works is currently underway; and
 - 17.3. \$152 million redevelopment and expansion of inpatient, mental health and outpatient facilities at Peel Health Campus, which will return privatised services back to the State. Early planning of this project has commenced.
18. The Government has committed to the establishment of a new Women and Babies Hospital, with \$1.8 billion allocated towards this project, and an additional \$5.4 million within the 2021-22 Budget to further support business case development and planning.

19. Other critical infrastructure and capital projects included in this Budget are the:
- 19.1. establishment of an Image Guided Operating Theatre at Sir Charles Gairdner Hospital, which will enable contemporary treatment to be provided to patients with vascular disease (\$12.1 million);
 - 19.2. relocation and development of a purpose-built facility that will provide dental healthcare and treatment to special needs patients (\$3.3 million); and
 - 19.3. development of Meekatharra Hospital (as described further under 'Investing in the Regions').

Continuing the COVID-19 Response

20. A focus for WA Health continues to be the ongoing pandemic response and preparedness measures, with the Delta strain presenting a significantly increased risk to the community, further highlighting the priority of the Vaccination Program.
21. An additional \$487 million is included in this Budget to continue existing COVID-19 Response and preparedness activities including:
- 21.1. ongoing operation of the State Health Incident Coordination Centre, delivering governance and cross-agency coordination of resources to respond to the pandemic;
 - 21.2. key public health activities, including extensive contact tracing through the Public Health Emergency Operations Centre;
 - 21.3. mandatory quarantine of international and other high-risk travellers;
 - 21.4. operation of State-run COVID Clinics and pathology testing; and
 - 21.5. ensuring continued supply of personal protective equipment and essential medical supplies.
22. Achieving sufficient levels of vaccination across the Western Australian population is essential to mitigate the risk of the pandemic and support Western Australia's transition out of the current environment. The Vaccination Program, led by the newly appointed Vaccine Commander, will be supported by a dedicated project team at the Department of Health. Since its inception, the Vaccination Program has been agile and flexible in responding to changing information and directions related to vaccine dose allocations and eligibility phasing criteria controlled by the Commonwealth.
23. \$119.6 million has been included in the above COVID-19 allocation across 2020-21 and 2021-22 to support delivery of vaccinations through State-run clinics, implementation of State-wide and targeted media campaigns and upgrades to the VaccinateWA system.
24. The COVID-19 Response continues to be delivered in partnership with the Commonwealth through the National Partnership Agreement on COVID-19 Response.

Government Priorities and Election Commitments

25. The Government has made significant election commitments to invest in the Western Australian health system, which will be progressively implemented over future Budget cycles. Implementation of a number of these commitments will commence this year, with a total of \$93.2 million allocated through the 2021-22 Budget, including:
- 25.1. a range of Women’s Community Health Services totalling \$5.5 million which will be delivered in the regions, and will include programs dedicated to supporting Western Australia’s Culturally and Linguistically Diverse (CALD) communities;
 - 25.2. \$11.5 million to implement an Early Childhood Dental Program, which will provide free dental assessment and oral health promotion to children from six months of age;
 - 25.3. \$10 million towards a partnership project with Sister Kate’s for a new 80-bed culturally-appropriate health and aged care facility for Aboriginal people;
 - 25.4. the establishment of Mental Health Emergency Centres, as described under ‘Delivering Core Services to the Community’; and
 - 25.5. a range of regional initiatives to improve access to healthcare, as described under ‘Investing in the Regions’ below.
26. Implementing the *Voluntary Assisted Dying Act 2019*, which came into effect from 1 July 2021, and is a high priority for Government. To date there has been significant investment to support this process and a further \$11.2 million has been allocated through the 2021-22 Budget for ongoing implementation.
27. The Government has also continued to invest in palliative care services for Western Australians, with \$3.2 million allocated towards the planning and design of a dedicated Children’s Hospice.
28. The table below outlines budgeted expenditure on palliative care for 2021-22 and across the forward estimates period.

	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Hospital-Based Palliative Care ^(a)	46,128	47,778	49,714	51,852
Community-Based Palliative Care ^{(b)(c)}	58,780	60,000	58,482	56,233
Total ^(d)	104,908	107,778	108,195	108,085

- (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 and 2024-25 reflects the impact of time-limited end-of-life care project funding, with expenditure on base palliative care services increasing by 2.6% in 2023-24 and 2.6% in 2024-25.
- (d) Capital expenditure relating to palliative care services is excluded.

29. Delivering on the Government’s commitment to put patients first and bring services back to the public sector when it is responsible to do so, a number of non-clinical services at Fiona Stanley Hospital previously provided by Serco Australia successfully transitioned back to WA Health on 2 August 2021. More than 600 staff are now employed by the Western Australian health system to deliver these services and support healthcare for the community.

Aboriginal Health

30. The new National Agreement on Closing the Gap sets a series of targets to improve life outcomes for Aboriginal people, and WA Health will lead activity to address the gap in life expectancy and increase the proportion of Aboriginal babies with a healthy birth weight.
31. WA Health recognises that a healthy beginning lays the foundation for positive health outcomes throughout life, and is committed to improving access to culturally-appropriate antenatal care for Aboriginal mothers and babies through:
 - 31.1. the development and roll-out of the Aboriginal Birthing and Growing on Country project;
 - 31.2. investment in an Aboriginal maternity workforce to deliver antenatal and postnatal services; and
 - 31.3. education and support services for maternal risk factors during pregnancy, including smoking, alcohol and other drugs, mental health, and family and domestic violence.
32. Implementation of the Sustainable Health Review continues to prioritise initiatives which contribute towards a culturally-respectful and non-discriminatory health system including:
 - 32.1. the launch of a new online cultural eLearning package to increase the cultural awareness of all staff and build a capable, culturally safe and supportive health system;
 - 32.2. supporting the placement in 2021 of a record number of Aboriginal cadets and graduates across the system to grow the Aboriginal workforce; and
 - 32.3. expansion of the Aboriginal Leadership and Excellence Development program to support Aboriginal employees into senior management and executive positions.

Investing in the Regions

33. Delivering regional health services in Western Australia across an area of more than 2.5 million square kilometres to a diverse population with varying and complex health needs presents unique challenges for core service delivery. In support of this, significant infrastructure works are also occurring across regional Western Australia with 29 projects currently active.
34. Addressing these challenges, particularly the inequity of health outcomes and healthcare access for rural populations, is a key priority for the Western Australian health system. In addition to the election commitments outlined above, the following commitments are reflected in the 2021-22 Budget:
 - 34.1. \$19.7 million to expand the eligibility of the Patient Assisted Travel Scheme, which will include escorts travelling with patients from vulnerable or disadvantaged groups to access specialist care;
 - 34.2. \$15.7 million across the forward estimates to begin construction of a new consolidated health service at the existing Meekatharra Hospital site including acute care, emergency services, mental health, community aged care and other primary care services, with a total project commitment of \$48.5 million to 2025-26; and
 - 34.3. \$2 million for detailed planning and scoping works for Stage 2 of the redevelopment of the Geraldton Health Campus.
35. Other investment in regional services within this Budget include \$10.9 million provided to the Royal Flying Doctor Service to refurbish and replace aircraft engines and \$2 million to continue Regional Renal Support Teams to address chronic kidney disease.
36. Royalties for Regions continues to support investment into regional Western Australia, with many of the regional initiatives funded through this program.

Expanding and Enhancing Mental Health Services

37. The mental health system continues to experience significant pressure for both hospital services and community-based public mental health services, which has been exacerbated by the COVID-19 pandemic.
38. Working in partnership with the Mental Health Commission, WA Health is committed to ensuring mental health patients are seen in clinically-appropriate settings, with integrated services delivered in hospital and community-based settings.
39. The Government is investing an additional \$103.2 million to address mental health demand pressure on the Western Australian health system (in addition to the investment in mental health hospital services described in the Delivering Core Services to the Community section above). This funding will provide additional non-admitted mental health services, community outreach services for young people aged 16 to 24, and support for the expansion of Western Australia's eating disorder treatment service.
40. To increase current hospital capacity and ensure safe environments for mental health patients, the Government is also investing in the following infrastructure projects:
 - 40.1. \$5.6 million to progress anti-ligature works at Bentley Hospital and within regional Acute Psychiatric Units located in Broome, Albany, Kalgoorlie and Bunbury; and
 - 40.2. \$49.1 million to increase capacity through establishment of the Bentley Secure Extended Care Unit and Mental Health Emergency Centres as described under 'Delivering Core Services to the Community'.

Sustainable Healthcare

41. The Sustainable Health Review continues to be Government's blueprint underpinning the journey of reform and transformation for the Western Australian health system. Although the COVID-19 pandemic did create some disruption to the progress of the Sustainable Health Review, it also reaffirmed its directions and created an environment for change.
42. The 2021-22 financial year will see WA Health continue this journey of reform and transformation with additional investment of:
 - 42.1. \$8 million to support the hospital outpatient reform program, focused on improving the effectiveness and efficiency of the system to deliver contemporary outpatient care;
 - 42.2. \$3.5 million to establish a two year pilot Health Navigator program, across metropolitan and regional areas, for children in out-of-home care; and
 - 42.3. \$5 million to support progress on implementation of priority work under the Sustainable Health Review, related to funding and commissioning reform.
43. In an increasingly digital world, investment in contemporary technologies is critical to providing new approaches to deliver safe, high-quality care. The WA Health Digital Strategy provides a vision of how digital innovation and technology will transform health services, and supports the recommendations of the Sustainable Health Review.
44. At the core of these digital reforms is the development of an Electronic Medical Records system, which will provide a foundation for innovative digital technologies and enhance the safety and quality of healthcare. Another major digital priority for the Western Australian health system is the upgrade to the Human Resource Management Information System to provide contemporary support for payroll and human resource services in the health system. Planning for both these initiatives has progressed significantly.
45. WA Health is also using technology to enhance patient monitoring and provide innovative models of care, with \$30.2 million reflected in the 2021-22 Budget related to the Health in a Virtual Environment in the East Metropolitan Health Service with supporting ICT network infrastructure.

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 Department's services, the desired outcomes and the relevant Government Goal. 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
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	Public hospital-based services that enable effective treatment and restorative healthcare 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
Strong and Sustainable Finances: Responsible, achievable, affordable 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	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual ^(a) \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Public Hospital Admitted Services	4,333,561	4,510,854	4,536,481	4,682,450	4,825,472	4,984,184	5,187,586
2. Public Hospital Emergency Services	840,993	876,092	901,655	935,620	965,398	997,741	1,038,882
3. Public Hospital Non-Admitted Services	958,309	965,994	981,864	975,837	990,139	1,022,646	1,064,346
4. Mental Health Services	764,814	798,333	802,626	879,715	935,707	951,938	987,480
5. Aged and Continuing Care Services	354,337	328,750	368,744	382,458	328,194	327,861	333,391
6. Public and Community Health Services	948,887	975,669	1,259,557	1,257,937	978,112	982,191	1,031,969
7. Pathology Services	320,665	324,869	368,614	351,994	361,340	369,478	379,263
8. Community Dental Health Services	114,291	110,514	112,037	114,054	106,927	109,873	113,197
9. Small Rural Hospital Services	273,631	274,976	275,676	283,034	280,648	288,521	296,996
10. Health System Management - Policy and Corporate Services	247,785	225,492	304,663	231,417	158,582	158,241	163,105
11. Health Support Services	266,230	257,563	313,169	271,990	224,934	232,013	246,718
Total Cost of Services	9,423,503	9,649,106	10,225,086	10,366,506	10,155,453	10,424,687	10,842,933

(a) The 2019-20 Actual Total Cost of Service has been recast to reflect that quarantine costs related to the COVID-19 pandemic have been reallocated from Service 10 Health System Management - Policy and Corporate Services to Service 6 Public and Community Health Services.

