



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

HSE Board Briefing Template

Subject: Board Strategic Scorecard (BSS) Development for 2024

Submitted for meeting on: 26 January 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 draft 2024 scorecards.

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

The Board are asked to consider and provide feedback on the first 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.

1. 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).

2. Approach to development of BSS content for 2024

Following engagement with EMT, CEO and Board, 2024 will see the HSE maintain the current suite of scorecards (19 total). It is planned that the full suite of scorecards and overall approach to strategic and corporate reporting will be reviewed by the Board as part of the work to develop a new Corporate Plan in 2024.

For 2024, 2023 scorecards (19 total) will be maintained, with the content to be updated by EMT leads in collaboration with service teams. Guidance has issued from the national planning team to EMT and Scorecards leads, relating to reducing the number of KPIs and ensuring targets, activity and deliverables are feasible and capable of full delivery in 2024.

Draft 2024 Scorecards are enclosed with this paper (**attached slides**). Feedback from the Board will be shared with BSS leads and service teams to inform the next draft, to be reviewed and approved at the February Board meeting. Completed scorecards with January data will be available for review at the March Board meeting (data reported 2 months in arrears).

3. Observations for Board Strategic Scorecards 2024

Updated content has been provided for all 19 Scorecards. A summary of initial observations for the updated scorecards is outlined below.

Please note that due to ongoing industrial action, data for some scorecards was not available in the latter months of 2023 impacting on the accuracy of projected activity YE 2023. This impacts on the ability of some service teams to provide accurate targets and monthly profiles for KPIs in their updated content, and these teams are continuing to engage with services to get best estimates of the full 2023 activity profile. Industrial action will continue to impact on the production of full data for the first month of 2024 at a minimum.

99 KPIs have been submitted for consideration in this draft. This is compared to a total number of 118 KPIs across 19 scorecards reported on in 2023.

88 deliverables have been included in this draft (19 scorecards), this compares to 100 deliverables across 19 scorecards in 2023. 26 deliverables across 13 scorecards have been carried over into 2024 due to delays in their 2023 targeted delivery dates.

Key observations include:

- a) These are draft BSS and the ongoing work to complete the KPI profile is noted on relevant scorecards
- b) Greater evidence of alignment to system wide strategies- for example, the multiannual UEC plan (#2 Unscheduled Care), the Disability Action Plan (#7 Reform of Disability Services) and Health Regions (#16 Communications and #12 Recruitment)
- c) Many deliverables focused on enabling activities underlying delivery and performance monitoring of commitments
- d) More measures or deliverables in 2024 are related to additional service activity/productivity
- e) Target completion date for deliverables are balanced across the year for most scorecards
- f) Some challenging targets (not met in 2023) remain and are undergoing further assessment.

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

A further round of drafting of content will be undertaken based on feedback from the Board. As indicated, a further draft will be presented for consideration by the Board in February 2024.

Conclusion: N/A

Recommendation: It is recommended that the HSE Board review and provide feedback on the attached draft Board Strategic Scorecards for 2024.