



HSE Board Briefing Template

Subject: Board Strategic Scorecard – End of Year (EOY) 2023 (November & December KPI data)
Submitted for meeting on: EMT/SLT on 13 Feb and HSE Board 21 February 2024
Name & title of author: Dr. Stephanie O’Keeffe, ND Operations Planning; Dr. Philip Crowley, ND, Strategy and Research.
Why is this information being brought to the Boards attention? 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">▪ Track progress of key Programmes/Priorities at a high level▪ Highlight issues relating to progress in a timely manner▪ Support Board oversight and decision making▪ Minimise multiple requests and duplication of effort in collating reports for Board/DoH.
Is there an action by the Board required, if so please provide detail? 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 14 Scorecards enclosed (<i>see table one for Scorecards currently impacted, marked with *</i>).
Please indicate which of the Boards objectives this relates to; <ul style="list-style-type: none">▪ The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system; <input checked="" type="checkbox"/>▪ Developing a plan for building public trust and confidence in the HSE and the wider health service; <input checked="" type="checkbox"/>▪ 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"/>▪ 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"/>
Brief summary of link to Board objectives The BSS links to Board objectives as this report: <ol style="list-style-type: none">1. is a key HSE performance reporting tool as per DOH-Executive Performance Engagement Model & Oversight Agreement, and is specifically referenced in annual Letters of Determination;2. assists in the review of strategic direction and determination of major plans of action;3. enables monitoring of HSE implementation, performance and achievement of NSP, corporate and capital plan objectives as appropriate;4. reflects Board and EMT/SLT judgement and confidence levels in HSE performance;5. 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;6. is published on the HSE website and is a source of truth for building public trust and confidence in the system.
1. Background to BSS EOY 2023 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. The Summary page for EOY 2023 sets out:

- A Position on achievement of the ambition statement for 2023 for each individual scorecard. Achievement is categorised into – Fully Achieved, Substantially Achieved, and Partially Achieved or Not Achieved.
- Key strategic insights from the BSS

The detailed ‘One-Pagers’ include:

- An Ambition Statement – a clear statement which sets out what will be delivered in 2023
- The end of year position of achievement of the ambition statement for 2023
- Progress update on key performance indicator targets (on a monthly, quarterly, and annual basis)
- Status review and update on key outputs/deliverables
- Key issues and mitigating actions

The Operational Services Reports (OSR) for November is also included with the End of Year Board Strategic Scorecard, as Annex 1. Please note that the December 2023 OSR is not available until the February 2024 reporting cycle covering December 2023 data. 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 14 Scorecards. This has increased from 12/19 scorecards since December 2023. 5 reporting ≤ 25% of their KPIs for November & December. 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		Appendices
10.	Quality & Patient Safety*	1.	Risk Management Overview
		2.	BSS with LoD alignment
11.	Patient & Service User Partnership*		Annex
		1.	Operational Services Report

2. EOY Position:

Each scorecard presents a position on achievement of the ambition statement for 2023. Achievement is categorised into – Fully Achieved, Substantially Achieved, and Partially Achieved or Not Achieved.

This round of reporting has been significantly impacted by the ongoing industrial action with 14 of 19 scorecards reporting incomplete data sets. This has resulted in significant gaps in data for both KPIs and missing updates for deliverables. The EOY position, while guided by a prescribed ratings scale, has been reported at the discretion of the service teams and EMT leads and their knowledge of progress made in 2023. The Reporting team conducted a quality assurance check for each scorecard considering the data available, progress made and performance trends seen across the year. On this basis, some positions were updated to better reflect the EOY position (4 scorecards). These changes were communicated to the EMT leads for each scorecard.