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: Public hospital-based services that enable effective treatment and restorative healthcare for Western Australians:					
Percentage of elective waitlist patients waiting over boundary for reportable procedures: ^{(b) (c)}					
Category 1 over 30 days.....	15.3%	nil	12.4%	nil	
Category 2 over 90 days.....	14.4%	nil	17.5%	nil	
Category 3 over 365 days.....	5.1%	nil	7.1%	nil	
Survival rates for sentinel conditions: ^{(c) (d) (e) (f)}					
Stroke					
0-49 years	94.9%	>=95.2%	95.4%	>=95.2%	
50-59 years	94.2%	>=94.9%	95.1%	>=94.9%	
60-69 years	92.7%	>=94.1%	94.5%	>=94.1%	
70-79 years	93%	>=92.3%	90.5%	>=92.3%	
80+	87.8%	>=86%	88%	>=86%	
Acute myocardial infarction					
0-49 years	98.8%	>=99.1%	98.5%	>=99.1%	
50-59 years	99%	>=98.8%	99.5%	>=98.8%	
60-69 years	97.6%	>=98.1%	98.8%	>=98.1%	
70-79 years	97%	>=96.8%	98%	>=96.8%	
80+	91.8%	>=92.1%	94.7%	>=92.1%	
Fractured neck of femur					
70-79 years	99.2%	>=98.9%	99.1%	>=98.9%	
80+	98%	>=96.9%	98.2%	>=96.9%	
Percentage of live-born term infants with an Apgar score of less than 7 at five minutes post-delivery ^{(c) (d)}					
	1.39%	<=1.8%	1.38%	<=1.8%	
Readmissions to acute specialised mental health inpatient services within 28 days of discharge ^{(b) (c) (d) (g)}					
	16.2%	<=12%	15.1%	<=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: ^{(d) (h)}					
12 months					
Aboriginal	89.1%	>=95%	89.2%	>=95%	
Non-Aboriginal	94.3%	>=95%	94.9%	>=95%	
2 years					
Aboriginal	84.6%	>=95%	87.1%	>=95%	
Non-Aboriginal	90.2%	>=95%	92.2%	>=95%	
5 years					
Aboriginal	95.5%	>=95%	96%	>=95%	
Non-Aboriginal	93.4%	>=95%	94%	>=95%	
Percentage of eligible school children who are enrolled in the School Dental Service program ⁽ⁱ⁾					
	77%	>=69%	76%	>=78%	
Outcome: Strategic leadership, planning and support services that enable a safe, high quality and sustainable Western Australian health system:					
Percentage of responses from Western Australian Health Service Providers and Department of Health who are satisfied or highly satisfied with the overall service provided by Health Support Services ^(j)					
	88.9%	>=50%	70%	>=66%	

- (a) Further detail in support of the key effectiveness indicators is provided in WA Health's Annual Report.
- (b) 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).
- (c) Data for this indicator includes services delivered through State public hospitals and services contracted from selected private hospitals.
- (d) This indicator is reported by calendar year.
- (e) The annual Budget Target is based on the average Western Australian result for the five most recent calendar year periods.
- (f) Reported by NMHS, SMHS, EMHS and WACHS.
- (g) This indicator is reported as a rate of readmissions within 28 days.
- (h) This is a State-wide service for Western Australia which is coordinated and reported by the Department.
- (i) The 2019-20 Actual is for the 2019-20 financial year. The 2020-21 Estimated Actual is based on financial year enrolled figures. This indicator is reported by NMHS.
- (j) 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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	4,333,561	4,510,854	4,536,481	4,682,450	
Less Income ^(a)	1,941,737	1,964,409	1,864,960	2,045,801	1
Net Cost of Service	2,391,824	2,546,445	2,671,521	2,636,649	
Employees (Full-Time Equivalents)	18,296	18,538	18,609	19,442	
Efficiency Indicators ^(b)					
Average admitted cost per weighted activity unit.....	\$6,825	\$6,727	\$6,789	\$6,907	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

(b) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.

Explanation of Significant Movements

(Notes)

- The decrease in revenue in the 2020-21 Estimated Actual compared to the 2020-21 Budget and the increase in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to timing of funding allocations under the National Health Reform Agreement.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	840,993	876,092	901,655	935,620	
Less Income ^(a)	337,841	425,522	401,534	441,142	1
Net Cost of Service	503,152	450,570	500,121	494,478	
Employees (Full-Time Equivalents)	2,681	2,724	2,781	2,951	
Efficiency Indicators ^(b)					
Average emergency department cost per weighted activity unit.....	\$6,464	\$6,574	\$6,744	\$6,847	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

(b) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.

Explanation of Significant Movements

(Notes)

1. The decrease in revenue in the 2020-21 Estimated Actual compared to the 2020-21 Budget and the increase in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to timing of funding allocations under the National Health Reform Agreement.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	958,309	965,994	981,864	975,837	1
Less Income ^(a)	427,942	489,040	499,524	518,014	2
Net Cost of Service	530,367	476,954	482,340	457,823	
Employees (Full-Time Equivalents)	3,696	3,731	3,845	3,965	
Efficiency Indicators ^(b)					
Average non-admitted cost per weighted activity unit	\$6,886	\$6,694	\$6,972	\$6,864	3

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

(b) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.

Explanation of Significant Movements

(Notes)

1. The decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to partial year funding allocations for the COVID-19 Response in 2021-22. Adjusting for COVID-19 Response funding, year-on-year growth would be 1.9%.
2. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is primarily due to an increase in Other Patient Revenue. The increase in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to the increase of National Health Reform Agreement funding.
3. The decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to partial year funding allocations for the COVID-19 Response in 2021-22. Adjusting for COVID-19 Response funding, year-on-year growth would be 0.9%.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	764,814	798,333	802,626	879,715	1
Less Income ^(a)	nil	nil	nil	nil	
Net Cost of Service	764,814	798,333	802,626	879,715	
Employees (Full-Time Equivalents)	4,301	4,341	4,421	4,764	
Efficiency Indicators ^(b)					
Average cost per bed-day in specialised mental health inpatient services	\$1,592	\$1,581	\$1,590	\$1,608	
Average cost per treatment day of non-admitted care provided by mental health services	\$465	\$461	\$477	\$495	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

(b) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.

Explanation of Significant Movements

(Notes)

1. The increase in the 2021-22 Budget compared to the 2020-21 Estimated Actual is due to significant additional investment in mental health hospital services through the 2021-22 Budget.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	354,337	328,750	368,744	382,458	1
Less Income ^(a)	165,270	102,692	138,175	131,928	2
Net Cost of Service	189,067	226,058	230,569	250,530	
Employees (Full-Time Equivalents)	1,006	1,024	1,075	1,098	
Efficiency Indicators ^(b)					
Average cost of a transition care day provided by contracted non-government organisations/service providers ^(c)	\$347	\$318	\$321	\$318	
Average cost per bed-day for specified residential care facilities, flexible care (hostels) and nursing home type residents	\$421	\$404	\$435	\$409	3
Average cost per bed-day for Western Australian Quadriplegic Centre specialist accommodation	\$921	\$1,048	\$1,077	\$1,067	
Average cost per home-based hospital day of care	\$293	\$293	\$296	\$301	
Average cost per home-based occasion of service	\$137	\$131	\$143	\$145	
Average cost per client receiving contracted palliative care services ^(c)	\$7,581	\$8,030	\$8,136	\$8,487	
Average cost per day of care for non-acute admitted continuing care	\$761	\$812	\$787	\$799	
Average cost to support patients who suffer specific chronic illness and other clients who require continuing care	\$24	\$25	\$25	\$25	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

(b) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.

(c) The 2020-21 Budget has been recast to ensure comparability following recognition of an error in calculation.

Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Estimated Actual and the 2021-22 Budget Target compared to the 2020-21 Budget is primarily due to additional time-limited funding approved for Commonwealth programs following publication of the 2020-21 Budget.
2. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget and the decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to timing of funding allocations for Commonwealth programs.
3. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget and the decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual are primarily due to additional time-limited funding approved for Commonwealth programs in 2020-21 following publication of the 2020-21 Budget.

6. Public and Community Health Services

The provision of healthcare 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 and services to assist rural-based patients travel to receive care.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service ^(a)	948,887	975,669	1,259,557	1,257,937	1
Less Income ^(b)	151,815	146,999	207,383	198,370	2
Net Cost of Service	797,072	828,670	1,052,174	1,059,567	
Employees (Full-Time Equivalents)	2,759	2,840	3,700	3,719	3
Efficiency Indicators ^(c)					
Average cost per person of delivering population health programs by population health units	\$115	\$108	\$120	\$116	1
Cost per person of providing preventative interventions, health promotion and health protection activities that reduce the incidence of disease or injury ^(d) ...	\$58	\$62	\$155	\$149	1
Average cost per breast screening	\$147	\$160	\$149	\$144	
Cost per trip for road-based ambulance services, based on the total accrued costs of these services for the total number of trips	\$469	\$494	\$514	\$523	
Cost per trip of patient emergency air-based transport, based on the total accrued costs of these services for the total number of trips	\$7,180	\$7,015	\$6,306	\$7,384	4
Average cost per trip of Patient Assisted Travel Scheme	\$446	\$457	\$458	\$505	5

- (a) The 2019-20 Actual Total Cost of Service has been recast to reflect that quarantine costs related to the COVID-19 pandemic have been reallocated to this service.
- (b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.
- (c) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.
- (d) The 2019-20 Actual efficiency indicator has been recast to reflect that quarantine costs related to the COVID-19 pandemic have been included in the calculation of this efficiency indicator.

Explanation of Significant Movements

(Notes)

- The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is primarily due to additional funding for the COVID-19 Response following publication of the 2020-21 Budget. The decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to partial-year funding allocations for the COVID-19 Response in 2021-22.
- The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is primarily due to revenue related to the COVID-19 Response. The decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to partial-year revenue allocations for the COVID-19 Response in 2021-22.
- The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is primarily due to additional FTE related to the COVID-19 Response following publication of the 2020-21 Budget.
- The decrease in the 2020-21 Estimated Actual compared to the 2020-21 Budget is the result of an increase in the number of trips of patient emergency air-based transport. The increase in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is the result of asset replacement costs for the Royal Flying Doctor Service.
- The increase in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to additional funding for accommodation subsidies for permanent country residents and eligible escorts.

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 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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 320,665	\$'000 324,869	\$'000 368,614	\$'000 351,994	1
Less Income ^(a)	64,487	58,525	78,309	62,094	2
Net Cost of Service	256,178	266,344	290,305	289,900	
Employees (Full-Time Equivalents)	1,709	1,737	1,865	1,866	
Efficiency Indicators ^(b)					
Average cost of pathology services per test	\$27	\$26	\$26	\$25	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

(b) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.

Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is primarily due to additional funding for the COVID-19 Response following publication of the 2020-21 Budget. The decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to partial-year funding allocations for the COVID-19 Response in 2021-22.
2. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget and the decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to revenue related to the COVID-19 Response.

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 healthcare 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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 114,291	\$'000 110,514	\$'000 112,037	\$'000 114,054	1
Less Income ^(a)	22,279	20,385	22,961	22,588	
Net Cost of Service	92,012	90,129	89,076	91,466	
Employees (Full-Time Equivalents)	729	737	730	737	
Efficiency Indicators ^(b)					
Average cost per patient visit of WA Health provided dental health programs for:					
School children	\$226	\$224	\$219	\$235	
Socio-economically disadvantaged adults	\$327	\$321	\$336	\$321	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

(b) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.

Explanation of Significant Movements

(Notes)

- The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is primarily due to an increase in Child Dental Benefit Scheme funding.

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, including community care services aligning to local community needs.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 273,631	\$'000 274,976	\$'000 275,676	\$'000 283,034	
Less Income ^(a)	116,674	105,333	120,283	105,023	1
Net Cost of Service	156,957	169,643	155,393	178,011	
Employees (Full-Time Equivalents)	1,136	1,148	1,242	1,249	
Efficiency Indicators ^(b)					
Average cost per rural and remote population (selected small rural hospitals)	\$412	\$447	\$454	\$469	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

(b) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.

Explanation of Significant Movements

(Notes)

- The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget and the decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to timing of funding allocations under the National Health Reform Agreement.

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 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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service ^(a)	\$'000 247,785	\$'000 225,492	\$'000 304,663	\$'000 231,417	1
Less Income ^(b)	162,094	50,479	132,276	70,253	2
Net Cost of Service	85,691	175,013	172,387	161,164	
Employees (Full-Time Equivalents)	844	888	872	896	
Efficiency Indicators ^(c)					
Average cost of public health regulatory services per head of population	\$5	\$6	\$6	\$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 ^(d)	\$6,115	\$5,559	\$7,311	\$5,337	1

- (a) The 2019-20 Actual Total Cost of Service has been recast to reflect that quarantine costs related to the COVID-19 pandemic have been reallocated to 'Service 6 Public and Community Health Services'.
- (b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.
- (c) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.
- (d) The 2019-20 Actual efficiency indicator has been recast to reflect that quarantine costs related to the COVID-19 pandemic have been removed from the calculation of this efficiency indicator.

Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is primarily due to additional funding for the COVID-19 Response following publication of the 2020-21 Budget. The decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to partial-year funding allocations for the COVID-19 Response in 2021-22.
2. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget and the decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to revenue 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, ICT services, workforce services, project management of system wide projects and programs and the management of the supply chain and whole-of-health contracts.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 266,230	\$'000 257,563	\$'000 313,169	\$'000 271,990	1
Less Income ^(a)	2,391	742	12,171	12,323	2
Net Cost of Service	263,839	256,821	300,998	259,667	
Employees (Full-Time Equivalents)	1,024	1,037	1,136	1,136	
Efficiency Indicators ^(b)					
Average cost of accounts payable services per transaction	\$7	\$6	\$6	\$6	
Average cost of payroll and support services to Health Support Services' clients	\$959	\$864	\$922	\$913	
Average cost of supply services by purchasing transaction	\$47	\$42	\$41	\$39	
Average cost of providing ICT services to Health Support Services' clients	\$4,304	\$4,003	\$5,190	\$4,313	1

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

(b) To reflect recently approved changes to WA Health's Outcomes Based Management framework, financial products have been removed from the calculation of efficiency indicators. The 2019-20 Actual and 2020-21 Budget have been recast to account for this change.

Explanation of Significant Movements

(Notes)

1. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget is primarily due to additional funding for the COVID-19 Response following publication of the 2020-21 Budget. The decrease in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to partial-year funding allocations for the COVID-19 Response in 2021-22.
2. The increase in the 2020-21 Estimated Actual compared to the 2020-21 Budget and the increase in the 2021-22 Budget Target compared to the 2020-21 Estimated Actual is primarily due to revenue related to the COVID-19 Response.

Asset Investment Program

To ensure that Western Australians have access to safe and quality healthcare delivered in world-class health facilities, approximately \$1.3 billion has been committed across the forward estimates for asset 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 information and communications technology (ICT).

