

Statement of Priorities 2023-24 for Melbourne Health

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Department of Health
Statement of Priorities 2023-24



Department
of Health

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The department proudly acknowledges Victoria's Aboriginal communities and their rich culture and pays respect to their Elders past and present.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

To receive this document in an accessible format, phone using the National Relay Service 13 36 77 if required, or [Commissioning and System Improvement; Accountability on](#) <Accountability@health.vic.gov.au>

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Available at [The Department of Health Statements of Priorities](#)

<<https://www.health.vic.gov.au/funding-performance-accountability/statements-of-priorities>>

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Background

Statement of Priorities are the key accountability agreements between the Victorian State Government and Victorian publicly funded health, mental health and ambulance services. The content and process for preparation and agreement of the annual Statement of Priorities is consistent with sections 40G, 65ZFA, 65ZFB and section 26 of the *Health Services Act 1988*.

Statement of Priorities are consistent with the health services' strategic plans and aligned to government policy directions and priorities. For 2023-24, the Statement of Priorities also refer to the *Department of Health Strategic Plan 2023-27* (Strategic Plan). The annual agreements support the delivery of, or substantial progress towards, the key shared objectives of quality and safety, good governance and leadership, access and timeliness, and financial sustainability.

Statement of Priorities consists of four main parts:

- Part A provides the strategic priorities for the health service to contribute to in the year ahead.
- Part B lists the performance priorities and agreed targets.
- Part C lists funding and associated activity.
- Part D forms the service agreement between each health service and the state of Victoria for the purposes of the National Health Reform Agreement.

Performance expectations and mechanisms used by the Department of Health (the department) to monitor and manage performance are described in the *Victorian Health Service Performance Monitoring Framework 2023-24* (The Framework).

High standards of governance, transparency and accountability are essential. In this context, the Victorian Government commits to publish Statements of Priorities each year and present data on the performance of our health system in the public domain.

Strategic Priorities

The department on behalf of government delivers policies, programs and services that support and enhance the health and wellbeing of all Victorians. The department's vision is to create a future where Victorians are the healthiest people in the world. A Victoria where children and people thrive, where workplaces are productive and safe, and where communities are more connected.

The department's job is to support Victorians to stay healthy and safe; and to deliver a world-class healthcare system that ensures every single Victorian can access safe, quality care that leads to better health outcomes for all.

To fulfil these obligations, the department has developed the *Department of Health Strategic Plan 2023-27* (Strategic Plan) with seven guiding strategic priorities, to shape the health system's direction. Health services will contribute to the department's strategic priorities through signing and enacting the Statement of Priorities. The seven strategic priorities are:

- Keeping people healthy and well in the community
- Providing care closer to home
- Keep innovating and improving care
- Improving Aboriginal health and wellbeing
- Moving from competition to collaboration
- A stronger and more sustainable workforce
- A safe and sustainable health, wellbeing and care system

Government Commitments

The Victorian Budget 2023–24 (the budget) continues to invest in building hospitals, supporting our health system to meet growing demand and supporting our hardworking healthcare workers to ensure Victorians get the care they need, close to home. This budget provides investment in essential services including:

- \$1.5 billion to boost deferred elective surgery and ease the pressure on our hospitals.
- \$776 million for critical bed-based services, alcohol and other drug services, infrastructure, earlier support in community mental health services and the roll-out of the new Mental Health and Wellbeing Act.
- \$320 million to plan the delivery of major investments at seven hospitals across the state to ensure Victorians receive the highest quality healthcare.
- A \$270 million investment in our health workforce to make it free to study nursing and midwifery for nurses that join the public health system.
- A \$201 million system wide boost to support timely emergency care, including more ambulance services and improvements to emergency department programs, to get patients the care they need as quickly as possible.
- \$162 million for better aged care services across regional Victoria, to build new public aged care services in Cohuna, Maffra and Numurkah.
- \$157 million for critical bed-based mental health services across our state including more Hospital in the Home beds for Barwon Health, improving in-home mental health care for acutely unwell residents across the Geelong region.
- \$154 million to give women's health the focus and funding it deserves, including 20 new comprehensive women's health clinics at public hospitals.

Part A: Department of Health Strategic Plan

The Statement of Priorities are aligned with the [Strategic Plan 2023-27](#)

<<https://www.health.vic.gov.au/our-strategic-plan-2023-27>>.

