



## HSE Board Briefing Template

<b>Subject:</b> Board Strategic Scorecard – December 2023 (October KPI data)
<b>Submitted for meeting on:</b> 15 December
<b>Name &amp; title of author:</b> Dr. Stephanie O’Keeffe, ND Operations Planning and Service Planning; Dr. Philip Crowley, ND, Strategy and Research.
<b>Why is this information being brought to the Boards attention?</b> The Board Strategic Scorecard Report provides the EMT/SLT and Board with a monthly report on progress against key programmes / priorities (the individual scorecards). The Board Strategic Scorecard aims to: <ul style="list-style-type: none"><li>▪ Track progress of key Programmes/Priorities at a high level</li><li>▪ Highlight issues relating to progress in a timely manner</li><li>▪ Support Board oversight and decision making</li><li>▪ Minimise multiple requests and duplication of effort in collating reports for Board/DoH.</li></ul>
<b>Is there an action by the Board required, if so please provide detail?</b> The HSE Board are asked to consider and approve the Board Strategic Scorecard Report attached, whilst noting that due to industrial action reporting is incomplete on 12/19 Scorecards enclosed ( <i>see table one for Scorecards currently impacted</i> ).
<b>Please indicate which of the Boards objectives this relates to;</b> <ul style="list-style-type: none"><li>▪ The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system; <input checked="" type="checkbox"/></li><li>▪ Developing a plan for building public trust and confidence in the HSE and the wider health service; <input checked="" type="checkbox"/></li><li>▪ Ensuring the HSE's full support for and implementation of the Government's programme of health reform as set out in the Sláintecare Implementation Strategy; <input checked="" type="checkbox"/></li><li>▪ Exercising effective budgetary management, including improving the value achieved with existing resources and securing target saving, with the objective of delivering the National Service Plan within Budget. <input checked="" type="checkbox"/></li></ul>
<b>Brief summary of link to Board objectives</b> The Board Strategic Scorecard links to Board objectives as this report: <ul style="list-style-type: none"><li>▪ provides a distilled monthly progress update on key strategic programmes and priorities across the HSE and their expected level of performance by the year-end to EMT / SLT, the Board, the Department of Health (DOH), Department of Children, Equality, Disability, Integration and Youth and the public;</li><li>▪ is a key HSE performance reporting tool as per DOH-Executive Performance Engagement Model &amp; Oversight Agreement, and is specifically referenced in annual Letters of Determination;</li><li>▪ assists in the review of strategic direction and determination of major plans of action;</li><li>▪ enables monitoring of HSE implementation, performance and achievement of NSP, corporate and capital plan objectives as appropriate;</li></ul>

- reflects Board and EMT/SLT judgement and confidence levels in HSE performance;
- is published on the HSE website and is a source of truth for building public trust and confidence in the system.

**Background - provide context in order to ensure that the Board fully understand the issue.**

The Board Strategic Scorecard allows the Board to understand current progress and the forecast of year-end achievements.

The Scorecard is produced monthly. It includes a summary page providing an overview of progress, as well as a more detailed One-Pager for each individual scorecard.

1. The Summary page sets out:
  - a. A Rating for each individual scorecard. A scale of 1-5 is used where 1 reflects 'not on track' and 5 reflects 'on track'.
  - b. Those scorecards which have been assigned a 1-2 Rating.
  - c. Key strategic insights from the BSS.
2. The detailed 'One-Pagers' include:
  - a. An Ambition Statement – a clear statement which sets out what will be delivered in 2023
  - b. A rating and an explanation for the rating.
  - c. Progress update on key performance indicator targets (on a monthly, quarterly, and annual basis, as appropriate).
  - d. Status review and update on key outputs/deliverables.
  - e. Key issues and mitigating actions.

The December Board Strategic Scorecard is prepared reporting October KPI data and provides the most current progress update of key deliverables across all 19 scorecards at the time of reporting. The Operational Services Reports (OSR) for October is also included with the December Board Strategic Scorecard, as Annex 1. A Risk Management overview (updated as of Q3 2023), and an overview of the BSS alignment with the 2023 Letter of Determination in relation to individual scorecards, are included as appendices within the Board Strategic Scorecard.

**Please note: due to ongoing industrial action reporting is incomplete for 12 of 19 Scorecards.** This has increased from 9/19 in the November scorecard. 3 scorecards were unable to report any KPIs with a further 3 reporting ≤ 25% for October.

The Scorecards impacted have an asterisk alongside them on the table below.