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
WORKS IN PROGRESS							
COVID-19 Response							
Election Commitment - Information and Communication							
Equipment, and Infrastructure - Royal Perth Hospital							
Innovation Hub - Synapse	10,618	126	126	2,465	6,027	2,000	-
Equipment							
COVID-19 Vaccination System and Equipment.....	13,559	7,325	7,325	6,234	-	-	-
Emergency Capital Works	3,908	783	783	3,125	-	-	-
Medical Equipment and Imaging Replacement							
Program (a)	547,841	464,843	8,897	44,344	38,654	-	-
Warehouse for COVID-19 Related Stockpile.....	2,123	160	160	1,963	-	-	-
Hospitals, Health Centres and Community Facilities							
Election Commitment							
Bunbury Hospital Redevelopment (b).....	200,100	5,455	4,815	8,809	18,048	25,930	66,900
Fremantle Mental Health Beds (c).....	39,032	681	681	6,475	20,732	11,144	-
Kalamunda Hospital - Palliative Care Services.....	9,463	496	496	5,493	3,474	-	-
PathWest State Mortuary.....	7,500	500	500	2,500	3,500	1,000	-
Sir Charles Gairdner Hospital Emergency Department							
Upgrade and Behavioural Assessment Urgent Care Centre	21,043	1,009	594	7,292	12,742	-	-
Other Works in Progress							
Equipment							
Albany Radiation Oncology	13,125	2,068	1,740	4,730	6,327	-	-
Fiona Stanley Hospital - Furniture, Fixtures and							
Equipment.....	1,263	454	454	809	-	-	-
Replacement of MRx Defibrillators	1,271	776	-	495	-	-	-
Stop the Violence.....	4,410	3,073	2,203	1,064	273	-	-
Hospitals, Health Centres and Community Facilities							
Ausman	5,725	4,498	3,720	1,227	-	-	-
Automated Controlled Substance Storage.....	800	18	-	782	-	-	-
Bentley Health Service Redevelopment	6,961	4,464	4,363	2,497	-	-	-
Busselton Health Campus	114,808	113,081	100	227	1,000	500	-
Carnarvon Aged and Palliative Care Facility	19,953	14,026	13,648	3,719	2,208	-	-
Country Staff Accommodation Stage 4.....	6,446	6,165	-	281	-	-	-
Derby Community Health Service.....	3,672	860	665	412	2,400	-	-
Digital Innovation - Capital.....	5,241	4,781	-	460	-	-	-
District Hospital Investment Program.....	158,409	158,159	2,110	250	-	-	-
Dongara Aged Care.....	3,300	500	500	1,300	1,200	300	-
East Metropolitan Health Service - Fire Safety							
Upgrades	6,817	1,202	977	3,609	2,006	-	-
Election Commitment							
Collie Hospital Upgrade	12,200	1,013	730	3,970	6,459	758	-
Fiona Stanley Hospital Birthing Centre	1,472	1,182	142	290	-	-	-
Geraldton Health Campus Redevelopment.....	82,291	11,820	9,000	9,406	30,559	30,506	-
Joondalup Health Campus Development Stage 2	255,213	29,533	27,707	59,116	65,783	59,218	41,063
Kalgoorlie Health Campus Magnetic Resonance							
Imaging Suite	6,276	3,814	3,388	462	2,000	-	-
Osborne Park Hospital	24,054	20,045	17,751	4,009	-	-	-
Royal Perth Hospital							
Aseptic Unit	4,121	124	124	3,380	617	-	-
Intensive Care Unit.....	28,515	6,794	6,644	13,037	8,684	-	-
Mental Health Observation Area	11,508	3,692	2,237	7,816	-	-	-
Expansion of Emergency Department at Peel Health							
Campus.....	4,618	3,568	2,845	1,050	-	-	-
Fiona Stanley Hospital Development.....	1,583,795	1,583,747	89	48	-	-	-
Fremantle Hospital Theatre Upgrade.....	8,619	1,489	1,489	6,704	426	-	-
Harvey Health Campus Redevelopment.....	12,246	11,846	41	400	-	-	-
Hedland Regional Resource Centre Stage 2.....	136,157	135,900	450	257	-	-	-
Karratha Health Campus Development	158,911	156,999	700	-	1,912	-	-
King Edward Memorial Hospital Critical Infrastructure.....	14,773	2,507	2,236	8,999	3,267	-	-
Laverton Hospital.....	23,474	388	250	2,400	17,195	2,000	1,491
Mental Health Transition Unit	4,670	138	138	4,532	-	-	-
Newman Health Service Redevelopment Project.....	60,114	13,966	11,258	14,864	24,002	7,282	-
Nickol Bay Hospital Demolition.....	7,488	6,688	1,086	800	-	-	-
North Metropolitan Health Service							

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Adult Mental Health Unit	100	50	48	50	-	-	-
Critical Infrastructure Project.....	1,731	979	561	752	-	-	-
Onslow Hospital.....	32,391	32,261	44	130	-	-	-
PathWest - Laboratory Equipment and Asset Replacement/Maintenance	2,929	2,429	899	500	-	-	-
Peel Health Campus Development Stage 1	3,561	1,648	-	1,913	-	-	-
Primary Health Centres Demonstration Program.....	31,504	20,618	1,100	2,297	6,589	2,000	-
Reconfiguring the Western Australian Spinal Cord Injury Service	970	370	200	200	200	200	-
Remote Indigenous Health	23,775	22,067	1,652	1,708	-	-	-
Renal Dialysis and Support Services.....	42,136	33,046	-	-	5,162	3,928	-
Rockingham Hospital Cladding.....	5,128	1,328	1,328	3,350	450	-	-
Royal Perth Hospital Cladding.....	444	362	362	82	-	-	-
Fire Risk.....	9,582	2,751	1,406	2,220	2,543	2,068	-
Helipad.....	9,648	7,463	5,616	2,185	-	-	-
Redevelopment Stage 1	15,673	15,120	879	553	-	-	-
Sarich Neuroscience Research Institute Centre	35,265	34,442	60	412	411	-	-
Sir Charles Gairdner Hospital Cardiac Catheter Laboratory and Interventional Radiology Rooms Upgrade	9,015	2,512	2,471	5,373	1,130	-	-
GMP Laboratories and Cyclotron.....	23,161	606	596	7,000	12,975	2,580	-
Redevelopment of the Watling Walk Retail Precinct ...	1,480	67	67	1,413	-	-	-
Small Hospital and Nursing Post Refurbishment Program.	83,096	82,421	100	4	671	-	-
St John of God Midland Cladding.....	1,783	232	232	1,551	-	-	-
Mental Health Emergency Centre	5,992	686	467	5,209	97	-	-
Tom Price Hospital Redevelopment	32,822	202	140	5,938	26,682	-	-
WA Country Health Service Expansion of Command Centre	10,191	123	123	3,000	5,068	2,000	-
Information and Communication Equipment, and Infrastructure Continued Roll-out of the Patient Administration System ...	8,003	6,646	865	1,357	-	-	-
East Metropolitan Health Service Health in a Virtual Environment.....	22,893	9,583	6,768	3,701	3,657	2,060	2,079
Wi-Fi Roll-out	12,012	4,447	4,330	4,065	3,500	-	-
Fiona Stanley Hospital Facilities Management Services Contract Asset Solution	11,329	10,159	715	1,170	-	-	-
ICT Capital Replacement.....	38,902	34,887	2,596	4,015	-	-	-
Commissioning.....	29,623	28,668	193	955	-	-	-
Intensive Care Clinical Information Systems	4,180	3,739	30	441	-	-	-
Pharmacy Automation	7,739	7,313	46	426	-	-	-
HealthNext.....	50,810	43,599	17,134	6,626	585	-	-
Human Resource Management Information System Phase 1.....	7,845	3,097	3,097	3,805	943	-	-
Infection Prevention and Control System.....	2,381	2,121	678	260	-	-	-
Picture Archiving and Communication System Regional Information System AGFA Remediation	6,420	6,330	-	90	-	-	-
Psychiatric Services Online Information System.....	3,688	3,348	1,783	340	-	-	-
Replacement of Medical Imaging System Picture Archiving and Communication System - Regional Information System	42,664	13,224	4,208	23,796	5,644	-	-
Replacement of PathWest's Laboratory Information Systems	41,569	37,343	4,449	3,113	1,113	-	-
Replacement of the Monitoring of Drugs of Dependence System.....	1,894	1,545	646	349	-	-	-
WA Country Health Service Picture Archiving and Communication System Regional Resource Centre ...	6,208	4,262	100	1,946	-	-	-
Other Projects - Minor Buildings Works.....	175,371	147,611	-	11,260	5,500	5,500	5,500
COMPLETED WORKS							
COVID-19 Response							
Equipment - COVID-19 Medical Equipment	45,281	45,281	32,552	-	-	-	-
Other Completed Works							
Hospitals, Health Centres and Community Facilities Bunbury, Narrogin and Collie Hospitals - Pathology Laboratories Redevelopment.....	6,646	6,646	54	-	-	-	-
Carnarvon Hospital Redevelopment.....	24,048	24,048	70	-	-	-	-
Country Staff Accommodation Stage 3.....	27,288	27,288	51	-	-	-	-
Eastern Wheatbelt District (incl. Merredin) Stage 1	7,881	7,881	393	-	-	-	-
Election Commitment - Royal Perth Hospital Medihotel	1,610	1,610	891	-	-	-	-
Esperance Health Campus Redevelopment.....	31,555	31,555	248	-	-	-	-
Fremantle General Dental Clinic.....	2,403	2,403	33	-	-	-	-
Government Office Accommodation Reform Program	7	7	4	-	-	-	-

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Jurien Bay Helipad.....	668	668	612	-	-	-	-
Kalgoorlie Regional Resource Centre Redevelopment Stage 1.....	56,945	56,945	223	-	-	-	-
Narrogin Helipad.....	800	800	417	-	-	-	-
National Partnership Agreement - Improving Public Hospital Services.....	85,720	85,720	107	-	-	-	-
Osborne Park Hospital Reconfiguration Stage 1.....	273	273	12	-	-	-	-
Perth Children's Hospital Development.....	1,130,409	1,130,409	625	-	-	-	-
South Metropolitan Health Service Moss Lodge.....	21	21	21	-	-	-	-
Strengthening Cancer Services Geraldton Cancer Centre.....	3,733	3,733	2	-	-	-	-
Regional Cancer Patient Accommodation.....	4,093	4,093	49	-	-	-	-
ICT Equipment and Infrastructure Fiona Stanley Hospital - da Vinci System.....	4,929	4,929	78	-	-	-	-
ICT Minor Works Program.....	11,433	11,433	1,494	-	-	-	-
Perth Children's Hospital ICT.....	152,419	152,419	-	-	-	-	-
Other Projects - Meet and Greet.....	114	114	114	-	-	-	-
NEW WORKS							
COVID-19 Response							
Equipment - State-Wide 24/7 Telestroke Service.....	2,452	-	-	1,452	1,000	-	-
Other New Works							
Equipment							
Election Commitments							
Country Ambulance Initiatives.....	1,606	-	-	793	813	-	-
Hospitals, Health Centres and Community Facilities							
Bentley Secure Extended Care Unit.....	24,460	-	-	2,710	14,950	6,400	400
Child and Adolescent Health Service							
Co-Location Hub (Midland).....	6,980	-	-	1,100	3,700	2,180	-
Community Health Hub - Murdoch.....	2,660	-	-	-	2,660	-	-
Election Commitments							
Culturally Appropriate Housing Facility.....	608	-	-	262	346	-	-
Meekatharra Hospital.....	48,487	-	-	-	1,060	3,940	10,670
Mental Health Emergency Centre							
Armadale.....	14,310	-	-	4,293	7,155	2,862	-
Rockingham.....	10,321	-	-	3,096	5,161	2,064	-
Newman Renal Dialysis Service.....	1,300	-	-	-	1,300	-	-
Fiona Stanley Hospital Critical Works.....	4,334	-	-	4,334	-	-	-
Fremantle Hospital							
F Block Upgrade.....	4	-	-	4	-	-	-
Reconfiguration Stage 1.....	1,750	-	-	1,750	-	-	-
King Edward Memorial Hospital Façade Cladding							
Remediation Works.....	361	-	-	361	-	-	-
Optimisation of Beds at Fremantle Hospital.....	5,000	-	-	5,000	-	-	-
Peel Health Campus Transition.....	151,797	-	-	1,750	5,058	34,435	68,870
Perth Children's Hospital State Rectified Defects and Design Changes.....							
	16,071	-	-	5,949	10,122	-	-
Refurbishment of TT Block at Queen Elizabeth II Medical Centre.....							
	697	-	-	-	697	-	-
Remediation of Bentley Hospital Site's Immediate Ligature Point Risks.....							
	3,898	-	-	3,898	-	-	-
Sir Charles Gardiner Hospital							
24 Hospital Beds.....	12,500	-	-	5,000	7,500	-	-
Image Guided Theatre.....	12,100	-	-	500	11,540	60	-
Special Needs Dental Clinic Relocation.....	3,270	-	-	550	2,720	-	-
South Metropolitan Health Service Water Saving Initiative.....	366	-	-	366	-	-	-
Urgent Mental Health Works at Regional Hospitals.....	1,700	-	-	1,700	-	-	-
Total Cost of Asset Investment Program.....	6,429,119	5,018,737	247,201	410,525	438,197	212,915	196,973
FUNDED BY							
Capital Appropriation.....			200,657	215,069	191,884	92,322	38,602
Commonwealth Grants.....			27,777	14,000	18,200	10,600	-
Drawdowns from Royalties for Regions Fund.....			36,810	53,643	97,602	33,486	10,670
Funding Included in Department of Treasury							
Administered Item.....			22,610	26,960	36,500	31,522	143,731
Internal Funds and Balances.....			(50,253)	89,453	85,411	27,085	3,970
Other Grants and Subsidies.....			9,600	11,400	8,600	17,900	-
Total Funding.....			247,201	410,525	438,197	212,915	196,973

- (a) Under the COVID-19 Response, an additional \$22 million is being spent on the Medical Equipment Replacement Program.
- (b) Under the COVID-19 Response, an additional \$35.4 million is being spent on the Bunbury Hospital Redevelopment.
- (c) Under the COVID-19 Response, 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 \$576 million (6%) between the 2020-21 Budget and the 2020-21 Estimated Actual, largely attributable to the additional spending for COVID-19 Response and preparedness, including vaccination costs. The increase in income for Grants and Subsidies for this period is due to additional Commonwealth revenue related to COVID-19 Response initiatives.
2. The Total Cost of Services is projected to increase by \$141 million (1.4%) between the 2020-21 Estimated Actual and 2021-22 Budget Estimate. Adjusted for COVID-19 expenditure provisions, which reflect a partial allocation in 2021-22, this growth increases to 4%, and is largely attributable to additional expenditure on core hospital services. The increase in Total Income between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate is primarily driven by additional revenue from the Commonwealth through the National Health Reform Agreement, offset by a reduction in Commonwealth revenue related to COVID-19 Response initiatives, also reflecting partial-year funding for COVID-19 in 2021-22.

