

Strategic Plan 2023–27 (2026 update)

August 2026



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This publication may contain images of deceased Aboriginal and Torres Strait Islander peoples.
Where the term ‘Aboriginal’ or ‘First Peoples’ is used it refers to both Aboriginal and Torres Strait Islander people. Indigenous, First Nations or Koori/Koorie is retained when it is part of the title of a report, program or quotation.
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Acknowledgement of Aboriginal and Torres Strait Islander peoples living in Victoria

The department acknowledges the strength of Aboriginal and Torres Strait Islander peoples across the Country and the power and resilience that is shared as members of the world’s oldest living culture.

We acknowledge Aboriginal and Torres Strait Islander peoples as Australia’s First People and recognise the richness and diversity of all Traditional Owners across Victoria.

We recognise that Aboriginal and Torres Strait Islander people in Victoria practice their lore, customs and languages, and nurture Country through their deep spiritual and cultural connections and practices to land and water.

We are committed to a future based on equality, truth and justice. We acknowledge that the entrenched systemic injustices experienced by Aboriginal and Torres Strait Islander people endure, including in our health system, and that Victoria’s ongoing treaty and truth-telling processes provide an opportunity to right these wrongs and ensure Aboriginal and Torres Strait Islander people have the freedom and power to make the decisions that affect their communities.

We express our deepest gratitude and pay our deepest respect to ancestors, Elders, and leaders – past and present. They have paved the way, with strength and fortitude, for our future generations.

Our ministers

The Department of Health supports the following ministers:



Ingrid Stitt MP
Minister for Health
Minister for Ambulance Services
Minister for Mental Health



The Hon. Lizzie Blandthorn MP
Minister for Children

Secretary's foreword

Strategic Plan Update 2026

The 2026 update to the Department of Health Strategic Plan 2023–27 comes at a time of significant change across Victoria’s health system. Expectations of the health system continue to evolve. Patient needs are becoming more complex, including due to ageing populations and people living with multiple chronic conditions. Demand for hospitals and urgent care remains high and, at the same time, patients are increasingly accessing virtual care.

As we enter the final year of this strategic plan, our vision for Victorians to be the healthiest people in the world remains the foundation for how we improve care, strengthen the system and deliver better health outcomes for all Victorians. Achieving this vision means looking beyond treating illness alone. It requires us to think about prevention, reduce inequalities, deliver safe and connected care, and build a sustainable health system.

This plan continues our focus on keeping people healthy and safe in the community. Through our Local Public Health Units, harm reduction initiatives and continued investment in public health protection, we are strengthening the systems and services that keep communities safe while supporting Victorians to make informed decisions about their health and wellbeing.

We know people achieve better outcomes when care is accessible, connected and delivered closer to where they live. That is why we continue to expand virtual care, community-based services and community pharmacy care, helping more Victorians receive timely support outside hospital settings. These initiatives are making it easier for people to access care earlier while reducing pressure on emergency departments and ambulance services.

Innovation continues to drive improvement across our health system. We are progressing major reforms in mental health and wellbeing, specialist care and planned surgery, strengthening maternal

and child health and continuing to develop and progress digital capability and new models of care that improve access, quality and patient experience.

Improving Aboriginal health and wellbeing remains central to this plan. We will continue working with Aboriginal communities, Aboriginal Community Controlled Health Organisations and the Aboriginal health sector to strengthen self-determination and cultural safety. Treaty and truth-telling continue to challenge us to address inequity and build a health system that better reflects the strength, knowledge and aspirations of Aboriginal communities.

The future of healthcare depends on stronger collaboration across the system. The Local Health Service Networks are helping health services collaborate better and plan more effectively and have delivered more integrated and coordinated care closer to home.

A capable, supported and sustainable workforce remains the foundation of our health system. We are continuing to deliver Victoria’s 10-year Health Workforce Strategy, grow critical workforces and strengthen capability across metropolitan, rural and regional Victoria. By supporting workforce wellbeing, safety and development, we are investing in the people who make quality care possible every day.

As demand grows and community needs become more complex, stewardship of Victoria’s health system matters more than ever. Strengthening financial sustainability, improving cyber security, embracing digital transformation and reducing our environmental impact are all critical to ensuring our health system remains safe, resilient and sustainable into the future. Through careful stewardship today, we can continue delivering high-quality care for generations to come.



I want to thank everyone across the department, our health services, community organisations, Aboriginal partners, the mental health and wellbeing sector, health professionals, researchers and the many others who contribute to the health of Victorians. Realising our vision would not be possible without Victoria’s highly valued health workforce, who bring skill, commitment and compassion to some of life’s most important moments.

This plan is a shared commitment to delivery. It asks us to continue putting people and communities at the centre of everything we do, to work across

boundaries, to learn from evidence and experience, and to continuously improve so we can meet the needs of Victorians today and into the future.

Together, we are building a system that helps people stay well, supports them earlier and cares for them closer to home, so that Victorians can be the healthiest people in the world.

Jenny Atta PSM
Secretary
Department of Health



Our vision

Our vision is that **Victorians are the healthiest people in the world.**
To make this vision a reality, we have seven strategic directions:



1. Keeping people healthy and safe in the community



2. Providing care closer to home



3. Keep innovating and improving care



4. Improving Aboriginal health and wellbeing



5. Moving from competition to collaboration



6. A stronger and more sustainable workforce



7. A safe and sustainable health, wellbeing and care system

Our values

These describe what we stand for and how we expect each other to behave.