**The Programmes/Priorities included in the Board Strategic Scorecard are:**

Table 1:

1.	Public Health (COVID -19 Test and Trace and Programme for Vaccination/Immunisation)	12.	Recruitment & Retention*
2.	Unscheduled Care (Emergency Department Performance)	13.	Finance & Procurement*
3.	Reform of Primary Care, Community & ECC*	14.	eHealth
4.	Reform of Home Support & Residential Care for Older Persons*	15.	Capital Infrastructure*
5.	Reform of Scheduled Care*	16.	Communications
6.	Reform of Mental Health*	17.	Planning & Implementation of Health Regions
7.	Reform of Disability Services*	18.	Climate Action

8.	Prevention & Early Intervention*	19.	Women's Health*
9.	Enhancing Bed Capacity		<b>Appendices</b>
10.	Quality & Patient Safety*	1.	Risk Management Overview
		2.	BSS with LoD alignment
11.	Patient & Service User Partnership*		<b>Annex</b>
		1.	Operational Services Report

Key highlights from the Board Strategic Scorecard December 2023 (reflecting October KPI data, where this was made available) are outlined below:

**1. Ratings**

a) Of the 19 scorecards, 18 scorecards returned a rating of which the overall average is 2.64, down 0.09 since last reporting period. Two scorecards have downgraded their rating (#6 Mental Health and #10 Quality Patient Safety). One scorecard has increased its rating (#16 Communications).

- 1 scorecard returned a rating of 5
- 1 scorecard returned a rating of 4
- 9 scorecards returned a rating of 3
- 5 scorecards returned a rating of 2
- 2 scorecards returned a rating of 1
- 1 scorecard did not return a rating due to ongoing industrial action (#11 Patient and Service User Partnership)

Those scorecards returning a downgraded rating to a 1 or 2 will be requested to submit a performance improvement plan in the next reporting period.

**2. KPIs and Deliverables**

a) Please recall KPI data is reported on 2 months in arrears. Of the 88 KPIs expected to be reported on this month only 53 had data available (industrial action cited as main reason). Based on reported data:

- 30% of KPIs were on or ahead of target
- 23% of KPIs were within 10% of target
- 6% of KPIs were 10-20% behind target
- 38% of KPIs were behind target by more than 20%
- 4% KPIs were reported on without profile

b) Please recall status of deliverables is reported as of the previous month. Of the 100 deliverables expected to be reported on this month only 89 had updates available (industrial action cited as main reason). Of these 89:

- 29 deliverables are on track
- 32 deliverables are delayed
- 27 deliverables are complete
- 1 deliverable not started (Deliverable #3 in #17 Planning and Implementation of Health Regions)

c) Expected completion dates have been inputted for delayed deliverables where possible. Please note that in a number of cases completion dates have not been provided, in particular where the deliverables are impacted by the ongoing recruitment freeze. Where indicative completion dates for specific deliverables now move into 2024, these will be considered in the upcoming blueprint development process for 2024.

**3. Key Insights**

a) Continued improvements are noted across several score cards including: i) community diagnostics services with October figures 47% above monthly target and 21% above annual target (KPI#7- #3 Reform of Primary Care), ii) a further 10,687 additional service users removed from waiting lists due to community initiatives (17% above target) (KPI#7- #5 Reform of Scheduled Care) and iii) additional appointments and procedures

delivered through insourcing and outsourcing waiting list initiatives with 83.4k delivered to date (5% ahead of target) (KPI#8- #5 Reform of Scheduled Care).

b) 93.2% of all attendees over 75 years of age have been discharged or admitted within 24 hours of registration (KPI#4- #2 Unscheduled Care). This is within 10% of target (monthly target 99%) and reflects a marginal but upward trend since May; this is due to concerted efforts to address this issue in the latter half of this year.

c) Performance issues are noted for Public Health (#1 Public Health- COVID19 Test & Trace and Programme for Vaccination/Immunisation). COVID-19 vaccine uptake for priority Health Care Workers was reported as 9% for October (target 50%- KPI#5). Uptake of the influenza vaccine in the same cohort is reported at 24.3% for that same period (target 75%- KPI#8); this is a notable downward trend with uptake from Jan-Aug steady at 40-41% (figures for Sept not available). COVID 19 vaccine uptake in immunocompromised groups continues to perform poorly with only 14% reported in this last period which has dropped significantly from 37% reported for Sept (target 50%- KPI#7). Mitigation actions are underway with Autumn/Winter operational planning in place with continued monitoring, oversight of uptake and increased communications with Clinical Directors and Senior Health Leads.

d) Recruitment and retention challenges are reported as ongoing key issues across thirteen scorecards.

e) #6 Reform of Mental Health and #7 Reform of Disability reports were both significantly impacted by industrial action (IA) but cite that data is still being collected at CHO and national levels and will be made available after IA resolution.

f) Capital Infrastructure, capital funding requirements and construction challenges are identified as continuing to delay progress on four scorecards (#2 Unscheduled Care, #3 Reform of Primary Care, Community & ECC, #9 Enhancing Bed Capacity and #15 Capital Infrastructure) with the impact of infection control requirements cited as an additional confounding variable in two scorecards (#2 Unscheduled Care and #9 Enhancing Bed Capacity).

**Conclusion:** N/A

**Recommendation:**

It is recommended that the HSE Board consider and approve the attached Board Strategic Scorecard for December 2023, reflecting October KPI data, noting the impact of industrial action on 12 out of the 19 scorecards enclosed.