Statement of Financial Position

3. The estimated total net asset position (Total equity) decreased by \$243 million from the 2020-21 Budget to the 2020-21 Estimated Actual, mainly attributed to lower than forecasted capital expenditure.
4. The estimated total net asset position (Total equity) is expected to increase by \$365 million between the 2020-21 Estimated Actual and the 2021-22 Budget Estimate. Total Assets are projected to increase by \$349 million, mainly attributable to several significant health infrastructure projects currently under construction, including:
 - 4.1. Joondalup Health Campus Development Stage 2 (\$59 million);
 - 4.2. Medical Equipment Replacement Program (\$44 million);
 - 4.3. replacement of medical imaging system (PACS-RIS) (\$24 million);
 - 4.4. Newman Health Service Redevelopment Project (\$15 million);
 - 4.5. Royal Perth Hospital intensive care unit (\$13 million);
 - 4.6. minor building works (\$11 million);
 - 4.7. Geraldton Health Campus Redevelopment (\$9 million);
 - 4.8. King Edward Memorial Hospital critical infrastructure (\$9 million); and
 - 4.9. Bunbury Hospital Redevelopment (\$9 million).

Statement of Cashflows

5. The decrease of \$43 million between the 2020-21 Budget cash balance and the 2020-21 Estimated Actual balance reflects utilisation of cash to fund system costs, in particular the COVID-19 preparedness and response measures.
6. The estimated cash balance at 30 June 2022 of \$882.9 million is \$90 million lower compared to the estimated actual 30 June 2021 balance. This is due to the utilisation of cash to fund several capital projects.

INCOME STATEMENT (a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits (b)	5,350,007	5,334,813	5,533,367	5,613,685	5,773,091	5,948,527	6,234,895
Grants and subsidies (c)	47,215	119,152	198,139	89,507	86,612	85,088	85,912
Supplies and services	807,780	842,273	979,039	956,615	843,486	845,248	869,928
Accommodation	99,350	52,145	53,583	74,408	58,983	68,071	74,582
Depreciation and amortisation	394,264	451,252	424,938	415,164	404,502	389,053	385,305
Direct patient support costs	1,077,193	1,104,622	1,119,097	1,149,989	1,165,101	1,188,760	1,207,069
Indirect patient support costs	260,991	231,365	235,927	236,939	238,818	247,335	261,301
Visiting medical practitioner costs	149,129	144,600	147,494	149,300	150,990	156,325	165,850
Private sector contract costs	875,967	884,071	1,074,520	1,126,779	936,633	981,436	1,021,159
Finance and interest costs	7,280	7,514	5,937	4,701	3,687	3,514	3,005
Other expenses	354,327	477,299	453,045	549,419	493,550	511,330	533,927
TOTAL COST OF SERVICES	9,423,503	9,649,106	10,225,086	10,366,506	10,155,453	10,424,687	10,842,933
Income							
Sale of goods and services	329,517	346,299	361,293	356,106	365,065	374,247	374,255
Grants and subsidies	422,818	235,955	438,211	341,051	175,408	171,628	125,792
National Health Reform Agreement	2,184,763	2,308,979	2,181,592	2,398,421	2,540,765	2,699,861	2,863,866
Other revenue	412,082	421,959	445,546	461,024	449,275	475,084	479,725
Resources received free of charge - Commonwealth	43,350	50,934	50,934	50,934	50,934	50,934	50,934
Total Income	3,392,530	3,364,126	3,477,576	3,607,536	3,581,447	3,771,754	3,894,572
NET COST OF SERVICES (d)	6,030,973	6,284,980	6,747,510	6,758,970	6,574,006	6,652,933	6,948,361
INCOME FROM STATE GOVERNMENT							
Service appropriations	5,210,655	5,300,844	5,610,123	5,717,688	5,462,925	5,552,395	5,789,903
Resources received free of charge	2,312	6,888	6,888	6,888	6,888	6,888	6,888
Royalties for Regions Fund:							
Regional Community Services Fund	79,427	75,981	73,862	81,204	81,514	78,174	77,670
Regional Infrastructure and Headworks Fund	23,430	20,509	19,912	28,433	25,091	21,259	20,509
Other appropriations	3,700	957	150	11,985	20,884	16,242	11,802
Service Delivery Agreement	726,581	759,082	759,178	848,477	905,850	923,466	959,279
Other revenues	61,914	93,275	97,137	90,960	86,722	85,882	84,599
TOTAL INCOME FROM STATE GOVERNMENT	6,108,019	6,257,536	6,567,250	6,785,635	6,589,874	6,684,306	6,950,650
SURPLUS/(DEFICIENCY) FOR THE PERIOD	77,046	(27,444)	(180,260)	26,665	15,868	31,373	2,289

- (a) Full audited financial statements are published in WA Health's Annual Report.
- (b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 38,181, 40,276 and 41,823 respectively.
- (c) Refer to the Details of Controlled Grants and Subsidies table below for further information.
- (d) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have moved all revenue received from Government out of the calculation of Net Cost of Services and into Income from State Government. This may have increased the Net Cost of Services compared to previously published Budgets.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2019-20	2020-21	2020-21 Estimated Actual	2021-22 Budget Estimate ^(a)	2022-23 Forward Estimate ^(a)	2023-24 Forward Estimate ^(a)	2024-25 Forward Estimate ^(a)
	Actual \$'000	Budget \$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Aged and Continuing Care Services	2,859	6,273	6,273	4,906	5,244	5,152	5,202
Community Dental Health Services	519	1,138	1,138	890	951	935	944
Health Support Services	2,546	5,586	5,586	4,368	4,670	4,587	4,632
Health System Management - Policy and Corporate Services	4,933	26,370	89,311	8,466	9,050	8,891	8,977
Mental Health Services	26	56	56	44	47	46	46
Pathology Services	15	33	33	26	28	27	27
Public and Community Health Services	34,765	76,290	90,032	68,143	63,775	62,653	63,260
Public Hospital Admitted Services	422	926	2,497	724	774	760	768
Public Hospital Emergency Services	73	161	481	126	134	132	133
Public Hospital Non-Admitted Services	336	738	1,070	577	617	606	612
Small Rural Hospital Services	721	1,581	1,662	1,237	1,322	1,299	1,311
TOTAL	47,215	119,152	198,139	89,507	86,612	85,088	85,912

(a) The 2021-22 Budget Estimate and forward estimate periods have been projected on a similar proportion as the 2019-20 Actual, noting the figures are indicative and the Health Service Providers have discretion in determining these amounts in future periods.

**STATEMENT OF FINANCIAL POSITION (a)
(Controlled)**

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	649,013	488,785	438,909	362,775	275,861	248,983	243,873
Restricted cash.....	476,826	458,211	464,843	450,949	437,865	436,787	436,187
Holding account receivables.....	-	107	107	214	214	214	214
Receivables.....	303,205	303,205	303,205	303,205	303,205	303,205	303,205
Inventories.....	75,604	96,751	129,286	129,286	129,286	129,286	129,286
Other.....	28,997	28,256	28,256	28,256	28,256	28,256	28,256
Assets held for sale.....	109	109	109	109	109	109	109
Total current assets.....	1,533,754	1,375,424	1,364,715	1,274,794	1,174,796	1,146,840	1,141,130
NON-CURRENT ASSETS							
Holding account receivables.....	3,960,123	4,409,184	4,380,761	4,793,791	5,196,209	5,583,180	5,966,593
Property, plant and equipment.....	7,267,630	7,408,187	7,219,694	7,264,292	7,347,263	7,234,705	7,091,790
Receivables.....	11,891	11,891	11,891	11,891	11,891	11,891	11,891
Intangibles.....	259,817	241,774	241,774	222,833	191,584	161,250	130,916
Restricted cash.....	70,520	70,520	70,520	70,520	70,520	70,520	70,520
Total non-current assets.....	11,569,981	12,141,556	11,924,640	12,363,327	12,817,467	13,061,546	13,271,710
TOTAL ASSETS.....	13,103,735	13,516,980	13,289,355	13,638,121	13,992,263	14,208,386	14,412,840
CURRENT LIABILITIES							
Employee provisions.....	1,025,248	1,025,248	1,025,248	1,025,248	1,025,248	1,025,248	1,025,248
Salaries and wages.....	116,492	116,492	116,492	116,492	116,492	116,492	116,492
Payables.....	580,478	580,478	580,478	580,478	580,478	580,478	580,478
Borrowings and leases.....	31,417	51,890	33,300	29,497	24,608	21,011	17,731
Other.....	14,639	54,339	78,111	74,241	70,371	66,501	62,631
Total current liabilities.....	1,768,274	1,828,447	1,833,629	1,825,956	1,817,197	1,809,730	1,802,580
NON-CURRENT LIABILITIES							
Employee provisions.....	273,624	273,624	273,624	273,624	273,624	273,624	273,624
Borrowings and leases.....	115,553	72,341	82,916	74,193	61,594	69,203	61,408
Other.....	14,096	14,096	14,096	14,096	14,096	14,096	14,096
Total non-current liabilities.....	403,273	360,061	370,636	361,913	349,314	356,923	349,128
TOTAL LIABILITIES.....	2,171,547	2,188,508	2,204,265	2,187,869	2,166,511	2,166,653	2,151,708
EQUITY							
Contributed equity.....	7,728,312	8,103,325	8,038,398	8,376,895	8,736,527	8,921,135	9,138,245
Accumulated surplus/(deficit).....	231,413	252,684	74,229	100,894	116,762	148,135	150,424
Reserves.....	2,972,463	2,972,463	2,972,463	2,972,463	2,972,463	2,972,463	2,972,463
Total equity.....	10,932,188	11,328,472	11,085,090	11,450,252	11,825,752	12,041,733	12,261,132
TOTAL LIABILITIES AND EQUITY.....	13,103,735	13,516,980	13,289,355	13,638,121	13,992,263	14,208,386	14,412,840

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

STATEMENT OF CASHFLOWS (a) (b)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	4,791,278	4,851,676	5,189,378	5,304,551	5,060,507	5,165,424	5,406,490
Capital appropriation.....	208,016	238,875	250,666	257,894	225,530	119,600	62,709
Administered equity contribution.....	8,050	30,239	22,610	26,960	36,500	31,522	143,731
Royalties for Regions Fund:							
Regional Community Services Fund.....	83,948	76,815	73,862	91,598	85,346	78,174	77,670
Regional Infrastructure and Headworks Fund.....	43,725	118,613	56,722	71,682	118,861	54,745	31,179
Service Delivery Agreement	726,581	759,082	759,178	848,477	905,850	923,466	959,279
Other.....	48,225	98,621	95,522	90,960	86,722	85,882	84,599
Administered appropriations	3,700	957	150	11,985	20,884	16,242	11,802
Net cash provided by State Government	5,913,523	6,174,878	6,448,088	6,704,107	6,540,200	6,475,055	6,777,459
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(5,225,213)	(5,334,815)	(5,533,369)	(5,613,685)	(5,773,092)	(5,948,526)	(6,234,896)
Grants and subsidies	(47,215)	(103,608)	(119,654)	(89,507)	(86,612)	(85,088)	(85,912)
Supplies and services.....	(822,084)	(855,991)	(984,247)	(937,780)	(827,055)	(828,630)	(854,032)
Accommodation.....	(99,350)	(52,145)	(53,583)	(74,422)	(58,682)	(67,778)	(74,597)
Direct patient support costs	(1,036,343)	(1,046,800)	(1,061,275)	(1,091,921)	(1,117,325)	(1,141,138)	(1,159,035)
Indirect patient support costs	(256,004)	(231,016)	(235,578)	(236,911)	(238,835)	(247,350)	(261,271)
Visiting medical practitioner costs.....	(146,279)	(144,714)	(147,608)	(149,304)	(151,098)	(156,433)	(165,855)
Private sector contract costs.....	(875,967)	(883,575)	(1,074,024)	(1,126,713)	(936,802)	(981,591)	(1,021,097)
GST payments.....	(393,917)	(282,117)	(282,117)	(282,117)	(282,117)	(282,117)	(282,117)
Finance and interest costs.....	(7,296)	(7,514)	(5,937)	(4,700)	(3,688)	(3,514)	(3,005)
Other payments	(305,386)	(491,261)	(570,993)	(559,340)	(499,941)	(517,763)	(540,106)
Receipts ^(c)							
Grants and subsidies	449,164	235,955	438,211	341,051	175,408	171,628	125,792
National Health Reform Agreement.....	2,184,762	2,308,979	2,181,592	2,398,421	2,540,765	2,699,861	2,863,866
Sale of goods and services.....	311,716	338,914	353,908	346,871	365,065	374,247	374,255
Recoveries Revenue	351,075	346,332	366,332	380,842	364,548	384,842	388,042
GST receipts.....	392,492	282,117	282,117	282,117	282,117	282,117	282,117
Other receipts.....	71,944	73,344	75,344	76,312	80,857	86,372	87,813
Net cash from operating activities	(5,453,901)	(5,847,915)	(6,370,881)	(6,340,786)	(6,166,487)	(6,260,861)	(6,560,038)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(150,165)	(433,727)	(247,201)	(410,525)	(438,197)	(212,915)	(196,973)
Net cash from investing activities	(150,165)	(433,727)	(247,201)	(410,525)	(438,197)	(212,915)	(196,973)
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(71,147)	(72,079)	(52,093)	(42,824)	(35,514)	(29,235)	(26,158)
Net cash from financing activities	(71,147)	(72,079)	(52,093)	(42,824)	(35,514)	(29,235)	(26,158)
NET INCREASE/(DECREASE) IN CASH HELD.....							
	238,310	(178,843)	(222,087)	(90,028)	(99,998)	(27,956)	(5,710)
Cash assets at the beginning of the reporting period	956,709	1,195,016	1,195,016	972,929	882,901	782,903	754,947
Net cash transferred to/from other agencies	(3)	-	-	-	-	-	-
Cash assets at the end of the reporting period	1,195,016	1,016,173	972,929	882,901	782,903	754,947	749,237