Responsiveness


Integrity


Impartiality


Accountability


Respect


Leadership

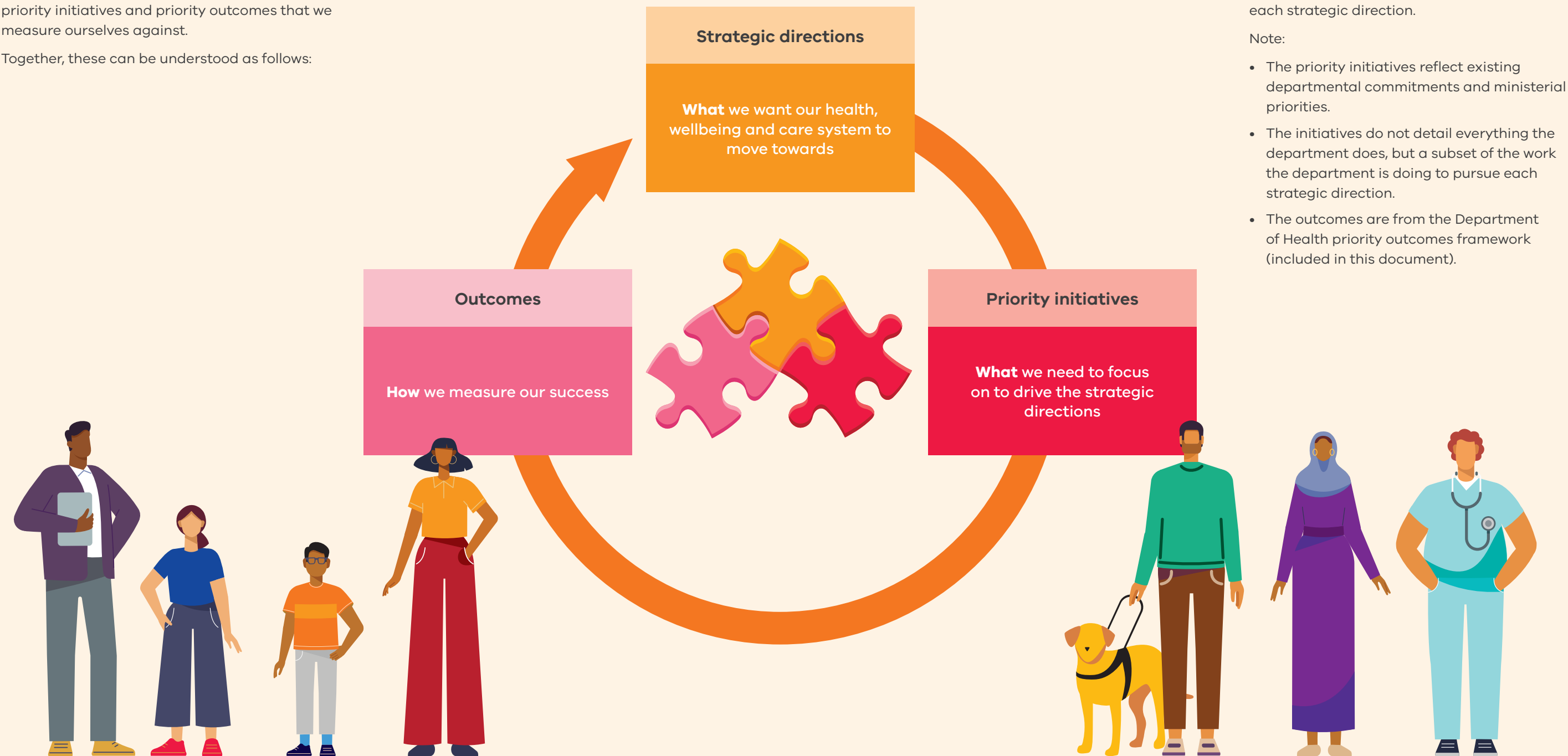

Human rights



Our strategic directions

Our strategic directions¹ set out what we are doing to support Victorians to be the healthiest people in the world. Each strategic direction has priority initiatives and priority outcomes that we measure ourselves against.

Together, these can be understood as follows:



¹ 'Strategic directions' are called 'objectives' in Budget Paper 3.



Keeping people healthy and safe in the community

To be healthy and safe, Victorians need information and tools that allow them to make good choices.

This includes navigating the health, wellbeing and care system to achieve the best possible individual outcomes.

Prevention and early intervention are central to this empowerment. We want Victorians to know how to stay healthy. We also want them to recognise early when they need to access healthcare.

When they do seek the support of Victoria's health, wellbeing, and care services, they will experience high-quality care that is respectful, delivered with integrity, inclusive and culturally safe. This experience will extend across the full spectrum of services from hospitals to mental health and wellbeing support. It includes Aboriginal Community-Controlled Health Organisations (ACCHOs), and everywhere else Victorians need the health, wellbeing, and care system.

Aboriginal and Torres Strait Islander people who access care in the mainstream system will experience early intervention and prevention services that are culturally safe. They will have much greater choice and access to care.

The Treaty and truth-telling processes will help us address the social, cultural, and historical determinants of health and wellbeing for Aboriginal and Torres Strait Islander people.

Flowing the other way, general healthcare has much to learn from the holistic health and wellbeing

principles of the First Peoples community. This includes through connectedness, community, and self-determination.

Our role is to continue to partner, engage and consult with communities. We do this so Victorians have a system that gives them control over their physical and mental health. We want them to understand the effect of harmful behaviours like drug, alcohol, and substance abuse so they can be part of the solution.

We want to work together so that every program, initiative, and service is built by and for the communities we serve.

We will work with other parts of government (including those focussed on families, fairness, housing, education, and justice) to improve the cultural, spiritual, social and economic determinants of health and wellbeing. As the government plans new precincts, we will ensure these environments are created to help Victorians live healthy lives.

We will use data and analytics to identify priority issues. We will respond to emergencies, provide protection from hazards, and build resilience and emergency readiness in the workforce and community. And we will do it all in line with our regulatory and legislative responsibilities to prevent harm and deliver a safe and high-quality health, wellbeing, and care system.

Priority initiatives include:

- **Local Public Health Units** – Enable Local Public Health Units to deliver frontline health protection services and proactively identify, prevent, and mitigate public health risks across Victoria.
- **Digital Health Roadmap 2026–2031** – Align future data and digital investments to drive transformation of the healthcare system.
- **Harm reduction initiatives** – Deliver the 10-year Victorian alcohol and other drugs strategy with a focus on reducing Alcohol and Other Drugs related harms.
- **Strengthening Public Sector Residential Aged Care services** – Maintain the delivery of high-quality aged care services as close to home as possible and seek opportunities with the Commonwealth to improve care options for older adults.

- **Victorian Cancer Plan 2024–2028** – Continue to deliver the Victorian Cancer Plan 2024–28 including setting goals and priorities to reduce the cancer burden and enhance care for all Victorians.

Outcomes

Population health

Domain	Outcome
Health and wellbeing across the lifespan	All Victorians live healthy and meaningful lives across all stages of their lifespan
Emerging health issues	The health system is responsive to local and global emerging issues and regulatory challenges

Providing care closer to home

Local communities are the lifeblood of Victoria. They are where we live, learn, love, and laugh. And they should also be where we find the health, wellbeing and care services that meet our needs.

We are finding new ways to help Victorians access as many health, wellbeing, and care services as possible in their local communities.

At their doorsteps, Victorians will find community-based services, virtual care services and modern, safe facilities. These services improve access, outcomes and satisfaction for patients and health workers across the state.

Whether in major metropolitan areas or regional and rural towns, this place-based approach links to prevention and early intervention by reducing the chances of untreated health conditions worsening to the point of needing hospital care.

Priority initiatives include:

- **Expanding community pharmacy care** – Expand community pharmacists’ scope to deliver common, low-risk primary care and improve access through community pharmacies.
- **Virtual care expansion (Virtual Emergency Department and Hospital Pilot)** – Scale virtual care to reduce pressure on emergency departments and ambulance services, deliver admitted hospital care remotely in patients’ homes and regional settings, and pilot a virtual care approach to managing chronic disease.

And if they do go to hospital, it will be at the right time. They will not fall through the cracks or wait too long. They will move from community-based services to the appropriate hospital for only as long as necessary, before returning to home and community care.

With rapid technological advances, people can also access more services from home. Virtual care, telehealth and other innovations like wearables and home monitoring can overcome geographical inequalities.

Providing care closer to home will see improved health outcomes for Victorians in their local communities. This ranges from newborns to our elderly, from those with chronic disease to those contending with addiction and mental health challenges – and everyone in between.

Outcomes

Individual experience of care

Domain	Outcome
Accessible care	Victorians can rely on their healthcare system to deliver care when and as they need it
Safety and quality	Victorians have confidence that their healthcare is safe and high quality
Experience of care	Victorians have a positive experience of person-centred care

Keep innovating and improving care

Healthcare innovation never stops. Every treatment, discovery and cure is possible because of the countless days, years and decades of work that came before. To innovate is to improve, and every improvement takes us one step closer to our vision of Victorians being the healthiest people in the world.

With people at the centre of everything we do, we will harness advances in science, advanced data, and digital technology to continuously improve the quality, appropriateness, accessibility and safety of care.

We are fortunate that some of the world’s leading medical research teams are right here in Victoria. This means we can capitalise on the advances that are being made on our doorstep. We will also scour the globe for the latest and best practice models, and we will be a world leader in innovating and transforming healthcare delivery to improve consumer outcomes.