Melbourne Health will contribute to the Strategic Plan 2023-27 by agreeing to the following priorities:

Ministerial Priorities

1. Improved health system culture, grounded in respect and safety.
2. A supported, growing, and fit-for-purpose health workforce.
3. A reformed overall health system (community-based and acute health services), with reforms to service models and enablers (structural, financial and cultural), delivering improved patient safety, experiences and outcomes, particularly for people in regional and rural Victoria.
4. A step-change in women's health.
5. Nation-leading reductions in rates of vaping.
6. Improved health equity through:
 - determination and ceding power.
 - Family-centred health models for priority populations.
 - Intersectional improvements in health access and outcomes for priority cohorts.
7. Improved mental health system through:
 - New and transformed integrated services through the implementation of the Royal Commission into Victoria's Mental Health System.
 - Strengthening system guidance, stewardship and commissioning.
 - Realising the vision of the new Mental Health and Wellbeing Act 2022 by driving cultural change.
 - Supporting a culture that embraces lived experience leadership at every level of the mental health and wellbeing system.
 - Investing in suicide prevention and mental health and wellbeing promotion.

System Priorities

Excellence in clinical governance

We aim for the best patient experience and care outcomes by assuring safe practice, leadership of safety, an engaged and capable workforce, and continuing to improve and innovate care.

Goals

- MA6 Improve access to timely emergency care by implementing strategies that improve whole of system patient flow to reduce emergency department wait times and improve ambulance to health service handover times.
- MA7 Improve mental health and wellbeing outcomes by implementing Victoria's new and expanded Mental Health and Wellbeing system architecture and services.
- MA9 Maintain commitment to driving planned surgery reform in alignment with the Surgery Recovery and Reform Program, as well as identify and implement local reform priorities.

- MA11 Develop strong and effective systems to support early and accurate recognition and management of deterioration of paediatric patients.

Health service deliverables:

- MA6 Implement initiatives that support early discharge of patients to appropriate settings to improve timely patient access to care.
- MA6 Implement and evaluate the RMH Digital Coordination centre to better coordinate flow within RMH and improve timely patient access to care.
- MA7 Commission and operationalise 20 new inpatient mental health beds and the Mental Health and AOD hub in the RMH Emergency Department to improve timely access to care for consumers
- MA9 Implement and scale same day surgery models of care in line with Safer Care Victoria's Expanding Day Surgery recommendations.
- MA9 Implement and expand surgical partnership with private providers and West Metro HSP health services to reduce RMH planned surgery and endoscopy waiting lists.
- MA9 Implement reform initiatives that support improved surgery throughput and optimisation of theatre resources at RMH.
- MA11 Partner with Safer Care Victoria (SCV) and relevant multidisciplinary groups to establish protocols and auditing processes to manage effective monitoring and escalation of deterioration in paediatric patients via ViCTOR charts.
- MA11 Improve paediatric patient outcomes through implementation of the “ViCTOR track and trigger” observation chart and escalation system, whenever children have observations taken.
- MA11 Implement staff training on the “ViCTOR track and trigger” tool to enhance identification and prompt response to deteriorating paediatric patient conditions.

Working to achieve long term financial sustainability

Ensure equitable and transparent use of available resources to achieve optimum outcomes.

Goals

- MB1 Co-operate with and support Department-led reforms that look towards reducing waste and improving efficiency to address financial sustainability, operational and safety performance, and system management.

Health service deliverables:

- MB1 Implementation of cost-saving initiatives: Identify and implement cost-saving measures such as reducing unnecessary procedures, optimising supply chain management, and streamlining administrative processes.
- MB1 Deliver \$20m of sustainability initiatives and continue to identify further cost saving and efficiency measures

Improving equitable access to healthcare and wellbeing

Ensure that Aboriginal people have access to a health, wellbeing and care system that is holistic, culturally safe, accessible, and empowering.

Ensure that communities in rural and regional areas have equitable health outcomes irrespective of locality.

Goals

- MC3 Enhance the provision of appropriate and culturally safe services, programs and clinical trials for and as determined by Aboriginal people, embedding the principles of self-determination.