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

(b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* implemented since the 2020-21 Budget have reclassified revenue received from Government from Operating Activities category to the Cashflows from State Government category. This may have changed the Net cash provided by State Government and Net cash from operating activities compared to previously published Budgets.

(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 WA Health. 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)

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Grants and Subsidies							
Commonwealth Grants	364,312	136,206	363,302	280,078	111,156	103,868	80,970
National Health Reform Agreement							
National Health Reform Agreement	2,184,762	2,308,979	2,181,592	2,398,421	2,540,765	2,699,861	2,863,866
GST Receipts							
GST Input Credits	56,445	57,883	57,405	58,381	59,374	60,384	61,411
GST Receipts on Sales	1,838	1,887	1,910	1,984	2,061	2,142	2,225
Other Receipts							
Proceeds from Services Provided by Environmental Health Services	3,072	3,150	2,994	3,204	3,083	3,116	3,124
Proceeds from Services Provided by Miscellaneous Services	29,397	28,536	96,938	50,460	23,979	24,656	26,296
TOTAL	2,639,826	2,536,641	2,704,141	2,792,528	2,740,418	2,894,027	3,037,892

(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.

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 State hospitals and State funding for activity-based hospital services, as required under the National Health Reform Agreement. The account also includes State and Commonwealth contributions under the National Partnership for COVID-19 Response.

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	-	14,819	14,819	-
Receipts:				
State Contribution (WA Health) ^(a)	2,939,659	2,636,281	3,351,013	3,157,677
State Contribution (Mental Health Commission)	219,402	228,016	207,350	205,301
Commonwealth Contribution	2,589,411	2,521,188	2,591,230	2,757,797
Cross Border Deposits	73,130	23,180	54,105	24,350
	5,821,602	5,423,484	6,218,518	6,145,125
Payments:				
Payments to Providers	5,419,551	5,069,991	5,830,506	5,761,878
Payments to State Managed Fund (WA Health)	207,883	219,649	219,537	238,772
Payments to State Managed Fund (Mental Health Commission)	106,219	110,664	114,369	120,125
Cross Border Payments	73,130	23,180	54,105	24,350
CLOSING BALANCE ^(b)	14,819	-	-	-

(a) Budget Estimate based on preliminary estimates of in-scope services and reflects partial-year funding for COVID-19 in 2021-22.

(b) 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 State funding for non-activity-based hospital services, as required under the National Health Reform Agreement.

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	-	-	-	-
Receipts:				
State Contribution (WA Health)	279,613	300,604	322,915	316,100
State Contribution (Mental Health Commission).....	257,260	262,411	269,505	287,873
Commonwealth Contribution (via State Pool Account).....	207,883	219,649	219,537	238,772
Commonwealth Contribution (State Managed Fund via Mental Health Commission)....	106,219	110,664	114,369	120,125
	850,975	893,328	926,325	962,870
Payments:				
Payments to Providers	850,975	893,328	926,325	962,870
CLOSING BALANCE	-	-	-	-

Division 23 Mental Health Commission

Part 5 Health

Appropriations, Expenses and Cash Assets

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 53 Net amount appropriated to deliver services	710,012	760,210	721,687	819,059	884,235	907,250	939,244
Amount Authorised by Other Statutes - Salaries and Allowances Act 1975.....	809	809	809	811	813	814	815
Total appropriations provided to deliver services	710,821	761,019	722,496	819,870	885,048	908,064	940,059
ADMINISTERED TRANSACTIONS							
Item 54 Mental Health Advocacy Service	2,719	2,858	2,936	3,703	3,696	3,855	4,028
Item 55 Mental Health Tribunal.....	2,677	2,740	2,740	3,577	3,700	3,834	3,969
Item 56 Office of the Chief Psychiatrist.....	3,127	3,272	3,272	3,974	4,122	4,288	4,460
TOTAL ADMINISTERED TRANSACTIONS....	8,523	8,870	8,948	11,254	11,518	11,977	12,457
CAPITAL							
Item 125 Capital Appropriation	72	4,103	4,103	7,608	17,515	13,326	67
TOTAL APPROPRIATIONS	719,416	773,992	735,547	838,732	914,081	933,367	952,583
EXPENSES							
Total Cost of Services	947,438	1,012,695	1,003,424	1,114,246	1,197,826	1,226,806	1,269,571
Net Cost of Services ^{(a) (b)}	728,160	799,823	750,408	851,418	922,601	946,723	978,859
CASH ASSETS ^(c)	38,433	34,164	36,773	30,577	30,359	30,141	29,923

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget may have increased the Net Cost of Services compared to previously published Budgets.

(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 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Election Commitments					
Alcohol and Other Drugs					
20-Bed Alcohol and Other Drug Rehabilitation Facility in the Perth Metropolitan Region					
	-	82	83	298	2,070
Expansion of Community Alcohol and Other Drug Integrated Services in the South Metropolitan Health Service Region (Peel).....					
	-	772	2,582	2,624	2,665
Geographic Expansion of Current Mental Health Commission Parent Peer Support Groups.....					
	-	1,286	1,240	1,479	1,605
Immediate Drug Assistance Coordination Centre.....					
	-	300	12,350	12,624	12,900
Mental Health Co-Response Expansion.....					
	-	1,597	6,450	6,397	6,527

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Expansion of Eating Disorder Treatment.....	-	468	8,799	10,260	12,168
Investing in Aboriginal Social and Emotional Wellbeing	-	737	6,525	6,694	3,617
South Hedland Step Up/Step Down Facility	-	81	82	662	3,787
Western Australian AIDS Council Funding	-	369	-	-	-
Youth					
Child, Adolescent and Youth Forensic Outreach Service	-	1,709	3,462	3,509	3,553
Expansion of Youth Community Assessment and Treatment Teams	-	6,617	9,335	9,467	9,897
Expansion of Youth Mental Health Community Treatment Services.....	-	1,153	2,864	2,965	3,069
Extending the Strong Spirit Strong Mind Public Education Campaign.....	-	2,598	2,095	2,312	2,198
Parents, Young People and Alcohol Campaign.....	-	1,953	1,430	1,859	1,467
Psychosocial Support Packages for Young People	-	-	3,092	3,175	3,258
Youth Alcohol and Other Drug Workers in Youth Accommodation and Support Services.....	-	898	2,816	3,017	3,065
Youth Long Term Housing and Support Program.....	-	162	247	1,737	4,961
Youth Mental Health and Alcohol and Other Drug Step Up/Step Down Facility.....	-	81	82	635	3,712
Ongoing Initiatives					
Goldfields Residential Rehabilitation and Treatment Services	305	1,875	1,925	1,976	2,028
Mental Health Court Diversion and Support Program	-	3,098	3,142	3,108	3,166
Other					
Community Services Contracts 2021-22 Uplift.....	-	5,462	-	-	-
Criminal Law (Mental Impairment) Bill 2021	371	637	-	-	-
Kimberley Juvenile Justice Strategy Initiative.....	-	204	-	-	-
Mental Health Hospital Services.....	-	48,963	59,511	46,679	51,254
Non-Government Human Services Sector Indexation Adjustment	-	(2,094)	(3,587)	(4,607)	(131)
Revision to Step Up/Step Down Mental Health Facilities					
Broome	-	(2,343)	(1,184)	-	-
Karratha.....	(1,157)	(1,228)	-	-	-
Revisions to Own-source Revenue Estimates					
Blood-borne Virus Treatment Service.....	140	-	-	-	-
Commonwealth Specialist Dementia Care Agreement.....	260	264	268	-	-
Continuity of Supports - Commonwealth Funding.....	897	-	-	-	-
Emerging Drug Network of Australia Pilot Project.....	222	-	-	-	-
Strong Spirit Strong Minds.....	1,130	-	-	-	-

Significant Issues Impacting the Agency

1. The 2021-22 Budget includes a record \$495 million boost in mental health spending, particularly in community-based treatment, youth, and alcohol and other drug (AOD) initiatives.

COVID-19 Pandemic

2. The impact of the COVID-19 pandemic on the Western Australian population continues to be a key issue. In recognition of the potentially long-lasting impacts of COVID-19 on the wellbeing and mental health of Western Australians, the Government continues to progress significant initiatives under the COVID-19 Response.

Children and Young People

Children and Adolescents

3. Child and Adolescent Mental Health Services (CAMHS) and emergency departments (ED) across Western Australia continue to see unprecedented increases in presentations and referrals of children under 18 years of age. This is a trend being observed across Australia and internationally.
4. A Ministerial Taskforce has been formed to develop a whole-of-system plan that clearly articulates a vision for public mental health services for children aged 0-18 years across Western Australia.
5. To increase the availability of services whilst the Ministerial Taskforce review is being undertaken, the Government is providing an uplift in funding to CAMHS, which will provide additional multidisciplinary staff to increase access to services.

Young People

6. It is acknowledged that young people are likely to experience an increase in mental health, alcohol and other drug issues beyond the immediate COVID-19 pandemic response and recovery period.
7. In December 2020, the Government released its Young People's Mental Health and Alcohol and Other Drug Use: Priorities for Action 2020-2025 (YPPA), highlighting the Government's strong focus on supporting our young people's wellbeing. The YPPA helped inform investment in services across the mental health and AOD services system and related government services. In 2021-22, the Government is expanding and developing youth specific services which will assist in keeping our young people out of hospital, giving people an opportunity to recover in the community, close to their personal support networks.

Suicide

8. The Western Australian Suicide Prevention Framework 2025 was launched in 2020 to provide a coordinated approach to address suicide prevention activity in Western Australia under the four streams of prevention/early intervention, support/aftercare, postvention and Aboriginal people. As part of the Aboriginal People Stream, Regional Aboriginal Suicide Prevention Plans have been developed in each of Western Australia's health regions.
9. The Government will also invest in establishing a Social and Emotional Wellbeing Pilot Program at five Aboriginal Community Controlled Health Service sites in the regions to support individuals, families and communities to feel well within themselves and gain access to the support and services they require to maintain wellness.

Hospital Services

10. Mental health inpatient beds continue to be in high demand across the state. On average, mental health patients stay in hospital longer than other specialities. High occupancy levels impact patient flow from EDs to inpatient beds and from hospital to the community.
11. Additional investment has been committed to provide 16 mental health inpatient beds and 22 Hospital in the Home (HITH) beds within the metropolitan area. HITH services provide hospital-level care in a person's home or usual place of residence that would otherwise need to be delivered within a hospital as an admitted patient.
12. In addition, a 40-bed Transitional Care Unit (TCU) will be established in the metropolitan area, providing treatment to people throughout Western Australia. The TCU will have a dual focus, providing medium to long-term sub-acute inpatient care to adults with chronic and enduring mental illness and psychosocial disability, and short-term intensive clinical treatment and psychosocial rehabilitation for consumers in an inpatient setting.

Community Accommodation Options

13. In 2020, the A Safe Place Strategy was released, providing an overarching framework to guide stakeholders in the development of appropriate accommodation and support for people with mental health and AOD issues. New supported accommodation models of care have been developed under this strategy. An eight-bed interim Youth Mental Health and Alcohol and Other Drug Homelessness Service, providing supported transitional accommodation for up to 12 months, and a 20-bed adult Community Care Unit, providing high-level support and rehabilitation services, are due to be opened later this year.
14. The Government is working to expand the community mental health step up/step down services, with a 10-bed youth service committed in the metropolitan area, and a 10-bed service to be established in South Hedland. These services will provide short-term residential support and will complement existing step up/step down services in Joondalup, Rockingham and regional areas.
15. Long-term housing and psychosocial support, plus in-reach support packages to assist young people to live in the community whilst accessing mental health and AOD supports are also being progressed.
16. The Government will also build a 20-bed AOD withdrawal and rehabilitation facility in the metropolitan area, providing 24-hour, seven day per week community-based accommodation.