Priority initiatives include:

- **Progressing mental health and wellbeing reform** – Continue to deliver the Mental Health Royal Commission recommendations to improve care quality, safety and experience and enhance local mental health and wellbeing services.
- **Timely access to Emergency care and planned surgery** – Improve access to emergency care by connecting patients to the right care at the right

Outcomes

Individual experience of care

Domain	Outcome
Accessible care	Victorians can rely on their healthcare system to deliver care when and as they need it
Safety and quality	Victorians have confidence that their healthcare is safe and high quality
Experience of care	Victorians have a positive experience of person-centred care

Our system will have a positive learning culture that encourages applied research and experimentation. Victorians who need emergency, urgent care or planned surgery will experience improved care experiences. We will prioritise, trial, and evaluate new virtual care technologies. We will scale up those that are evidenced as safe, improve outcomes, and demonstrate value. Women’s health and mental health will receive priority attention in our ongoing pursuit of improvement and excellence.

Innovations in clinical practice will enable exceptional, more person-centric models of care, particularly for Victorians with chronic conditions. Data and digital infrastructure will also be priority investments that will drive proactive safety interventions. This will help us prevent illness and pave the way for seamless, integrated care.

time, reducing avoidable delays and increasing system capacity, while ensuring timely and equitable access to planned surgery.

- **Maternal and child health reform** – Improve access, quality, consistency and connection of Maternal and Child Health services in Victoria.
- **Specialist care reform blueprint** – Deliver system-wide reform to improve access, equity and patient experience in specialist care.

Equity

Domain	Outcome
System that addresses disparities	Services address health inequality and respond to the needs and circumstances of all Victorians
Health and wellbeing of Aboriginal and Torres Strait Islander people living in Victoria	Aboriginal people living in Victoria experience greater physical, social, emotional, cultural, and spiritual wellbeing



Improving Aboriginal health and wellbeing

Connection to culture is integral to the health and wellbeing of our strong and proud Victorian Aboriginal and Torres Strait Islander community. We will ensure culturally safe access to holistic, safe, equitable health, social and emotional wellbeing services for the Aboriginal and Torres Strait Islander community. We recognise the importance of having a sustainable Aboriginal community-controlled health, wellbeing, and care sector to achieve this. This includes strengthening early intervention and prevention.

Our continued partnership with ACCHOs is designed to strengthen and build sustainability in the sector and drive self-determination across the health, wellbeing, and care system.

Improved access to culturally safe mainstream health, wellbeing and alcohol and other drugs services is critical. To do this, we are investing in approaches that embed self-determination in all matters that impact Aboriginal health and wellbeing. We are also supporting Aboriginal research that is self-determined and culturally respectful.

We are deeply committed to ensuring Aboriginal people determine the health and care received by Aboriginal people. We will pursue this through legislative reform, governance structures and Treaty.

Treaty in Victoria is the embodiment of Aboriginal and Torres Strait Islander self-determination in recognition of the sovereignty of First Peoples. It provides a path to negotiate the transfer of power and resources to First Peoples so they can control matters that affect their lives. The Treaty Negotiation Framework sets out the principles that will guide Treaty-making in Victoria. It ensures Traditional Owner groups can choose their own pathways and timelines for negotiating Treaties that reflect their priorities and aspirations. Our vision to be the healthiest people in the world is for all Victorians, including First Peoples.

Priority initiatives include:

- **Delivery of Cultural Safety priorities** – Strengthen cultural safety across mainstream health services to deliver culturally safe care under the Aboriginal Health and Wellbeing Partnership Forum Agreement.

Outcomes

Equity

Domain	Outcome
System that addresses disparities	Services address health inequality and respond to the needs and circumstances of all Victorians
Health and wellbeing of Aboriginal and Torres Strait Islander people living in Victoria	Aboriginal people living in Victoria experience greater physical, social, emotional, cultural and spiritual wellbeing

Moving from competition to collaboration

Together, we achieve more. It’s that simple. We are not in a competition. We are partners in creating better, safer, more sustainable health outcomes for Victorians. We are in it together. And we are in it for each other.

This includes the people of Victoria, our health, wellbeing and care workers, the department, the health and mental health sectors, our local communities, national bodies, ACCHOs, states and territories, public, private, and non-government organisations. It also includes the people who are invested in, responsible for, and passionate about the health and wellbeing of Victorians.

By sharing data, knowledge, research, and resources, we can design and deliver better and more integrated services that lead to better

health outcomes for all. We will have a unified health, wellbeing and care system that delivers exceptional patient care.

Data, health information and evidence will be brought together by advanced platforms that speak to each other. This will ultimately provide a seamless patient experience and improved health outcomes for individuals and communities.

As the number of people with chronic conditions that require multiple care providers increases, it is more important than ever that care teams are all on the same page and working towards a common goal.

Priority initiatives include:

- Local Health Service Networks – Continue to embed Local Health Service Networks to strengthen collaboration, and support consistent, equitable access to high quality care.

Outcomes

Sustainable healthcare

Domain	Outcome
Sustainable system	Health resources are well managed, maintaining the system into the future
Affordable care	High value care is delivered efficiently and affordably for Victorians

A stronger and more sustainable health workforce

Health, wellbeing, and care workers are the backbone of the health system. The Victorian health workforce is among the best in the world.

The people who deliver care to Victorians deserve a first-rate employee experience. To do this, we are focusing on future roles, capabilities, and professional development. This includes considering what the jobs of tomorrow will look like, what skills our people will need, and how we will support them to learn, stretch and grow.

Our healthcare system is evolving rapidly, and it requires our workers to have greater autonomy and agility. They also need to be able to operate in multidisciplinary teams.

We will make sure there are enough skilled and talented people across Victoria. This includes building the workforce that supports our rural and regional communities.

Attracting and retaining the right type of workforce is critical for Victorians to get the best-quality care. This includes addressing critical workforce gaps in areas such as Aboriginal health, mental health and wellbeing, addiction services, specialist medical roles, allied health, nursing, lived experience and public health.

Building modern health and care precincts that enhance worker wellbeing and reduce occupational violence will be a key focus. We will prioritise sector resilience and preparedness for disease outbreaks, natural disasters, and other emergencies. This includes providing sector capability uplift and flexible and adaptable surge response capacity.

We know that health sector workplaces can be high pressure environments. We will accept nothing less than a culture of respect that is free from violence and other threats to employee wellbeing.

Priority initiatives include:

- Building a sustainable health workforce – Continue to deliver the Victorian 10-year Health Workforce Strategy to build a modern, sustainable and engaged workforce, while increasing the mental health and wellbeing workforce to 8,000 workers by 2030.

Outcomes

Healthcare workforce

Domain	Outcome
Healthcare worker wellbeing	Healthcare workers feel safe, engaged and valued in the workplace
Workforce capability and capacity	Workers are well trained and supported to do their jobs effectively

A safe and sustainable health, wellbeing, and care system

Now is the time for change. Now is the time to build on our successes. We will continue developing a modern, safe, and sustainable health, wellbeing and care system.

We know the challenges: budgets are constrained; climate change is upon us. But we also have a unique opportunity to improve the health of Victorians today and for generations to come.

To build a sustainable health system that delivers strong health outcomes, we need to use resources where they will make the biggest difference. This means improving performance, managing the system well, and focusing services on the outcomes that matter most for Victorians.