Health service deliverables:

- MC3 Partner with Aboriginal community-controlled health organisations, respected Aboriginal leaders and Elders, and Aboriginal communities to deliver healthcare improvements.
- MC3 Promote a culturally safe welcoming environment with Aboriginal cultural symbols and spaces demonstrating, recognising, celebrating and respecting Aboriginal communities and culture.
- MC3 Identify and prioritise the health, wellbeing and service needs of the Aboriginal catchment population and service users – including improved patient identification, emergency care, discharge planning and outpatient service models to provide culturally safe care.

A stronger workforce

There is increased supply of critical roles, which supports safe, high-quality care. Victoria is a world leader in employee experience, with a focus on future roles, capabilities and professional development. The workforce is regenerative and sustainable, bringing a diversity of skills and experience that reflect the people and communities it serves. As a result of a stronger workforce, Victorians receive the right care at the right time closer to home.

Goals

- MD1 Improve employee experience across four initial focus areas to assure safe, high-quality care: leadership, health and safety, flexibility, and career development and agility.

Health service deliverables:

- MD1 Deliver programs to improve employee experience across four initial focus areas: leadership, safety and wellbeing, flexibility, and career development and agility.
- MD1 Develop future workforce capability to provide a supported, growing and fit for purpose health workforce through the development of targeted workforce plans for nursing, medicine, allied health and support services.
- MD1 Implement and expand RMH leadership development plan.

Moving from competition to collaboration

Share knowledge, information and resources with partner health and wellbeing services and care providers. This will allow patients to experience one health, wellbeing and care system through connected digital health information, evidence and data flows, enabled by advanced interoperable platforms.

Goals

- ME2 Engage in integrated planning and service design approaches, whilst assuring consistent and strong clinical governance, with partners to join up the system to deliver seamless and sustainable care pathways and build sector collaboration.

Health service deliverables:

- ME2 Work with our Parkville Health Service partners to establish Pathology Network West (PNW).
- ME2 Provide leadership of and active collaboration within the West Metro HSP to deliver agreed HSP priorities.

Care close to home

Primary and community care is accessible and reduces avoidable escalation in acuity of health conditions. When appropriate, hospital care is delivered in the home, including through digital care and connection, to deliver virtual care, telehealth, and other advanced models of care.

Goals

- EB1 Improve pathways through the health system and implement models of care to enable more people to access care closer to, or in their homes.

Health service deliverables:

- EB1 Implement an extended 24x7 support hub for patients receiving @home care at RMH & Peter MacCallum Cancer Centre.
- EB1 Develop and implement a new model of @home care to better support patients in their home post discharge or emergency attendance to enable earlier supported discharge from hospital.

A health system that takes effective climate action

The health service is focused on taking effective action to achieve net zero emissions and adapt to climate change.

Goals

- EC1 Reduce clinical and operational practices that are wasteful and environmentally harmful to effectively contribute towards achieving net zero emissions across the health, wellbeing, and care system, including by delivering more energy efficient health services.

Health service deliverables:

- EC1 Implement and deliver the RMH Environmental Sustainability plan.

Part B: Performance Priorities

The *Victorian Health Services Performance Monitoring Framework* outlines the Government's approach to overseeing the performance of Victorian health services.

Further information is available at the [Funding, Performance and Accountability webpage](https://www.health.vic.gov.au/funding-performance-accountability/performance-monitoring-framework) <<https://www.health.vic.gov.au/funding-performance-accountability/performance-monitoring-framework>>.

High quality and safe care:

Key Performance Measure	Target
Infection prevention and control	
Compliance with the Hand Hygiene Australia program ¹	85%
Percentage of healthcare workers immunised for influenza	94%
Continuing care	
Average change in the functional independence measure (FIM) score per day of care for rehabilitation separations	≥ 0.645
Healthcare associated infections (HAI's)	
Rate of central-line-associated blood stream infections (CLABSI) in intensive care units per 1,000 central-line days	Zero
Rate of healthcare-associated <i>S. aureus</i> bloodstream infections per 10,000 bed days	≤ 0.7
Patient experience	
Percentage of patients who reported positive experiences of their hospital stay	95%
Unplanned Readmissions	
Rate of unplanned readmissions to any hospital following a hip replacement procedure	≤ 6%
Aboriginal Health	
Percentage of Aboriginal admitted patients who left against medical advice ²	25% reduction in gap based on prior year's annual rate
Percentage of Aboriginal emergency department presentations who did not wait to be seen	25% reduction in gap based on prior year's annual rate
Mental Health	
Mental Health Patient Experience	
Percentage of consumers who rated their overall experience of care with a service in the last 3 months as positive	80%

¹ Effective date of target change from 85% to 80% conditional on pending changes to BP3 requirements.