Community Mental Health Treatment Services

17. The increased demand for appropriate community mental health treatment services that provide the right level and type of support to keep people well in the community, has placed pressure on the hospital system. This means some people are more likely to present in crisis to EDs requiring admission and makes it more difficult to discharge people with complex needs.
18. Earlier this year, new Active Recovery Teams were established to provide ongoing help and support for people during their journey back to the community after being discharged from hospital. The teams aim to assist the individuals in expediting their mental health recovery; to gain greater confidence in their ability to manage their mental health in the community; to avoid unnecessary admission to hospital; and to reduce, cease or manage their AOD use.
19. Adult community mental health treatment services are being expanded to support people close to home and to keep them connected to their local community and family, easing the pressure on the hospital system and reducing ED presentations.
20. The Commission has commenced the development of a roadmap, which will provide a vision for community mental health treatment and mental health emergency response services that will best meet the needs of people in Western Australia.

Forensic Mental Health Services

21. In January 2021, the Government announced the establishment of the Graylands Reconfiguration and Forensics Taskforce to oversee the planning and development of replacement services that meet the needs of Western Australians living with mental illness now and into the future.
22. The Government is investing in the establishment of the Child, Adolescent and Youth Forensic Outreach Service. This is a specialist service to assist existing community and inpatient child, adolescent and youth mental health services for the treatment of this cohort.

Methamphetamine, Alcohol and Other Drugs

Alcohol-related Harm

23. Alcohol-related harm places a significant, preventable burden on the Western Australian healthcare system. While some alcohol-related harm indicators decreased when the COVID-19 State of Emergency restrictions were first introduced, a steady increase in these indicators has been reported since the easing of restrictions in April 2020. Alcohol-related harm contributes to undue pressure on EDs. In May 2021, Western Australian ED presentations related to alcohol were over three times higher than any other drug type.
24. The Alcohol. Think Again, Parents, Young People and Alcohol campaign is the key State-wide public education program that seeks to reduce alcohol-related harm among adolescents in Western Australia. This campaign has produced some initial encouraging changes in knowledge, attitudes and behaviour amongst both parents and young people. The next phase of the campaign will ensure there is widespread and continued community exposure to advertising messages in order to maintain and increase these population-wide effects.

Methamphetamine use

25. Methamphetamine continues to cause issues for individuals, their families, friends and the community.
26. As part of the Methamphetamine Action Plan, funding has been allocated for the establishment of the Immediate Drug Assistance Coordination Centre (IDACC) for Western Australia. The IDACC is an Australian first and is central to the Government's reform agenda to shift mental health and AOD services towards more accessible and cost-effective community-based support options, rather than the current costly acute crisis and care interventions.

National Agreement on Mental Health

27. National Cabinet tasked the Health National Cabinet Reform Committee with developing a new National Agreement on Mental Health and Suicide Prevention (National Agreement).
28. The Western Australian priorities for the National Agreement will be closely aligned to the State's existing reform agenda, including the Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025 and the WA State Priorities Mental Health, Alcohol and Other Drugs 2020-2024. This includes a focus on community-based service provision and the need for local, place-based service provision to address specific community needs, particularly in regional and remote Western Australia.

National Disability Insurance Scheme

29. The estimated number of National Disability Insurance Scheme (NDIS) participants with a primary psychosocial disability (PSD) in Western Australia by June 2023 is 6,712. At 31 March 2021, 3,656 NDIS participants in Western Australia had a primary PSD. A further 3,056 people with a PSD are estimated to become NDIS participants between 1 April 2021 to 30 June 2023.
30. The Commission continues to work with relevant agencies and service providers to ensure the effective transition to the NDIS in Western Australia, particularly for people with PSD.
31. The Commission is working to engage with potential participants to assist them with access to the scheme.

Workforce Development

32. The existing clinical and community support mental health and AOD workforce is under pressure to meet current and projected demand for services. Between the public and private sector, there are a large number of mental health beds and community-based services planned to come online in the next few years. The existing workforce challenge is further exacerbated by COVID-19 and border controls, limiting options for out-of-State professionals to join the Western Australian mental health and AOD sector.
33. The Government has developed a multi-pronged health workforce attraction and retention strategy, including mental health, to employ more doctors and nurses.
34. The Commission is leading the development of strategies to build the capability and capacity of the community sector as part of the implementation of the Mental Health, Alcohol and Other Drug Workforce Strategic Framework 2020-2025.

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 Commission's services, the desired outcomes and the relevant Government Goal. 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
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	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	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Prevention	15,405	17,266	20,310	24,770	26,317	27,486	19,555
2. Hospital Bed-based Services.....	410,697	426,501	428,321	478,988	499,211	516,869	535,221
3. Community Bed-based Services	56,942	87,811	68,367	77,758	79,746	83,327	92,079
4. Community Treatment.....	412,795	426,966	430,830	475,568	530,123	533,996	553,390
5. Community Support.....	51,599	54,151	55,596	57,162	62,429	65,128	69,326
Total Cost of Services.....	947,438	1,012,695	1,003,424	1,114,246	1,197,826	1,226,806	1,269,571

Outcomes and Key Effectiveness Indicators (a)

	2019-20	2020-21	2020-21	2021-22	Note
	Actual	Budget	Estimated Actual	Budget Target	
Outcome: Improved mental health and wellbeing:					
Percentage of the population with high or very high levels of psychological distress (b)	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 (c)	17.2%	<=17.2%	17.2%	<=17.2%	
Percentage of the population aged 14 years and over reporting recent use of illicit drugs (c)	15.6%	<=15.6%	15.6%	<=15.6%	
Rate of hospitalisation for AOD use (d).....	1,000.9	<1,000.9	965.4	<965.4	
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 (e)	16.5%	<=12%	15.8%	<=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 (f).....	81.2%	>=75%	86.2%	>=75%	2
Percentage of closed AOD treatment episodes completed as planned (g).....	71%	>=76%	72%	>=76%	
Percentage of contracted non-government mental health or AOD services that met an approved standard (h)	96.2%	100%	98.5%	100%	
Percentage of the population receiving public clinical mental healthcare or AOD treatment (i).....	3.2%	>=3.3%	3.2%	>=3.3%	

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

(b) 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 2021-22 Budget Target is based on the 2017-18 results.

(c) These indicators present 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 2021-22 Budget Target is based on the 2019 results.

(d) The 2020-21 Estimated Actual is based on data from the 2020 calendar year and the reliability of the estimate depends on the quality assurance and coding of hospitalisation data.

(e) 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 2020-21 Estimated Actual relates to the most recent available data (2020 Calendar year).

(f) This indicator reports on clients who were followed up by public mental health services within seven days following discharge from acute public mental health inpatient services only. Data for the 2020-21 Estimated Actual relates to the most recent available data (2020 calendar year).

(g) 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 2020-21 Estimated Actual relates to the most recent available data (April 2020 to March 2021).

(h) Data for the 2020-21 Estimated Actual relates to the most recent available data (July 2020 to June 2021).

(i) Data for the 2020-21 Estimated Actual relates to the most recent available data (2020 calendar year for mental healthcare and July 2019 to June 2020 for AOD treatment).

Explanation of Significant Movements

(Notes)

1. The 2021-22 Budget 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.
2. The Commission's focus on regular review and reporting of this indicator is assisting Health Service Providers in exceeding the national target.

Services and Key Efficiency Indicators

1. Prevention

Prevention and promotion in the mental health and AOD sectors include activities to promote positive mental health, raise awareness of mental illness, suicide prevention, and the potential harms of AOD use in the community.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 15,405	\$'000 17,266	\$'000 20,310	\$'000 24,770	1
Less Income ^(a)	171	11	7	8	2
Net Cost of Service	15,234	17,255	20,303	24,762	
Employees (Full-Time Equivalents)	23	23	28	30	
Efficiency Indicators					
Cost per capita spent on mental health and AOD prevention, promotion and protection activities	\$6.45	\$7.03	\$8.39	\$9.89	1

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. Variance between the 2019-20 Actual and the 2020-21 Budget is due to additional Government funding as part of the 2020-21 Budget process. The increase in expenditure relates to Foetal Alcohol Spectrum Disorder and Suicide Prevention.

Variance between the 2020-21 Budget and the 2020-21 Estimated Actual is primarily a result of increased spending on campaign activities and negotiations for the continuation of the Strong Spirit Strong Minds grant agreement, which was finalised after the 2020-21 Budget during the 2020-21 Mid-year Review process.

Variance between the 2020-21 Estimated Actual and the 2021-22 Budget Target is primarily related to increased Government funding for: Strong Spirit Strong Minds; Suicide Prevention; Parents, Young People and Alcohol Campaign; and Aboriginal Social and Emotional Wellbeing initiatives.

2. Variance between the 2019-20 Actual and the 2020-21 Budget primarily relates to the recoup of unspent grant funding from non-government organisations in 2019-20.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	410,697	426,501	428,321	478,988	1
Less Income	120,073	116,985	145,566	152,544	2
Net Cost of Service	290,624	309,516	282,755	326,444	
Employees (Full-Time Equivalents)	83	85	88	94	
Efficiency Indicators					
Average cost per purchased bed-day in specialised mental health units	\$1,595	\$1,585	\$1,618	\$1,673	
Average cost per purchased bed-day in Hospital in the Home mental health units	\$1,434	\$1,459	\$1,463	\$1,456	
Average cost per purchased bed-day in forensic mental health units	\$1,390	\$1,360	\$1,397	\$1,445	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

- Variance between the 2020-21 Estimated Actual and the 2021-22 Budget Target is due to an increase in funding for additional mental health hospital beds and escalation funding.
- Variance between the 2020-21 Budget and the 2020-21 Estimated Actual is due to an increase in funding from the Commonwealth under the National Health Reform Agreement due to a change in the mix of services eligible as in-scope activity.

3. Community Bed-Based Services

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

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	56,942	87,811	68,367	77,758	1
Less Income ^(a)	47	55	25	25	
Net Cost of Service	56,895	87,756	68,342	77,733	
Employees (Full-Time Equivalents)	17	20	17	23	
Efficiency Indicators					
Average cost per purchased bed-day in mental health 24-hour and non-24-hour staffed community bed-based services	\$268	\$267	\$277	\$285	
Average cost per bed-day in mental health step up/step down community bed-based units	\$545	\$623	\$560	\$759	2
Average cost per closed treatment episode in AOD residential rehabilitation and low medical withdrawal services	\$14,166	\$15,755	\$16,551	\$17,133	3

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. Variance between the 2019-20 Actual and the 2020-21 Budget is primarily related to new funding for Community Care Units, Youth Mental Health and AOD Homelessness initiatives, additional funding for step up/step down facilities and the Midland Intervention Centre.

Variance between the 2020-21 Budget and the 2020-21 Estimated Actual is primarily related to an accounting policy change implemented subsequent to the 2020-21 Budget, which changes the treatment of capital grant payments for construction of step up/step down facilities. Delays in establishing the Community Care Units, Youth Mental Health and AOD Homelessness service and step up/step down facilities also contributed to this variance.

Variance between the 2020-21 Estimated Actual and the 2021-22 Budget Target is due to part year funding in 2020-21 compared to full year funding in 2021-22 for Community Care Units, interim Youth Mental Health and AOD Homelessness, Goldfields Residential Rehabilitation and Treatment service, Midland Intervention Centre, AOD services in the Kimberley and step up/step down facilities.

2. The Average cost per bed-day was budgeted to be higher in 2020-21 compared to the 2019-20 Actual due to the commencement of the Bunbury step up/step down facility. The service was expected to have lower levels of activity in 2020-21 due to a ramping-up period. The resultant 2020-21 activity for the Bunbury facility was better than expected which resulted in a lower than expected 2020-21 Estimated Actual.

The 2021-22 Budget Target Average cost per bed-day in mental health step up/step down community bed-based units is expected to increase based on the increasing number of facilities being established in regional Western Australia and the higher costs and lower activity compared to the metropolitan region.

3. Variance between the 2019-20 Actual and the 2020-21 Budget is primarily due to planned commencements of the Midland Intervention Centre and Kimberley AOD services.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 412,795	\$'000 426,966	\$'000 430,830	\$'000 475,568	1
Less Income	98,892	95,785	106,501	110,232	2
Net Cost of Service	313,903	331,181	324,329	365,336	
Employees (Full-Time Equivalents)	127	127	130	143	
Efficiency Indicators					
Average cost per purchased treatment day of ambulatory care provided by public clinical mental health services	\$442	\$471	\$455	\$496	
Average cost per closed treatment episode in community treatment-based AOD services	\$1,847	\$1,918	\$2,040	\$2,079	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. Variance between the 2020-21 Estimated Actual and the 2021-22 Budget Target is primarily related to increased funding for purchased public mental health services, election commitments and an uplift in community treatment and the Active Recovery Team pilot program.
2. Variance between the 2020-21 Budget and the 2020-21 Estimated Actual is due to an increase in funding from the Commonwealth under the National Health Reform Agreement due to a change in the mix of services eligible as in-scope activity.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	51,599	54,151	55,596	57,162	
Less Income	95	36	917	19	1, 2, 3
Net Cost of Service	51,504	54,115	54,679	57,143	
Employees (Full-Time Equivalents)	6	6	7	7	
Efficiency Indicators					
Average cost per hour for community support provided to people with mental health issues	\$128	\$128	\$146	\$154	4
Average cost per episode of care in safe places for intoxicated people	\$429	\$421	\$455	\$467	

(a) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have reclassified all sources of revenue from Government from the Net Cost of Service calculation. Accordingly, Net Cost of Service may be higher compared with previous Budget Papers.