Priority initiatives include:

- **Safer Digital Healthcare** – Safeguard Victoria’s health services and enhance cyber protection through centrally delivered statewide programs and supports.
- **Health sector financial sustainability** – Collaborate with health services to drive efficiency and productivity, ensuring all funding supports delivery of world-class care.
- **Departmental financial sustainability** – Oversee departmental efficiency commitments and ensure targeted budget outcomes are achieved.

Switching to a more global viewpoint, we must also reduce the environmental impacts of our health system. Victoria is home to massive amounts of property, equipment, and other carbon emitting assets. We have enormous scope to reduce greenhouse gas emissions within the health, wellbeing, and care sector. This will improve population and patient health outcomes. It will also deliver savings and strengthen the financial sustainability of the system.

Energy efficiency, solar projects, reduced electricity consumption and enhanced monitoring will all be key components of reducing our environmental impacts and transitioning to a low carbon health system.

Outcomes

Sustainable healthcare

Domain	Outcome
Sustainable system	Health resources are well managed, maintaining the system into the future
Affordable care	High-value care is delivered efficiently and affordably for Victorians



Strategic Direction	Keeping people healthy and safe 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 health workforce 	A safe and sustainable health, wellbeing and care system 
Priority initiatives	- Local Public Health Units - Digital Health Roadmap 2026–2031 - Harm reduction initiatives - Strengthening Public Sector Residential Aged Care - Victorian Cancer Plan 2024–2028	- Expanding community pharmacy care - Virtual care expansion (Virtual Emergency Department and Hospital Pilot)	- Progressing mental health and wellbeing reform - Timely access to Emergency care and planned surgery - Maternal and child health reform - Specialist care reform blueprint	Delivery of Cultural Safety priorities	Local Health Service Networks	Building a sustainable health workforce	- Safer Digital Healthcare - Health sector financial sustainability - Departmental financial sustainability
Outcomes	Population health Health and wellbeing across the lifespan: All Victorians live healthy and meaningful lives across all stages of their lifespan Emerging health issues: The health system is responsive to local and global emerging issues and regulatory challenges	Individual experience care Accessible care: Victorians can rely on their healthcare system to deliver care when and as they need it Safety and quality: Victorians have confidence that their healthcare is safe and high quality Experience of care: Victorians have a positive experience of person-centred care	Individual experience of care Accessible care: Victorians can rely on their healthcare system to deliver care when and as they need it Safety and quality: Victorians have confidence that their healthcare is safe and high quality Experience of care: Victorians have a positive experience of person-centred care Equity System that addresses disparities: Services address health inequality and respond to the needs and circumstances of all Victorians Health and wellbeing of Aboriginal and Torres Strait Islander people living in Victoria: Aboriginal people living in Victoria experience greater physical, social, emotional, cultural, and spiritual wellbeing	Equity System that addresses disparities: Services address health inequality and respond to the needs and circumstances of all Victorians Health and wellbeing of Aboriginal and Torres Strait Islander people living in Victoria Aboriginal people living in Victoria experience greater physical, social, emotional, cultural and spiritual wellbeing	Sustainable healthcare Sustainable system: Health resources are well managed, maintaining the system into the future Affordable care: High value care is delivered efficiently and affordably for Victorians	Healthcare workforce Healthcare worker wellbeing: Healthcare workers feel safe, engaged and valued in the workplace Workforce capability and capacity: Workers are well trained and supported to do their jobs effectively	Sustainable healthcare Sustainable system: Health resources are well managed, maintaining the system into the future Affordable care: High-value care is delivered efficiently and affordably for Victorians

Our environment

Victoria's health system is building on strong foundations as it responds to the needs of a growing and changing population. Lasting, system-wide reforms are strengthening health policy, planning and service delivery. As demand increases and becomes more complex, Victoria continues to improve care through a skilled health workforce and growing digital capability.

The sector continues to benefit from advances in technology, high standards of care, and expanding services and supports. Demand is especially visible in emergency care, where high patient volumes and pressures continue to affect timely access to care. At the same time, the system continues to improve health outcomes for Victorians through better coordination and innovation.

Improving patient flow remains a key focus because it supports shorter wait times, smoother ambulance to hospital handover and more timely care, while helping make the best use of available workforce and capacity. This includes improving timely access to emergency department care, strengthening urgent care in the community through Urgent Care Clinics, improving access to planned surgery, and specialist and outpatient care.

Supporting these improvements over the long term also depends on sustainability. This means making the best use of available funding, with clear responsibilities, strong oversight and a continued focus on delivering safe, effective care. By supporting health services to deliver efficient and sustainable services, we ensure these improvements are maintained. Strengthening financial sustainability supports a resilient and high-performing health system into the future.

Delivering these priorities relies on a skilled, capable and well-supported workforce. Our health workforce is at the heart of the system, and their expertise, commitment and care make reform possible. Building a sustainable workforce means strengthening training pathways, supporting wellbeing and safety, and continuing to attract, develop and retain staff - particularly in rural and regional communities and specialist areas. Team-based models of care also play an important role, helping multidisciplinary teams work effectively together to meet the needs of Victorians.

Victoria's population is ageing, driving increased demand for aged care, community supports and health services. Supporting older Victorians to age well includes strengthening residential aged care, expanding community-based supports, and enabling more people to receive care in their homes or communities. This includes initiatives such as delivering hospital-level care in aged care settings, improving safety and quality standards, and supporting independence and participation through community programs, helping older Victorians remain connected and live well.

Reform is also continuing across mental health and wellbeing, building on the significant progress made following the Royal Commission into Victoria's Mental Health System. Priorities include improving access, strengthening community-based care, and improving connections between services so people can access the right support at the right time, including following hospital care. This includes progressing mental health and wellbeing reform, strengthening Mental Health and Wellbeing Locals, and continuing initiatives such as Aboriginal social and emotional wellbeing and suicide prevention and response.

Reducing the incidence and impact of AOD relation harm in Victorians and over the longer term continues as a key focus including delivering key actions of the Statewide Action Plan harm reduction initiatives.

Major hospital infrastructure projects are progressing across Victoria. New and expanded hospitals will add capacity and improve access,

while ongoing investment in health infrastructure is delivering modern, safe and fit-for-purpose environments. Bringing these services into operation requires coordinated effort to ensure they are ready to deliver care, with the workforce, systems and models needed to meet growing demand.

At the same time, care closer to home continues to expand. Virtual care, including the Virtual Emergency Department, is supporting significant volumes of care and providing advice and treatment when it is safe to do so. Over the year ahead, we will expand the Virtual Emergency Department, continue the virtual hospital pilot, expand new models of care for chronic disease management, and broaden community pharmacy care. Together, these initiatives will improve access to care and support care closer to home, where appropriate. This work also supports prevention and public health by helping people access advice, screening, treatment, and support earlier, reducing avoidable illness and unnecessary hospitalisation. Our next Digital Health Roadmap will further support this work by strengthening the foundations for safe, connected care.

Supporting children and families remains a key part of strengthening long-term health outcomes. Victoria's statewide maternal and child health services provide universal access to early health, developmental and parenting support. These services play a critical role in giving children the best possible start in life, supporting early intervention and improving outcomes for families, particularly those with more complex needs.

Local Health Service Networks are being embedded to support more joined-up care. They support stronger coordination, shared planning and more integrated care across regions. This creates clearer pathways for patients and more consistent service models across local areas, while helping services work together on workforce and sustainability challenges.