² Further work will be undertaken on leave event measures terminology that better captures patient experience and Aboriginal community's holistic understanding of health and wellbeing.

Key Performance Measure	Target
Percentage of mental health consumers reporting they 'usually' or 'always' felt safe using this service	90%
Percentage of families/carers reporting a 'very good' or 'excellent' overall experience of the service	80%
Percentage of families/carers who report they 'always' or 'usually' felt their opinions as a carer were respected	90%
Mental Health Post-Discharge Follow-up	
Percentage of consumers followed up within 7 days of separation – Inpatient (adult)	88%
Mental Health Readmission	
Percentage of consumers re-admitted within 28 days of separation - Inpatient (adult)	< 14%
Mental Health Seclusion	
Rate of seclusion episodes per 1,000 occupied bed days - Inpatient (adult)	≤ 8

Strong governance, leadership and culture

Key Performance Measure	Target
Organisational culture	
People matter survey – Percentage of staff with an overall positive response to safety culture survey questions	62%

Timely access to care

Key Performance Measure	Target
Planned Surgery	
Percentage of urgency category 1 planned surgery patients admitted within 30 days	100%
Percentage of all planned surgery patients admitted within the clinically recommended time	94%
Number of patients on the planned surgery waiting list	3,475
Number of patients admitted from the planned surgery waiting list	9,282
Number of patients (in addition to base) admitted from the planned surgery waiting list	3,010
Percentage of patients on the waiting list who have waited longer than clinically recommended time for their respective triage category	5% or 15% proportional improvement from prior year
Number of hospital-initiated postponements per 100 scheduled planned surgery admissions	≤ 7

Key Performance Measure	Target
Emergency Care	
Percentage of patients transferred from ambulance to emergency department within 40 minutes	90%
Percentage of Triage Category 1 emergency patients seen immediately	100%
Percentage of Triage Category 1 to 5 emergency patients seen within clinically recommended time	80%
Percentage of emergency patients with a length of stay in the emergency department of less than four hours	81%
Number of emergency patients with a length of stay in the ED greater than 24 hours	Zero
Mental Health	
Percentage of mental health-related emergency department presentations with a length of stay of less than 4 hours	81%
Percentage of 'urgent' (category 'C') mental health triage episodes with a face-to-face contact received within 8 hours	80%
Specialist Clinics	
Percentage of urgent patients referred by a GP or external specialist who attended a first appointment within 30 days	100%
Percentage of routine patients referred by GP or external specialist who attended a first appointment within 365 days	90%
Home Based Care	
Percentage of admitted bed days delivered at home	Equal to or better than prior year result
Percentage of admitted episodes delivered at least partly at home	Equal to or better than prior year result

Effective financial management

Key Performance Measure	Target
Operating result (\$M)	(86.48)
Average number of days to pay trade creditors	60 days
Average number of days to receive patient fee debtors	60 days
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June.	Variance ≤ \$250,000
Actual number of days of available cash, measured on the last day of each month	14 days

Part C: Activity and Funding

The performance and financial framework within which state government-funded organisations operate is described in *The Policy and Funding Guidelines – Funding Rules*. The Funding Rules details funding and pricing arrangements and provides modelled budgets and targets for a range of programs. The [Policy and Funding Guidelines](https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services) webpage <<https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services>>.

Period 1 July 2023 – 30 June 2024

Table 1 Melbourne Health funding summary for 1 July 2023 – 30 June 2024

Funding Type	Activity	Budget (\$'000)
Consolidated Activity Funding		
Acute admitted, subacute admitted, emergency services, non-admitted NWAU	152,428	752,490
Acute Admitted		
National Bowel Cancer Screening Program NWAU	60	278
Acute admitted DVA	259	1,562
Acute admitted TAC	5,667	30,902
Other Admitted	20	33,436
Acute Non-Admitted		
Emergency Services		28
Genetic services		1,919
Home Enteral Nutrition NWAU	96	371
Home Renal Dialysis NWAU	1,783	9,327
Specialist Clinics		14,190
Specialist Clinics - DVA		1
Total Parenteral Nutrition NWAU	152	577
Other non-admitted		768
Government Initiatives		
Government Initiatives		2,949
Subacute/Non-Acute, Admitted & Non-admitted		
Victorian Artificial Limb Program		2,247
Subacute - DVA	20	121
Transition Care - Bed days	8,373	1,420
Transition Care - Home days	14,652	911
Health Independence Program - DVA		6
Subacute Admitted Other		1,310

