



Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

## HSE Board Briefing Template

**Subject:** Board Strategic Scorecard (BSS) Development for 2024- final drafts for approval

**Submitted for meeting on:** EMT February 13, 2024 and Board February 21, 2024

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### Why is this information being brought to the EMT's attention?

The Board Strategic Scorecard (BSS) is a HSE performance reporting tool which provides a monthly and annual progress update on key strategic programmes and priorities. Each year it is updated to ensure alignment of corporate objectives set out in the corporate plan and also with the HSE annual National Service Plan. This paper summarises the approach taken to develop the content for the 19 2024 scorecards, all of which were maintained from 2023.

### Is there an action by the EMT required, if so, please provide detail?

The Board are asked to consider and provide feedback on the final draft of the BSS suite of scorecards for 2024 (as attached in Annex 1).

### Please indicate which of the Boards objectives this relates to:

- The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system;
- Developing a plan for building public trust and confidence in the HSE and the wider health service;
- 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;
- 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.

### Brief summary of link to Board objectives:

The BSS aims to:

- a) track progress of key programmes/priorities at a high level
- b) highlight issues relating to progress in a timely manner
- c) support Board oversight and decision making while streamlining reporting requirements.

### A. Background to BSS

The Board Strategic Scorecard (BSS), developed with the direction of the Board in 2020, launched in February 2021, provides the EMT, the Board, the Department of Health (DoH) and the public with an annual and monthly report on progress against priority programmes of activity (i.e. individual scorecards). It is a key requirement in the DOH-Executive Performance Engagement Model and Oversight Agreement, aligned with the Minister's Letter of Determination (LoD). Since 2023, performance engagement with the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) has also been undertaken.

### B. Approach to development of BSS content for 2024

For 2024, 2023 scorecards (19 total) have been maintained, with content updated by EMT leads in collaboration with service teams, in alignment with national guidance (including a quality assurance checklist with considerations for KPI and deliverable inclusion) provided.

The first draft suite of scorecards was provided to EMT and the Board for their review and feedback on 26 January. Based on specific considerations and feedback on individual scorecards, a final draft has been developed (Annex A) for review and approval. A subsequent reconciliation and quality assurance exercise was also undertaken by the national team to ensure the following were taken on board:

- i. Emphasis on greater strategic (versus operational) development.
- ii. Rationalised number of KPIs in each scorecard, focusing on the indicators that best reflect performance and delivery in the service/functional area
- iii. Indicators reflecting productivity, taking into account the service user perspective and experience
- iv. Clarity of context and framing underlying KPIs and targets
- v. Coherence and alignment between ambition statements, KPIs and deliverables.

Completed scorecards with January data will be available for review at the March Board meeting (data reported 2 months in arrears).

### **C. Observations for Board Strategic Scorecards 2024**

Please note that due to industrial action at the end of 2023, the ability of some service teams to provide accurate targets and monthly profiles for their KPIs, was affected. These teams continue to refine their targets as appropriate. Industrial action is likely to impact the normal BSS reporting process which is to commence in March.

A summary of observations for all updated scorecards is outlined below, noting that monthly profiles and/or annual KPI targets and deliverable target dates remain in progress for six scorecards.

As in 2023, the most recent Operational Services Reports (OSR) will be included in the BSS report as Annex 1. The Risk Management report and the BSS alignment with the 2024 LODs in relation to individual scorecards, will also be included as appendices within the report.

89 KPIs and 93 deliverables have been submitted across the 19 scorecards. This is compared to a total number of 118 KPIs and 100 deliverables across 19 scorecards in 2023.

#### **Key observations include:**

- i. The overall performance of KPIs and deliverables, is a collective accountability although one EMT lead is assigned oversight per scorecard. Example: in Finance (#13), overall saving targets are a composite of individual savings targets to be assumed by the relevant service areas.
- ii. Ambition statements have been revised to reflect closer alignment with the included KPIs and deliverables.
- iii. Rationalisation of KPIs has led to a more focused set of indicators (majority 4/5 per scorecard) and a 25% reduction in the overall number of KPIs as compared to BSS 2023. Three scorecards have >5 KPIs and await further Board feedback (#1 Public Health, #2 Primary Care and #5 Unscheduled Care).
- iv. Targets for KPIs have been reviewed to ensure alignment with the NSP 2024 KPI suite.
- v. Recruitment and Retention scorecard (#12) is awaiting reconciliation of targets with affordable limits.
- vi. The Finance scorecard (#13) has provided additional notes on the scorecard itself to further clarify detail of KPIs and deliverables.

- vii. Where appropriate, productivity related KPIs and deliverables have been embedded in individual scorecards.
- viii. Deliverables delayed or still in progress from 2023 have been carried forward to 2024 (37 across 19 scorecards).
- ix. Good balance of deliverable completion dates across 2024, with some exceptions showing deliverable completion dates towards December 2024 (#5 Scheduled Care, #8 Prevention and Early Intervention and #15 Capital).
- x. Further Board feedback in relation to #7 Reform of Disability Services remains in discussion.

#### **D. Balanced Scorecard**

A draft Balanced Scorecard has been submitted with the scorecards (contained within Annex A) for consideration and further discussion.

**Highlight any implications that the Board should be made aware of in its consideration:**

Approved scorecards will be implemented in March 2024 with the commencement of the monthly reporting process. Data from January 2024 will be reported on in the March BSS report.

**Conclusion:** N/A

**Recommendation:** It is recommended that the HSE Board review and approve the attached Board Strategic Scorecards for 2024, ahead of implementation for the March BSS report.