At a broader system level, stewardship is being strengthened through clearer roles, shared accountability and more connected planning with health services and partners. Better use of data and

evidence supports shared understanding of system performance and where support can have the greatest impact. This creates a stronger foundation for consistent approaches across the system that improve access, safety and outcomes for Victorians.

Improving Aboriginal health and wellbeing remains a core priority. Work continues in partnership with Aboriginal communities and the Aboriginal Community Controlled Health sector to support self-determination, strengthen cultural safety, and improve outcomes for First Peoples. This includes delivering cultural safety priorities linked to Treaty and the Yoorrook Justice Commission.

Equity remains central to all reforms, helping ensure care is accessible, inclusive and responsive to the needs of all Victorians, including people in rural and regional communities, multicultural communities, and people with disability. This includes targeted work to improve access to women's health care, helping more Victorians access timely, affordable and appropriate care across a broader range of reproductive and women's health needs.

Together, these priorities support a connected, culturally safe and sustainable health system. By continuing to strengthen services, workforce capability, stewardship and access to care, we can help ensure Victorians receive the care they need, when and where they need it, and achieve better health outcomes into the future.





Our department

The Department of Health helps Victorians stay safe and healthy. It delivers a world-class health system that leads to better health outcomes for all Victorians.

The department helps manage the public health system. This provides all Victorians with high-quality public hospitals and services for their acute health needs.

The department has leadership responsibility for:

- acute health services
- public health
- primary, community and dental health
- health regulation
- ambulance services
- mental health and wellbeing services
- alcohol and other drug services
- ageing, aged and home care.

We work with health services, agencies and other partners to clarify responsibilities, reduce overlap where possible, and improve the experience of patients, families and the health workforce.

We are also implementing changes to bring some functions currently delivered through portfolio entities into the department or other parts of the portfolio, to reduce duplication and strengthen service delivery.

The executive board assists the Secretary with strategic leadership to meet the department's objectives (including vision, purpose and direction setting); improve performance and outcomes; and implement complex reform priorities.

The executive board operates under terms of reference and comprises the Secretary and the following departmental representatives: all deputy secretaries, the chief executive officer of Hospitals Victoria, the Chief Communications Officer and the Chief Aboriginal Health Adviser. The chief executive officer of Safer Care Victoria, an administrative office of the department, is also a member of the executive board.

Download an [organisational chart and further information about the department's ministers, portfolios and responsibilities](#).²

² <<https://www.health.vic.gov.au/about>>.

Our functions

Health System Reform and Partnerships

The Health System Reform and Partnerships Division leads the commissioning, stewardship and oversight of Victoria’s hospitals and health services.

The division leads system reform, policy and program design and implementation, issues management, system improvement and cross sector collaboration across ambulance and emergency, planned care, system access, aged care services, end of life care, cancer and specialist services, specialist programs, health workforce capability and strategy, and whole of system planning with a focus on improving integration, equity and outcomes for priority communities.

The division is the department’s primary liaison and engagement partner for health services and works collaboratively with them to inform policy and program design and implementation, commissioning and funding decisions and supports continuous improvement in service delivery and system performance.

The division also leads health service governance and accountability and leads the delivery of the Local Health Service Network reforms to strengthen collaboration between health services and improve how care is delivered to local communities.

Mental Health and Wellbeing

The Mental Health and Wellbeing Division leads the commissioning, stewardship and oversight of Victoria’s mental health and wellbeing services and alcohol and other drugs services.

The division provides system level leadership, upholds quality and safety in clinical services through the Office of the Chief Psychiatrists, leads priority alcohol and other drugs and harm reduction and reform initiatives from design through to implementation, and provides system wide monitoring, analysis and performance reporting.

The division stewards mental health reform governance, service planning and system design, leads prevention and promotion initiatives including mental health prevention, suicide prevention and gambling harm, embeds lived and living experience, and supports culturally informed approaches to improve equity and outcomes across the mental health and wellbeing system.

Community and Public Health

The Community and Public Health division provides system wide leadership on public and community health policy, protection, prevention and promotion to improve population health and reduce preventable illness.

The division provides statewide public health expertise and responses to communicable diseases and environmental health risks, delivers regulatory policy and public health programs, and provides advice, performance oversight and governance for public health activities and programs.

The division drives prevention strategy and health promotion initiatives, oversees community and women’s health programs including maternal and child health, leads emergency management preparedness and response, and supports population health outcomes through coordinated, evidence informed policy and system improvement.

eHealth

The eHealth Division leads the department’s digital health, data, Information and Communications Technology (ICT) and cybersecurity functions.

It is responsible for setting system-wide direction and standards for digital platforms, data governance and security, and for delivering the core digital infrastructure and data and analytics that underpin how the health system operates. This includes shared services for the department and the Department of Families, Fairness and Housing (DFFH).

Through this role, eHealth enables data-driven decision-making, supports quality, safety and performance oversight, and drives digital integration and transformation across the department, Safer Care Victoria and public health services.

Aboriginal Health and Wellbeing

The Aboriginal Health and Wellbeing Division works in partnership with the Aboriginal community, health and wellbeing sectors and governments to support the development of a health and wellbeing system that is equitable, culturally safe and driven by Aboriginal self-determination.

It delivers strategic initiatives and reforms, including funding and legislative reform, Aboriginal budget strategy, and Treaty preparedness and implementation. In addition, the division engages in whole of government approaches to improving outcomes for First Peoples in Victoria.

The division demonstrates leadership through close collaboration with Aboriginal communities and organisations, driving improvements in health outcomes and equity for Aboriginal Victorians through culturally informed policies, programs, and system reform.

Corporate Strategy and Operations

The Corporate Strategy and Operations division provides strategic, legal, governance and corporate leadership to support effective departmental operations and decision making.

It leads communications and public affairs, provides authoritative legal and governance advice, and oversees audit, risk and integrity functions to ensure lawful, ethical and accountable practice.

The division drives enterprise strategy, performance and evaluation, delivers improvement and capability building initiatives, and provides people, industrial relations and workforce support to strengthen organisational and health sector performance and future readiness.

Budget, Finance and Investment

The Budget, Finance and Investment division aims to provide assurance of all investments, through financial governance, control and strategic advice to support sustainable departmental and system operations.

It oversees budgeting, appropriations, financial reporting and procurement frameworks, supports divisions to align proposals with whole of government financial strategy, and leads intergovernmental funding negotiations.

The division develops and governs commissioning and investment frameworks, identifies and drives investment reform, and provides oversight of commercial and infrastructure planning to ensure effective stewardship of public resources and delivery of long-term system priorities.

Hospitals Victoria

Hospitals Victoria stewards health service sustainability and performance through system-level funding, and accountability.

The division leads systemwide strategy, planning and performance oversight for Victorian health services, with a focus on driving efficiency, financial sustainability and service performance.

The division leads and coordinates efficiency initiatives, provides oversight, quality assurance and risk management, and delivers insights and analytics to monitor progress across the system. It oversees health service performance assessment, funding policy, costing and pricing arrangements, and systemwide financial governance, supporting health services to implement improvement programs and informing executive decision making to ensure sustainable, high-quality hospital services.

Safer Care Victoria

Safer Care Victoria is the state lead for quality and safety in publicly funded health services and across the sector. We drive safety and quality of care improvements in partnership with health services, the department, clinicians, consumers and carers, safety bodies, research bodies and other key stakeholders.