Explanation of Significant Movements

(Notes)

1. Variance between the 2019-20 Actual and the 2020-21 Budget primarily relates to the recoup of unspent grant funding from non-government organisations in 2019-20.

Variance between the 2020-21 Budget and the 2020-21 Estimated Actual is due to funding from the Commonwealth for the Continuity of Supports program being approved after the finalisation of the 2020-21 Budget.

Variance between the 2020-21 Estimated Actual and the 2021-22 Budget Target is due to funding ceasing in 2020-21 for the Commonwealth for the Continuity of Supports program.

2. The 2020-21 Estimated Actual for this indicator is higher than the 2020-21 Budget due to a lower than anticipated number of community support hours being provided than when the target was set.

Asset Investment Program

1. To support the delivery of Mental Health and AOD services, the planned Asset Investment Program for 2021-22 and the forward estimates period is \$51.6 million.

Election Commitments

2. \$10 million for the construction of a 20-bed AOD rehabilitation facility in the metropolitan region;
3. \$1.5 million to refurbish existing premises for the bed-based component of the Immediate Drug Assistance Coordination Centre;
4. \$10.2 million for the construction of a 10-bed step up/step down facility in South Hedland;
5. \$10.9 million for the construction or purchase of 20 dwellings for the Youth Long-term Housing and Support Program; and
6. \$6.1 million for the construction of a 10-bed Youth Mental Health and AOD Step Up/Step Down facility.

Other New Works

7. \$5 million for the construction of a 16-bed Youth Mental Health and AOD Homelessness facility; and
8. \$7.2 million for the construction of a 6-bed Broome Step Up/Step Down facility.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
WORKS IN PROGRESS							
Strategic Asset Plan - Minor Building Works	1,540	770	770	770	-	-	-
COMPLETED WORKS							
Other Projects - Plant and Equipment	50	50	50	-	-	-	-
Upgrade and Refurbishment - Midland Intervention Centre ..	760	760	760	-	-	-	-
NEW WORKS							
Election Commitments							
AOD							
20-Bed AOD Rehabilitation Facility in the Metropolitan Region.....	10,000	-	-	2,000	4,000	4,000	-
Immediate Drug Assistance Coordination Centre.....	1,500	-	-	1,500	-	-	-
South Hedland Step Up/Step Down Facility	10,159	-	-	1,500	4,642	4,017	-
Youth							
Long-term Housing and Support Program	10,891	-	-	-	4,901	5,990	-
Mental Health and AOD Step Up/Step Down Facility	6,088	-	-	1,642	2,964	1,482	-
Other New Works							
A Safe Place Initiatives - Youth Mental Health and AOD Homelessness	4,998	-	-	2,187	1,874	937	-
Broome Step Up/Step Down Facility	7,160	-	-	2,600	3,710	850	-
Total Cost of Asset Investment Program	53,146	1,580	1,580	12,199	22,091	17,276	-
FUNDED BY							
Capital Appropriation.....			4,037	7,542	17,449	13,259	-
Drawdowns from Royalties for Regions Fund			-	1,500	4,642	4,017	-
Internal Funds and Balances.....			(2,457)	3,157	-	-	-
Total Funding.....			1,580	12,199	22,091	17,276	-

Financial Statements

Income Statement

Expenses

- Total Cost of Services is estimated to increase by \$110.8 million in the 2021-22 Budget Estimate compared to the 2020-21 Estimated Actual. This is primarily a result of an increase in purchased public mental health services and increases in services purchased from non-government organisations. These increases are partially reduced by a reduction in grant expenditures.

Income

- Income from State Government is anticipated to increase by \$102.4 million in the 2021-22 Budget Estimate compared to the 2020-21 Estimated Actual. This is primarily due to an increase in funding for election commitments, purchased public mental health services and step up/step down facilities.

INCOME STATEMENT (a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
COST OF SERVICES							
Expenses							
Employee benefits (b)	36,569	36,576	38,735	42,024	44,413	45,287	45,731
Grants and subsidies (c)	3,437	13,004	12,277	5,958	127	128	128
Supplies and services	173,796	197,333	186,534	210,624	240,222	250,668	257,208
Accommodation	2,205	2,950	2,950	3,141	3,159	3,008	3,008
Depreciation and amortisation	505	410	410	415	494	494	494
Service Delivery Agreement - WA Health	726,581	759,082	759,178	848,477	905,850	923,466	959,278
Other expenses	4,345	3,340	3,340	3,607	3,561	3,755	3,724
TOTAL COST OF SERVICES	947,438	1,012,695	1,003,424	1,114,246	1,197,826	1,226,806	1,269,571
Income							
Grants and subsidies	391	300	1,457	264	268	-	-
National Health Reform Agreement	217,716	212,209	251,196	262,200	274,592	279,717	290,338
Other revenue	1,171	363	363	364	365	366	374
Total Income	219,278	212,872	253,016	262,828	275,225	280,083	290,712
NET COST OF SERVICES (d)	728,160	799,823	750,408	851,418	922,601	946,723	978,859
INCOME FROM STATE GOVERNMENT							
Service appropriations	710,821	761,019	722,496	819,870	885,048	908,064	940,059
Resources received free of charge	1,969	4,221	4,221	4,221	4,221	4,221	4,305
Royalties for Regions Fund:							
Regional Community Services Fund	16,454	21,301	15,321	22,393	31,230	32,296	32,271
Regional Infrastructure and Headworks Fund	-	6,404	-	-	-	-	-
Other revenues	5,060	2,464	3,956	1,902	1,739	1,779	1,861
TOTAL INCOME FROM STATE GOVERNMENT	734,304	795,409	745,994	848,386	922,238	946,360	978,496
SURPLUS/(DEFICIENCY) FOR THE PERIOD	6,144	(4,414)	(4,414)	(3,032)	(363)	(363)	(363)

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

(b) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 256, 270 and 297 respectively.

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

(d) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have moved all revenue received from Government out of the calculation of Net Cost of Services and into Income from State Government. This may have increased the Net Cost of Services compared to previously published Budgets.

DETAILS OF CONTROLLED GRANTS AND SUBSIDIES

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
Department of Communities							
Community Living Support.....	1,750	-	-	-	-	-	-
Step Up/Step Down Mental Health Facility							
Geraldton	-	2,631	-	-	-	-	-
Kalgoorlie	-	3,773	-	-	-	-	-
Karratha	-	4,823	-	-	-	-	-
Department of Education - Commitment to							
Aboriginal Youth Wellbeing Aboriginal							
Engagement Girls Programs	-	1,540	1,540	-	-	-	-
Non-government Grants							
Active Recovery Team Pilot Project.....	-	-	505	-	-	-	-
Commitment to Aboriginal Youth Wellbeing.....	-	-	286	-	-	-	-
Community Services Contracts 2021-22 Uplift.....	-	-	-	5,462	-	-	-
COVID-19 Pandemic Service Response	-	-	698	-	-	-	-
GP Aftercare Pilot Program	-	-	400	-	-	-	-
Mental Health Residential Rehabilitation							
Beds - Trial Program	-	-	490	-	-	-	-
National Disability Insurance Scheme							
Programs	-	-	948	-	-	-	-
Other.....	1,349	32	1,074	391	22	23	23
Perinatal Mental Health Pilot Programs	-	-	1,184	-	-	-	-
Prevention and Anti-Stigma	188	205	105	105	105	105	105
Refurbish Building Grants for A Safe Place							
Initiatives							
Community Care Unit.....	-	-	1,557	-	-	-	-
Youth Mental Health and AOD							
Homelessness.....	-	-	420	-	-	-	-
Suicide Prevention Strategy	150	-	606	-	-	-	-
Transitional Community-based Beds for							
Long-stay Inpatients Pilot Program	-	-	2,464	-	-	-	-
TOTAL	3,437	13,004	12,277	5,958	127	128	128

STATEMENT OF FINANCIAL POSITION (a)
(Controlled)

	2019-20	2020-21	2020-21 Estimated	2021-22 Budget	2022-23 Forward	2023-24 Forward	2024-25 Forward
	Actual \$'000	Budget \$'000	Actual \$'000	Estimate \$'000	Estimate \$'000	Estimate \$'000	Estimate \$'000
CURRENT ASSETS							
Cash assets.....	32,913	28,499	30,956	24,912	24,694	24,476	24,113
Restricted cash.....	5,026	5,171	5,323	5,171	5,171	5,171	5,171
Receivables.....	83	83	83	83	83	83	83
Other.....	18	18	18	18	18	18	18
Assets held for sale.....	4,000	-	-	-	-	-	-
Total current assets.....	42,040	33,771	36,380	30,184	29,966	29,748	29,385
NON-CURRENT ASSETS							
Holding account receivables.....	6,582	6,992	6,992	7,407	7,901	8,395	8,889
Property, plant and equipment.....	17,083	20,523	18,066	29,912	51,587	68,381	67,954
Restricted cash.....	494	494	494	494	494	494	639
Total non-current assets.....	24,159	28,009	25,552	37,813	59,982	77,270	77,482
TOTAL ASSETS.....	66,199	61,780	61,932	67,997	89,948	107,018	106,867
CURRENT LIABILITIES							
Employee provisions.....	6,825	6,970	6,970	7,115	7,260	7,405	7,550
Payables.....	1,218	1,218	1,218	1,218	1,218	1,218	1,218
Borrowings and leases.....	41	41	41	41	41	41	41
Other.....	127	127	127	127	127	127	127
Total current liabilities.....	8,211	8,356	8,356	8,501	8,646	8,791	8,936
NON-CURRENT LIABILITIES							
Employee provisions.....	2,206	2,206	2,206	2,206	2,206	2,206	2,206
Borrowings and leases.....	48	89	89	85	97	42	42
Total non-current liabilities.....	2,254	2,295	2,295	2,291	2,303	2,248	2,248
TOTAL LIABILITIES.....	10,465	10,651	10,651	10,792	10,949	11,039	11,184
EQUITY							
Contributed equity.....	28,079	27,888	28,040	36,996	59,153	76,496	76,563
Accumulated surplus/(deficit).....	27,047	22,633	22,633	19,601	19,238	18,875	18,512
Reserves.....	608	608	608	608	608	608	608
Total equity.....	55,734	51,129	51,281	57,205	78,999	95,979	95,683
TOTAL LIABILITIES AND EQUITY.....	66,199	61,780	61,932	67,997	89,948	107,018	106,867

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

STATEMENT OF CASHFLOWS (a) (b)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	710,407	760,609	722,086	819,455	884,554	907,570	939,565
Capital appropriation.....	72	4,103	4,103	7,608	17,515	13,326	67
Royalties for Regions Fund:							
Regional Community Services Fund	19,771	21,301	17,607	25,430	31,230	32,296	32,271
Regional Infrastructure and Headworks Fund	5,346	6,404	4,775	1,500	4,642	4,017	-
Other.....	5,187	2,464	3,956	1,902	1,739	1,779	1,861
Net cash provided by State Government	740,783	794,881	752,527	855,895	939,680	958,988	973,764
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(35,486)	(36,418)	(38,577)	(41,866)	(44,255)	(45,129)	(45,602)
Grants and subsidies	(3,437)	(13,004)	(12,277)	(5,958)	(127)	(128)	(128)
Supplies and services.....	(171,751)	(193,256)	(182,457)	(206,547)	(236,145)	(246,591)	(253,018)
Accommodation.....	(2,194)	(2,919)	(2,919)	(3,110)	(3,128)	(2,977)	(2,977)
Service Delivery Agreement - WA Health	(726,581)	(759,082)	(759,178)	(848,477)	(905,850)	(923,466)	(959,278)
Other payments	(4,384)	(3,240)	(3,240)	(3,507)	(3,461)	(3,655)	(3,624)
Receipts (c)							
Grants and subsidies	391	300	1,457	264	268	-	-
National Health Reform Agreement.....	217,716	212,209	251,196	262,200	274,592	279,717	290,338
Other receipts	702	363	363	364	365	366	374
Net cash from operating activities	(725,024)	(795,047)	(745,632)	(846,637)	(917,741)	(941,863)	(973,915)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets.....	(5)	(4,037)	(1,580)	(12,199)	(22,091)	(17,276)	-
Net cash from investing activities	(5)	(4,037)	(1,580)	(12,199)	(22,091)	(17,276)	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases.....	(67)	(66)	(66)	(66)	(66)	(67)	(67)
Net cash from financing activities	(67)	(66)	(66)	(66)	(66)	(67)	(67)
NET INCREASE/(DECREASE) IN CASH HELD.....	15,687	(4,269)	5,249	(3,007)	(218)	(218)	(218)
Cash assets at the beginning of the reporting period	29,165	38,433	38,433	36,773	30,577	30,359	30,141
Net cash transferred to/from other agencies	(6,419)	-	(6,909)	(3,189)	-	-	-
Cash assets at the end of the reporting period	38,433	34,164	36,773	30,577	30,359	30,141	29,923

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

(b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* implemented since the 2020-21 Budget have reclassified revenue received from Government from the Cashflows from Operating Activities category to the Cashflows from State Government category. This may have changed the Net cash provided by State Government and Net cash from operating activities compared to previously published Budgets.