Achievement of the ambition statement across the 19 eligible scorecards is as follows:

- 1 scorecard Fully Achieved (#16 Communications)
- 4 scorecards Substantially Achieved
- 10 scorecards Partially Achieved
- 4 scorecards Not Achieved

3. KPIs and Deliverables:

Please recall KPI data is reported on 2 months in arrears. Of the 118 KPIs expected to be reported on this month only 73 had data available (industrial action cited as main reason). Based on reported data, when compared against annual targets:

- 30% of KPIs were on or ahead of target (total 35)
- 6% of KPIs were within 10% of target (total 7)
- 4% of KPIs were 10-20% behind target (total 5)
- 22% of KPIs were behind target by more than 20% (total 26)
- 38% of KPIs were not reported on (total 45)

Please recall status of deliverables is reported as of the previous month. Of the 100 deliverables expected to be reported on this month only 96 had updates available (industrial action cited as main reason).

Of these 96:

- 49% deliverables are complete (total 49)
- 45% deliverables are delayed (total 45)
- 4% updates not available due to IA (all 4 in #11 Patient and Service User Partnership)
- 2% no longer required (2 across #18 Climate and #19 Women's Health)

Where indicative completion dates for specific deliverables now move into 2024, these have been included in the BSS development for 2024.

4. Improvement Plan

An improvement plan is requested where a scorecard returned a monthly rating of 1 or 2 in the previous reporting period (in this case the December BSS report). For the EOY report one scorecard was required to return an improvement plan, #10 Quality and Patient Safety.

5. Key Strategic Insights and Achievements in 2023:

- 1) Improvements were made in patient access to care, as seen in examples below:
 - a. community diagnostics services delivered 44.25% above annual target (KPI#7- #3 Reform of Primary Care)
 - b. 14,757 service users removed from waiting lists due to community initiatives (33.83% above annual target) (KPI#7- #5 Reform of Scheduled Care)
 - c. a further 115.2k appointments and procedures delivered through insourcing and outsourcing waiting list initiatives, which is 17.67% ahead of the annual target (KPI#8- #5 Reform of Scheduled Care)
- 2) Vaccination programmes performed poorly throughout 2023 with below target performance across both COVID-19 and influenza programmes and across all groups, health care workers, over 65s, immunocompromised persons and children (#1 Public Health)
- 3) Communications scorecard performed strongly throughout 2023 with improved engagement (above annual targets) seen between the HSE and key stakeholders including staff, the public, patients and partners (KPI#2-4, #16 Communications)
- 4) Multiple HSE national strategies launched in 2023 including: the HSE Climate Action Strategy (#18 Climate Action), Capital and Estate Strategy (#15 Capital Infrastructure) and of 27 Human Resourcing Strategy actions (#12 Recruitment & Retention)
- 5) Health Regions Implementation Plan was published in July 2023. Progress continues to be made with the Health Regions governance fora stood up (Oct 23) and the Mid-West REO appointed and in post (Dec 23).
- 6) HSE UEC Operational Plan 2023 launched in July 2023 outlining integrated operational actions and targets to manage Urgent and Emergency Care (UEC) services and associated demand surges. In Q3 and Q4 sustained performance improvements were achieved in 1) PET targets for those aged 75 years and over and 2) the avg. daily number of patients on trolleys. The UEC Programme was established in Q2 2023 leading to the development of the 3 year UEC Plan 2024-2026 which is at penultimate draft stage (#2 Unscheduled Care)
- 7) CAMHS Improvement Programme Oversight Group established to assure implementation of Maskey Report and Mental Health Commission Report recommendations. Drafting of an Improvement Programme Plan is underway (#6 Reform of Mental Health)
- 8) Progression of Children's Disability Services through the implementation of the action plan in the Progressing Disability Roadmap. Roadmap implementation was achieved in Oct 2023 (#7 Reform of Disability Services)

Conclusion: N/A

Recommendation:

It is recommended that the HSE Board consider and approve the attached Board Strategic Scorecard for EOY 2023, reflecting November and December KPI data, noting the impact of industrial action on 14 out of the 19 scorecards enclosed.