Safer Care Victoria is an Administration Office of the Department of Health and works towards three strategic priorities:

- Leadership – As Victoria’s lead for quality and safety, we work to improve care across the state by providing and enabling leadership, and influence reforms nationally
- Insights – We work with our partners by harnessing a range of insights to reduce avoidable harm across the Victorian healthcare system.
- Improvement – We work with our partners to drive continuous improvement in the quality and safety of health care by enabling effective accountability, acting on insights and focusing on what matters most.

Safer Care Victoria’s Strategic Plan can be found at www.safercare.vic.gov.au/about-us/plans-and-reports.

The Department of Health leads on:



Acute health services



Public health



Primary, community and dental health



Health regulation



Ambulance services



Mental health and wellbeing services



Alcohol and other drug services



Ageing, aged and home care

Risk management

We consider risk in our planning and decision making. This ensures we understand and manage threats and opportunities as we work towards our vision.

The department faces many types of risks. These range from healthcare consumer risk, workforce risk, financial risk, information and systems security and risks in being able to deliver the objectives of the government.

The department’s risk management policy supports us to achieve our outcomes. It follows accepted standards and guidelines for managing risk, particularly those used by public sector agencies and departments.

We apply a three-tier approach to managing risks:

- **strategic risks** – risks that affect the achievement of the department’s strategic priorities
- **operational risks** – risks that affect our day-to-day operations
- **project risks** – risks that relate to activities linked to election commitments, budget initiatives, and priority programs and projects.

An effective risk management framework allows the department to focus on the things that matter for Victorians and Victorian communities.

We continually monitor our performance to check whether we are on track to achieve our objectives and desired outcomes.

Our priority outcomes framework

The department has a priority outcomes framework, consistent with Victoria’s broader public sector reform outcomes policy. This also complements our performance reporting obligations under the *Financial Management Act 1994*.

The outcomes show what success looks like. They reflect our ambitions for Victoria’s public health services.

They are clear, unambiguous, and high-level statements about the things that matter for people and communities.

The outcomes help the department to:

- set its priorities based on evidence about what is working and what is not
- deliver health services that match Victorians’ needs
- be accountable for the performance of those services.

The priority outcomes framework is organised around five domains and 11 priority outcomes. There are 33 indicators across the priority outcomes.

The domains align with the strategic directions set out in this strategic plan.

We will continually update the framework as new priorities emerge and more data becomes available.

We report on our performance against the outcomes framework in the department’s annual report.

The department also has a *Public health and wellbeing outcomes framework* and a *Mental health and wellbeing outcomes framework*. These frameworks are specific to those areas of healthcare. The latter was recommended by the Royal Commission into Victoria’s Mental Health System. Both frameworks are available on our website www.health.vic.gov.au.

A data dashboard will also help us to monitor progress against domains and outcomes of the Victorian Aboriginal Health and Wellbeing Partnership Agreement and Action Plans.

We are working on this in partnership with the Victorian Aboriginal Community Controlled Health Organisation.



Our outcomes

Department of Health priority outcomes framework Victorians are the healthiest people in the world		
Domains	Priority Outcomes	Indicators ³
Population Health Health and wellbeing across the lifespan and emerging health issues	1 Health and wellbeing across the lifespan: All Victorians live healthy and meaningful lives across all stages of their lifespan	1.1 Health adjusted life expectancy
		1.2 Victorians with heart disease
		1.3 Adults who self-rate their health as very good or excellent
		1.4 Adults who report ‘high or very high’ psychological distress
	2 Emerging health issues: The health system is responsive to local and global emerging issues and regulatory challenges	2.1 Excess deaths
		2.2 Heat-related emergency department presentations during heatwaves ⁴
		2.3 Safe Script monitored prescription drug involved overdose deaths ⁵
Equity System that addresses disparities and health and wellbeing of Aboriginal and Torres Strait Islander people living in Victoria	3 System that addresses disparities: Services address health inequality and respond to the needs and circumstances of all Victorians	3.1 Patients treated unfairly due to protected attributes
		3.2 Mortality under the age of 75
		3.3 Babies born with low birth weight ⁶
		3.4 Children aged 0–9 years hospitalised for dental conditions ⁷
	4 Health and wellbeing of Aboriginal and Torres Strait Islander people living in Victoria: Aboriginal people living in Victoria experience greater physical, social, emotional, cultural and spiritual wellbeing	4.1 Hospital care not completed for Aboriginal people
		4.2 Aboriginal people who feel connected to culture and community ⁸
Individual experience of care Sustainable system and affordable care	5 Accessible care: Victorians can rely on their healthcare system to deliver care when and as they need it	5.1 Emergency Department departure within 4 hours
		5.2 Admitted stay seven days or longer ⁹
		5.3 Planned surgery patients treated in time
		5.4 Code 1 response state-wide
	6 Safety and quality: Victorians have confidence that their healthcare is safe and high quality	6.1 Hospital acquired complications ¹⁰
		6.2 Number of repeated sentinel events
	7 Experience of care: Victorians have a positive experience of person-centred care	7.1 Hospital patients treated with dignity and respect ¹¹
		7.2 Trust in the Victorian health system and its services
		7.3 Experience of care with a mental health service
Sustainable healthcare Sustainable system and affordable care	8 Sustainable system: Health resources are well managed, maintaining the system into the future	8.1 Total carbon dioxide emissions attributed to public health services ¹²
		8.2 Low value colonoscopies ¹³
		8.3 Non-admitted services delivered remotely (virtual care)
		8.4 Potentially preventable hospitalisations ¹⁴
		8.5 Patients hospitalised for selected conditions who did not receive appropriate screening ¹⁵
		8.6 Number of new clinical trials in Victorian public health services
	9 Affordable care: High value care is delivered efficiently and affordably for Victorians	9.1 Health system expenditure per capita
		9.2 Patients who delayed or did not seek care needed because of cost
Healthcare workforce Healthcare worker wellbeing and workforce capability and capacity	10 Healthcare worker wellbeing: Healthcare workers feel safe, engaged and valued in the workplace	10.1 Workforce satisfaction with current work
		10.2 Current level of work-related stress
	11 Workforce capability and capacity: Workers are well trained and supported to do their jobs effectively	11.1 Workforce has the skills and knowledge to confidently perform their job

3 Indicators to be disaggregated wherever possible by: Aboriginal people in Victoria; cultural and linguistic diversity; gender identity; presence of disability; household disadvantage; access to primary care; household remoteness; age; sex; asylum seeker; mental health presentation and hospital peer group. There are more than 20 indicators that will have four or more disaggregations.

4. Indicator is also an ‘objective indicator’ in the Department Performance Statement (DPS).
5–15 Indicator is also an ‘objective indicator’ in DPS.

Asset and financial outlook

Financial outlook

The table below sets out the department’s total funding as per the *State Budget 2026–27*. The *State Budget 2026–27 Budget Papers* provide detailed descriptions of objectives and outputs, together with key performance indicators.

Output initiatives	2026–27 budget
Victorians are the healthiest people in the world	(\$ million)
Admitted Services	18,284.6
Non-Admitted Services ^(a)	2,850.4
Emergency Services ^(b)	2,467.3
Health Workforce Training and Development	424.5
Aged and Home Care	725.8
Home and Community Care Program for Younger People	164.5
Ambulance Services	1,575.6
Drug Services ^(c)	415.5
Mental Health Clinical Care ^(d)	3,013.4
Mental Health Community Support Services ^(b)	236.6
Community Health Care	377.5
Dental Services ^(b)	239.3
Maternal and Child Health and Early Parenting Services	204.0
Public Health	406.1
Small Rural Services ^(b)	948.7
Total	32,333.8

Source: *State Budget 2026–27 Budget Papers, 2026–27 Department Performance Statement*, Department of Health.