Funding Type	Activity	Budget (\$'000)
Subacute & Non-Acute Other		
Other specified funding		31,893
Aged Care		
Aged Care Assessment Service		3,536
Residential Aged Care	27,120	2,996
HACC	2,300	834
Aged Care Other		741
Mental Health and Drug Services		
Mental Health Ambulatory	154,279	87,242
Mental Health Inpatient - Available bed days	24,472	43,733
Mental Health Service System Capacity		16,339
Mental Health Subacute	10,961	5,254
Mental Health Other		535
Drug Services		479
Primary Health		
Community Health / Primary Care Programs		3,715
Community Health Other		1,809
Other		
Health Workforce		19,260
Supplementation funding		142,582
Total Funding		1,215,761

Please note:

- Base level funding, related services and activity levels, outlined within the Policy and Funding Guidelines are subject to change throughout the year. Further information about the department's approach to funding and price setting for specific clinical activities, and funding policy changes is also available from: [Policy and funding guidelines for health services](https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services) <<https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services>>
- Each funding type row (eg "emergency services") comprises a mix of activity based funding and block grants. Funding depends on the service profile. For further details, refer to the Policy and funding guidelines for health services (see above point for link).
- In situations where a change is required to Part C, changes to the agreement will be actioned through an exchange of letters between the department and the health service's Chief Executive Officer.

Part D: Commonwealth Funding Contribution

Commonwealth funding contribution is provided by the 2023-24 Commonwealth budget, which is based on estimates. This is updated throughout the year based on updated activity levels, by the Administrator of the National Health Funding Pool.

Commonwealth funding is based on actual activity, there may be adjustments to funding throughout the year as a result of reconciliations and other factors.

Table 2 Commonwealth contribution for period: 1 July 2023 – 30 June 2024

Funding Type	Number of services (NWAU)	Victorian average price per NWAU	Funding allocation (\$)
Emergency Department	12,657	5,383	68,021,026
Acute Admitted	108,713	5,452	592,344,711
Admitted Mental Health	8,391	5,432	45,579,238
Sub-Acute	11,838	4,692	47,351,233
Non-Admitted	21,332	4,966	109,908,406
Total ABF Allocation	162,930		863,204,615
Teaching, Training and Research			32,290,181
Non-Admitted Mental Health			65,589,442
Non-Admitted CAMHS			21,670,052
Total Block Allocation			119,549,674
Total NHRA in-scope funding allocation			982,754,289

Please note:

- In situations where a change is required to Part D, changes to the agreement will be actioned through an exchange of letters between the department and the Health Service Chief Executive Officer. Letters will be made publicly available.

Accountability and funding requirements

The health service must comply with:

- All laws applicable to it;
- The *National Health Reform Agreement*.
- All applicable requirements, policies, terms or conditions of funding specified or referred to in the Department of Health *Policy and Funding Guidelines 2023-24*.
- Policies and procedures and appropriate internal controls to ensure accurate and timely submission of data to the Department of Health.
- All applicable policies and guidelines issued by the Department of Health from time to time and notified to the health service.
- Where applicable, all terms and conditions specified in an agreement between the health service and the Department of Health relating to the provision of health services which is in force at any time during the 2023-24 financial year.
- Relevant standards for programs which have been adopted e.g. International Organisation for Standardisation standards and AS/NZS 4801:2001, Occupational Health and Safety Management Systems or an equivalent standard.
- Where applicable, this includes the National Safety and Quality Health Service Standards ('NSQHS standards') as accredited through the Australian Health Service Safety and Quality Accreditation Scheme.
- Specific to DHSV: in relation to the School Dental Project Plan, as agreed and specified by both parties, including meeting the requirements outlined in the School Licence Agreement.
- Any other relevant, applicable statutory, regulatory or accountability rules, policies, plans, procedures or publications.

Signing Page

The Minister for Health has issued this Statement of Priorities to detail the funding provided to enable Melbourne Health to meet its service obligations and performance requirements as outlined.



Hon Mary-Anne Thomas MP

Minister for Health

Date: 6/1/2024