(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)

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
Grants and Subsidies							
Other Grant Funding	5,578	2,764	5,413	2,166	2,007	1,779	1,861
National Health Reform Agreement							
Commonwealth Grants	217,716	212,209	251,196	262,200	274,592	279,717	290,338
Other Receipts							
Other Revenue	702	363	363	364	365	366	374
TOTAL	223,996	215,336	256,972	264,730	276,964	281,862	292,573

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

DETAILS OF ADMINISTERED TRANSACTIONS

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
INCOME							
Other							
Administered Appropriation	8,523	8,870	8,948	11,254	11,518	11,977	12,457
Other Revenue	21	-	-	-	-	-	-
Services Received Free of Charge	1,222	1,116	1,255	1,280	1,306	1,332	1,359
TOTAL ADMINISTERED INCOME	9,766	9,986	10,203	12,534	12,824	13,309	13,816
EXPENSES							
Other							
Mental Health Advocacy Service	3,370	3,226	3,316	4,091	4,092	4,258	4,440
Mental Health Tribunal	3,426	3,112	3,198	4,002	4,134	4,276	4,420
Office of the Chief Psychiatrist	3,235	3,690	3,731	4,441	4,598	4,775	4,956
TOTAL ADMINISTERED EXPENSES (a)	10,031	10,028	10,245	12,534	12,824	13,309	13,816

(a) The administered entities full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 32, 33 and 38 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.

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000
Opening Balance	-	-	-	-
Receipts:				
Appropriations	270,783	276,755	283,850	287,873
Other	106,218	110,664	114,369	120,125
	377,001	387,419	398,219	407,998
Payments	377,001	387,419	398,219	407,998
CLOSING BALANCE	-	-	-	-

Division 24 **Health and Disability Services Complaints Office**

Part 5 **Health**

Appropriations, Expenses and Cash Assets

	2019-20 Actual \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
DELIVERY OF SERVICES							
Item 57 Net amount appropriated to deliver services ^(a)	2,715	2,578	2,648	2,735	2,771	2,809	2,845
Amount Authorised by Other Statutes							
- Salaries and Allowances Act 1975.....	-	236	236	238	240	242	243
Total appropriations provided to deliver services	2,715	2,814	2,884	2,973	3,011	3,051	3,088
CAPITAL							
Item 126 Capital Appropriation ^(b)	107	5	5	4	4	4	4
TOTAL APPROPRIATIONS	2,822	2,819	2,889	2,977	3,015	3,055	3,092
EXPENSES							
Total Cost of Services	3,026	3,101	3,171	3,246	3,298	3,327	3,375
Net Cost of Services ^{(c) (d)}	3,011	3,071	3,141	3,230	3,268	3,311	3,345
CASH ASSETS ^(e)	1,073	942	942	942	942	942	942

- (a) The Office was established as a full budget agency from 2020-21 and comparatives were backcast from Treasury Administered appropriation to service appropriation.
- (b) Additional capital appropriation is provided to fund lease repayments and is not reflected in the Asset Investment Program table.
- (c) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget may have increased the Net Cost of Services compared to previously published Budgets.
- (d) 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.
- (e) 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 Office's Income Statement since presentation of the 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
New Initiative					
Voluntary Assisted Dying Act 2019	70	132	135	140	140

Significant Issues Impacting the Agency

1. The Office continues to contribute to 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, and contributing to Royal Commissions currently in progress.
2. The number of complaints received by the Office is continuing to increase. This comes at a time of increasing complexity of matters requiring consideration. Complaint outcomes through redress for individuals and service improvements bring positive change to service delivery; ongoing improvements in the sectors mean better outcomes for individuals.
3. The Office continues to implement business continuity arrangements to ensure services remain accessible during the COVID-19 pandemic. The adaptation of service delivery methods has resulted in minimal impact on service provision. Workforce strategies are in place to support staff and they have remained focused on responsiveness to the needs of all stakeholders. The Office is continuing to monitor and report on COVID-19 complaints.
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.

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 Office's services, the desired outcomes and the relevant Government Goal. 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
Safe, Strong and Fair Communities: Developing healthy and resilient communities.	Improvement in the delivery of health and disability services.	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	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Complaints Management: Assessment, Negotiated Settlement, Conciliation and Investigation of Complaints.....	2,076	2,001	2,203	2,302	2,340	2,361	2,396
2. Education: Education and Training in the Prevention and Resolution of Complaints.....	950	1,100	968	944	958	966	979
Total Cost of Services.....	3,026	3,101	3,171	3,246	3,298	3,327	3,375

Outcomes and Key Effectiveness Indicators ^(a)

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Outcome: Improvement in the delivery of health and disability services:					
Proportion of service improvements resulting in implementation by service providers.....	80%	80%	80%	80%	

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

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
Total Cost of Service	\$'000 2,076	\$'000 2,001	\$'000 2,203	\$'000 2,302	
Less Income	15	30	30	16	
Net Cost of Service	2,061	1,971	2,173	2,286	
Employees (Full-Time Equivalents)	16	13	12	13	
Efficiency Indicators					
Percentage of complaints assessed within legislation timeframes	96%	94%	94%	90%	1
Average cost per finalised complaint.....	\$786	\$760	\$836	\$853	2

Explanation of Significant Movements

(Notes)

1. The 2021-22 Budget Target is lower than the 2019-20 Actual and 2020-21 Estimated Actual due to an anticipated increase in complexity of complaints received and an anticipated increase in the number of complaints in jurisdiction.
2. The 2021-22 Budget Target is higher than the 2019-20 Actual and 2020-21 Estimated Actual due to a further refined cost allocation model being undertaken in 2020-21 that better aligned expenditure to the delivery of services, and the allocation of amortisation costs for the Office's new Case Management System to Service 1.

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.

	2019-20 Actual	2020-21 Budget	2020-21 Estimated Actual	2021-22 Budget Target	Note
	\$'000	\$'000	\$'000	\$'000	
Total Cost of Service	950	1,100	968	944	
Less Income	nil	nil	nil	nil	
Net Cost of Service	950	1,100	968	944	
Employees (Full-Time Equivalents)	7	7	5	4	
Efficiency Indicators					
Average cost per development, production and distribution of information	\$17,867	\$20,249	\$17,050	\$17,313	1
Average cost per presentation, awareness raising, consultation and networking activities.....	\$2,342	\$2,574	\$2,361	\$3,513	2

Explanation of Significant Movements

(Notes)

- The 2021-22 Budget Target is slightly lower than the 2019-20 Actual and 2020-21 Budget and slightly higher than the 2020-21 Estimated Actual due to a further refined cost allocation model being undertaken in 2020-21 that better aligned expenditure to the delivery of services.
- The 2021-22 Budget Target is higher than the 2019-20 Actual and 2020-21 Budget and 2020-21 Estimated Actual due to a reduction in the planned number of presentations, consultations and networking sessions to be delivered in the 2021-22 reporting period.

Asset Investment Program

- During the 2020-21 reporting year, the Office completed work on the Case Management System which came into operation on 24 September 2020. The new system provides improved functionality and will support the effective implementation of the new complaint resolution jurisdiction for the *Voluntary Assisted Dying Act 2019* from 1 July 2021 and the planned introduction of the National Code of Conduct for health care workers.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
COMPLETED WORKS							
Case Management System	480	480	131	-	-	-	-
Total Cost of Asset Investment Program	480	480	131	-	-	-	-
FUNDED BY							
Internal Funds and Balances.....			131	-	-	-	-
Total Funding.....			131	-	-	-	-

Financial Statements

INCOME STATEMENT ^(a) (Controlled)

	2019-20 Actual ^(b) \$'000	2020-21 Budget \$'000	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
COST OF SERVICES							
Expenses							
Employee benefits ^(c)	2,178	2,186	2,298	2,386	2,416	2,451	2,492
Supplies and services	381	502	376	365	387	378	383
Accommodation	343	279	327	327	327	327	327
Depreciation and amortisation	10	53	53	52	52	52	52
Other expenses	114	81	117	116	116	119	121
TOTAL COST OF SERVICES	3,026	3,101	3,171	3,246	3,298	3,327	3,375
Income							
Grants and subsidies	12	30	30	16	30	16	30
Other revenue	3	-	-	-	-	-	-
Total Income	15	30	30	16	30	16	30
NET COST OF SERVICES ^(d)	3,011	3,071	3,141	3,230	3,268	3,311	3,345
INCOME FROM STATE GOVERNMENT							
Service appropriations	2,715	2,814	2,884	2,973	3,011	3,051	3,088
Resources received free of charge	193	257	257	257	257	257	257
TOTAL INCOME FROM STATE GOVERNMENT	2,908	3,071	3,141	3,230	3,268	3,308	3,345
SURPLUS/(DEFICIENCY) FOR THE PERIOD	(103)	-	-	-	-	(3)	-

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

(b) The Office was established as a full budget agency from 2020-21 and comparatives were backcast from Treasury Administered appropriation to service appropriation.

(c) The full-time equivalents for 2019-20 Actual, 2020-21 Estimated Actual and 2021-22 Budget Estimate are 23, 17 and 17 respectively.

(d) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* since the 2020-21 Budget have moved all revenue received from Government out of the calculation of Net Cost of Services and into Income from State Government. This may have increased the Net Cost of Services compared to previously published Budgets.

STATEMENT OF FINANCIAL POSITION ^(a)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	1,073	942	942	942	942	942	942
Receivables.....	8	3	8	8	8	8	8
Other.....	23	23	23	23	23	23	23
Total current assets.....	1,104	968	973	973	973	973	973
NON-CURRENT ASSETS							
Holding account receivables.....	-	53	53	105	157	206	255
Property, plant and equipment.....	14	9	9	5	-	-	-
Intangibles.....	349	432	432	384	336	288	240
Total non-current assets.....	363	494	494	494	493	494	495
TOTAL ASSETS	1,467	1,462	1,467	1,467	1,466	1,467	1,468
CURRENT LIABILITIES							
Employee provisions.....	435	437	435	435	435	435	435
Payables.....	54	54	54	54	49	49	49
Borrowings and leases.....	5	5	5	5	5	5	5
Other.....	100	100	100	100	100	100	100
Total current liabilities.....	594	596	594	594	589	589	589
NON-CURRENT LIABILITIES							
Employee provisions.....	168	176	168	168	168	168	168
Borrowings and leases.....	9	4	4	-	-	-	-
Total non-current liabilities.....	177	180	172	168	168	168	168
TOTAL LIABILITIES	771	776	766	762	757	757	757
EQUITY							
Contributed equity.....	(586)	(575)	(581)	(577)	(573)	(569)	(568)
Accumulated surplus/(deficit).....	1,282	1,261	1,282	1,282	1,282	1,279	1,279
Total equity	696	686	701	705	709	710	711
TOTAL LIABILITIES AND EQUITY	1,467	1,462	1,467	1,467	1,466	1,467	1,468

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

STATEMENT OF CASHFLOWS (a) (b)
(Controlled)

	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	Actual	Estimate	Estimate	Estimate	Estimate
			\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations	2,715	2,761	2,831	2,921	2,959	3,002	3,039
Capital appropriation	107	5	5	4	4	4	4
Net cash provided by State Government	2,822	2,766	2,836	2,925	2,963	3,006	3,043
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits	(2,142)	(2,186)	(2,304)	(2,376)	(2,416)	(2,441)	(2,492)
Supplies and services	(141)	(246)	(175)	(180)	(192)	(193)	(191)
Accommodation	(280)	(200)	(265)	(265)	(265)	(265)	(265)
Other payments	(108)	(159)	(117)	(116)	(116)	(119)	(121)
Receipts							
Grants and subsidies	15	30	30	16	30	16	30
GST receipts	7	-	-	-	-	-	-
Other receipts	3	-	-	-	-	-	-
Net cash from operating activities	(2,646)	(2,761)	(2,831)	(2,921)	(2,959)	(3,002)	(3,039)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(349)	(131)	(131)	-	-	-	-
Net cash from investing activities	(349)	(131)	(131)	-	-	-	-
CASHFLOWS FROM FINANCING ACTIVITIES							
Repayment of borrowings and leases	(7)	(5)	(5)	(4)	(4)	(4)	(4)
Net cash from financing activities	(7)	(5)	(5)	(4)	(4)	(4)	(4)
NET INCREASE/(DECREASE) IN CASH HELD	(180)	(131)	(131)	-	-	-	-
Cash assets at the beginning of the reporting period	1,253	1,073	1,073	942	942	942	942
Cash assets at the end of the reporting period	1,073	942	942	942	942	942	942

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

(b) Changes to Treasurer's instruction 1102: *Statements of Comprehensive Income* implemented since the 2020-21 Budget have reclassified revenue received from Government from the Cashflows from Operating Activities category to the Cashflows from State Government category. This may have changed the Net cash provided by State Government and Net cash from operating activities compared to previously published Budgets.

Animal Resources Authority

Part 5 Health

Asset Investment Program

1. The Authority's Asset Investment Program of \$0.2 million in 2021-22 relates to routine asset replacement at the Animal Resources facility.

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-21 \$'000	2020-21 Estimated Expenditure \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
COMPLETED WORKS							
Asset Replacement - 2019-20 Program	309	309	70	-	-	-	-
Autoclave Replacement.....	412	412	13	-	-	-	-
NEW WORKS							
Asset Replacement							
2021-22 Program.....	200	-	-	200	-	-	-
2022-23 Program.....	200	-	-	-	200	-	-
2023-24 Program.....	200	-	-	-	-	200	-
2024-25 Program.....	200	-	-	-	-	-	200
Total Cost of Asset Investment Program	1,521	721	83	200	200	200	200
FUNDED BY							
Funding Included in Department of Treasury Administered Item.....			13	-	-	-	-
Internal Funds and Balances.....			70	200	200	200	200
Total Funding.....			83	200	200	200	200