Notes:

- (a) The higher 2026–27 target is due to new funding provided for government policy commitments and a revision to estimated hospital revenue.
- (b) The higher 2026–27 target is due to new funding provided for government policy commitments and increased contribution from Commonwealth Government.
- (c) The higher 2026–27 target is due to new funding provided for government policy commitments.
- (d) The higher 2026–27 target is due primarily to enterprise bargaining agreements and government policy initiatives.

The following table sets out the department’s output initiatives in the *State Budget 2026–27*.

Output initiatives – Department of Health		(\$ million)				
		2025–26	2026–27	2027–28	2028–29	2029–30
Admitted Services						
Additional paediatric planned surgery and specialist care ^(a)	..	17.0	22.0	30.1	40.2	
Better outcomes through early endoscopy detection	..	7.2	9.8	..	..	
Collaborative care through Local Health Service Networks	..	11.7	12.1	12.4	12.8	
Improving life-saving organ and tissue donation rates	..	4.9	5.0	5.1	5.3	
Meeting the need for life-saving blood products	..	3.2	3.3	3.3	3.4	
More support for Victorian patients ^(a)	..	394.4	404.2	414.4	424.7	
Public fertility care services for more Victorian families ^(a)	..	21.4	22.0	..	..	
Safe births for every Victorian woman and baby ^(a)	..	48.1	62.6	64.1	65.7	
Safer digital healthcare program 2026-27	..	20.8	..	..	..	
Strengthening access to life-preserving dialysis ^(a)	..	8.7	6.4	2.7	2.8	
Supporting older patients who do not have decision-making capacity	..	1.2	1.3	1.3	1.3	
Aged and Home Care						
Strengthening public sector residential aged care services	..	35.7	..	..	..	
Strengthening medication administration in non-government residential aged care services	..	2.8	4.0	4.1	4.2	
Victorian Aids and Equipment program	..	5.0	..	..	..	
Ambulance Services						
More accurate triaging and ambulance dispatch	..	4.9	4.8	..	..	
Preserving emergency ambulance availability	..	20.2	20.7	..	..	

	2025–26	2026–27	2027–28	2028–29	2029–30
Community Health Care					
Community-based chronic disease program	..	4.3	5.5	5.6	5.8
Preventative health support for Victorian women	..	9.8	0.6	..	..
Urgent care in the community	..	10.0	..	..	..
Dental Services					
Public dental in community hospitals	..	2.5	2.6	..	..
Drug Services					
Alcohol and other drug community support services	..	14.9	16.8	..	..
Footscray Hub	..	0.6	..	..	..
Public intoxication services	..	28.5	23.8	..	..
Victorian Pill Testing Service	..	5.4	4.2	..	..
Emergency Services					
Opening and operating hospital facilities ^(a)	7.2	63.5	71.5	73.4	68.9
Health Workforce Training and Development					
Strengthening health workforce sustainability ^(a)	..	28.7	2.6	..	..
Home and Community Care Program for Younger People					
Supports for people with disability outside of the NDIS	..	22.5	..	..	..
Maternal and Child Health and Early Parenting Services					
Victorian Early Parenting Centre service network	..	1.7	1.7	1.7	1.7
Mental Health Clinical Care					
Expanding mental health Hospital in the Home ^(a)	..	13.3	16.4	..	..
Expanding Thomas Embling Hospital ^(a)	..	9.6	36.3	39.1	40.1
Mental Health Tribunal	..	3.5	..	..	..

	2025–26	2026–27	2027–28	2028–29	2029–30
Mental Health Clinical Care (continued)					
Strengthening mental health workforce sustainability ^(a)	..	11.6	17.6	9.2	6.5
Supporting groups disproportionately impacted by suicide	..	5.4	1.1	..	..
Mental Health Community Support Services					
Improving Victoria's mental health crisis response services	..	2.7	2.8	..	..
Mental health and wellbeing care in the community ^(a)	..	9.8	0.2	..	..
Mental Health and Wellbeing Hubs	..	4.9	..	..	..
Mental health support for diverse and marginalised communities	..	0.7	0.1	..	..
Non Admitted Services					
Care and support for people born with variations in sex characteristics	..	0.2	1.5	2.0	1.8
Hospital care for older people at residential aged care facilities	..	4.1	4.2	4.3	4.4
Improving care closer to home	..	67.4	65.9	..	..
Strengthening palliative care for Victorians ^(a)	..	10.3	6.5	6.6	6.8
Public Health					
Health emergency management capability	..	2.1	1.8	1.6	1.6
Investing in cancer care, research and outcomes	..	5.0	5.3	..	..
Protecting the health of priority populations ^(a)	..	6.4	..	..	..
Reducing and eliminating blood-borne viruses and sexually transmitted infections	..	0.8	0.8	..	..
Responding to public health threats	..	0.5	0.5	..	..
Vaccines for Victorians	..	7.8	1.2	..	..
Victoria's frontline public health system	..	34.5	..	..	..
Department of Health					
Total output initiatives	7.2	1,000.4	869.6	681.0	697.9

Notes:

(a) These initiatives contribute to activity that attracts Commonwealth Government funding under the National Health Reform Agreement (NHRA). Estimates of the Commonwealth Government's contribution are included.

Workforce outlook

Our workforce is vital to delivering this plan. We will focus on building our workforce’s capability and capacity. We will also create a great employee experience using culture, development, and inclusion.

We will do this through initiatives that employ and retain great people. This includes projects that improve workplace culture, health, safety, and wellbeing. It also means engaging and enabling our workforce and growing and developing our people.

Examples of our work in this area include uplifting our leadership capability, improving our writing capability across the department, and continuing our culture journey and wellbeing work. We will develop a culture where people get the job done

and do it well, strive for excellence, work as a team, solve problems and think outside the box, and develop others.

We also know that support for diversity, inclusion and cultural safety is essential. Our approach to creating a great employee experience is underpinned by complementary initiatives such as:

- *Aboriginal workforce strategy*
- *Getting to work: disability employment implementation plan*
- *Gender equality action plan*
- *LGBTIQA+ inclusion strategy*
- *Health safety and wellbeing framework*
- *Victorian Public Sector Commission employment guidelines.*

Asset outlook

The department has an asset total estimated investment (TEI) of \$13.6 billion in planning and delivery as detailed in *State Budget 2026–27 Budget Papers*, Budget Paper 4.

New projects		
Project name	Total estimated investment (\$ thousand)	Estimated completion date
Better outcomes through early endoscopy detection (statewide)	10,000	qtr 4 2026–27
Dandenong Hospital Redevelopment (Dandenong)	305,000	qtr 4 2031–32
Engineering Infrastructure Replacement Program 2026–27 (statewide)	20,000	qtr 4 2026–27
Gippsland hospitals upgrade program (regional)	65,000	qtr 4 2029–30
Medical Equipment Replacement Program 2026–27 (statewide)	35,000	qtr 4 2026–27
Mental Health and Alcohol and Other Drugs Capital Renewal Fund 2026–27 (statewide)	10,000	qtr 4 2026–27
Metropolitan Health Infrastructure Fund 2026–27 (statewide)	15,000	qtr 4 2026–27
Minor Capital Works Renewal Program – public sector residential aged care 2026–27 (statewide)	7,500	qtr 4 2026–27
Regional Health Infrastructure Fund 2026–27 (statewide)	75,000	qtr 4 2026–27
Safe births for every Victorian woman and baby (statewide)	8,251	qtr 4 2026–27
Safer Digital Healthcare Program 2026–27 (statewide)	16,153	qtr 4 2026–27
Total new projects	566,904	

Source: *State Budget 2026–27 Budget Papers*, Budget Paper No. 4, Department of Health

Existing projects

Project name	Total estimated investment (\$ thousand)	Estimated completion date
A new ambulance station for Armstrong Creek (Armstrong Creek)	30,400	qtr 2 2028–29
Additional acute mental health beds in regional Victoria (various)	195,834	qtr 4 2028–29
Austin Hospital Emergency Department Upgrade (Heidelberg)	275,000	qtr 2 2028–29
Ballarat Base Hospital mental health, alcohol and other drugs emergency department hub (Ballarat)	5,400	qtr 4 2027–28
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	650,388	qtr 2 2027–28
Barwon Women’s and Children’s Hospital (Geelong)	514,102	qtr 2 2028–29
Better aged care services for regional Victorians (regional various)	162,246	qtr 1 2028–29
Building a world class hospital for Frankston families (Frankston)	1,120,084	qtr 3 2027–28
Building emergency departments kids and families can count on (statewide)	46,517	qtr 2 2028–29
Community hospitals to give patients the best care (statewide)	869,986	qtr 4 2026–27
Contemporary information architecture for mental health and wellbeing (statewide)	60,761	qtr 4 2027–28
COVID catch up plan (statewide)	121,637	qtr 4 2026–27
Dandenong and Districts Aborigines Co operative accommodation (Dandenong)	9,710	qtr 4 2026–27
Early Parenting Centre – Shepparton (Shepparton)	25,000	qtr 2 2026–27
Emergency Departments Expansion Program – Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	279,921	qtr 4 2026–27
Engineering infrastructure and medical equipment replacement program 2020–21 (statewide)	85,000	qtr 4 2026–27
Engineering infrastructure and medical equipment replacement program 2021–22 (statewide)	85,000	qtr 4 2026–27
Engineering infrastructure replacement program 2022–23 (statewide)	20,000	qtr 4 2026–27
Engineering infrastructure replacement program 2024–25 (statewide)	40,000	qtr 4 2029–30
Engineering infrastructure replacement program 2025–26 (statewide)	61,750	qtr 4 2026–27
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	462,457	qtr 4 2026–27
Harm reduction initiatives (metropolitan)	36,400	qtr 4 2026–27
Hospital Infrastructure Delivery Fund (statewide) – A new hospital for West Gippsland to put patients first – A new Queen Elizabeth II Hospital in Melbourne’s East – Dandenong Hospital and Wonthaggi Hospital redevelopment	15,691	qtr 2 2026–27

Project name	Total estimated investment (\$ thousand)	Estimated completion date
Improving Energy Efficiency in Public Hospitals (Melbourne)	40,000	qtr 4 2026–27
Improving safety in mental health intensive care areas (various)	61,138	qtr 4 2026–27
Medical equipment replacement program 2024–25 (statewide)	35,000	qtr 4 2027–28
Medical Equipment Replacement Program 2025–26 (statewide)	52,250	qtr 4 2026–27
Meeting ambulance response times (statewide)	177,317	qtr 4 2027–28
Mental health and alcohol and other drugs residential rehabilitation facility – Mildura (Mildura)	36,000	qtr 4 2026–27
Mental Health and Alcohol and Other Drugs Capital Renewal Fund 2023–24 (statewide)	10,000	qtr 4 2026–27
Mental Health and Alcohol and Other Drugs Capital Renewal Fund 2024–25 (statewide)	10,000	qtr 4 2027–28
Mental Health and Alcohol and Other Drugs Capital Renewal Fund 2025–26 (statewide)	10,000	qtr 4 2026–27
Metropolitan Health Infrastructure Fund 2020 21 (metropolitan various)	187,000	qtr 4 2027–28
Metropolitan Health Infrastructure Fund 2022 23 (metropolitan various)	25,000	qtr 4 2027–28
Metropolitan Health Infrastructure Fund 2023 24 (metropolitan various)	40,000	qtr 4 2027–28
Minor Capital Renewal Program – public sector residential aged care (statewide)	7,500	qtr 4 2026–27
Monash Medical Centre Redevelopment (Clayton)	535,000	qtr 4 2028–29
More hospital and aged care beds for Melbourne’s East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully)	112,000	qtr 4 2026–27
More PET scanners for Victorian hospitals (statewide)	69,623	qtr 4 2029–30
New Melton Hospital (Cobblebank)	1,487,719	qtr 1 2029–30
Northcote – Early Parenting Centre (Northcote)	20,000	qtr 4 2027–28
Northern Hospital Redevelopment (Epping)	812,500	qtr 2 2029–30
Parkville Precinct Redevelopment (Parkville)	2,338,000	tbc
Redevelopment of Thomas Embling Hospital Stage 3 (Fairfield)	53,196	qtr 4 2026–27
Regional Health Infrastructure Fund (regional various)	250,000	qtr 4 2026–27
Regional Health Infrastructure Fund 2019–20 (regional various)	100,000	qtr 4 2026–27
Regional Health Infrastructure Fund 2020–21 (regional various)	120,000	qtr 4 2026–27
Regional Health Infrastructure Fund 2022–23 (regional various)	300,000	qtr 4 2027–28
Royal Children’s Hospital expansion (Parkville)	55,812	qtr 4 2026–27

Project name	Total estimated investment (\$ thousand)	Estimated completion date
Royal Melbourne Hospital Critical Infrastructure Works (Melbourne)	57,439	qtr 4 2028–29
Rural and Regional PSRACS Revitalisation Strategy Stage 1 (2022–23) (regional various)	142,845	qtr 4 2027–28
Rural residential aged care facilities renewal 2020–21 (regional various)	10,000	qtr 4 2026–27
Supporting the next generation of paramedics (statewide)	3,200	qtr 4 2026–27
Sustaining statewide health service delivery at The Alfred (Pahran)	118,000	qtr 2 2029–30
Swan Hill District Hospital emergency department upgrade (Swan Hill)	65,700	qtr 2 2026–27
The Alfred Hospital urgent infrastructure (Pahran)	174,500	qtr 4 2029–30
Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool)	396,100	qtr 3 2027–28
Sustaining statewide health service delivery at The Alfred (Pahran)	118,000	qtr 2 2029–30
Swan Hill District Hospital emergency department upgrade (Swan Hill)	65,700	qtr 2 2026–27
The Alfred Hospital urgent infrastructure (Pahran)	174,500	qtr 4 2029–30
Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool)	396,100	qtr 4 2026–27
Total existing projects	13,086,123	
Total Health projects	13,653,027	

Source: *State Budget 2026–27 Budget Papers*, Budget Paper No. 4, Department of Health

Approved use of accumulated State Administration Unit

The *Resource management framework* (section 3.5.2) sets out the order of funding for approved asset investments.

The department follows this order. If required, funds will be drawn down from accumulated State Administration Unit (SAU) funding, after seeking approval from the Treasurer as required under s. 33 of the *Financial Management Act 1994*. Any funds accessed from accumulated depreciation funding will be reported each year in the annual financial report.

