



## HSE Board Briefing Template

<b>Subject:</b> Board Strategic Scorecard – July 2023 (May KPI data)
<b>Submitted for meeting on:</b> SLT 18 July 2023 and HSE Board 28 July 2023
<b>Name &amp; title of author:</b> Dean Sullivan, Chief Strategy Officer, and Dr Philip Crowley, National Director 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). In doing so 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>▪ Minimize 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.
<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><li>▪ reflects Board and EMT/SLT judgement and confidence levels in HSE performance;</li></ul>

- 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. This Scorecard uses May KPI data and the most current progress update on deliverables to the time of reporting.

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

- The Summary below sets out:
  - A Rating for each individual scorecard. A scale of 1-5 is used where 1 reflects 'not on track' and 5 reflects 'on track'.
  - Those scorecards which have been assigned a 1-2 Rating.
  - 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
  - A rating and an explanation for the rating.
  - Progress update on key performance indicator targets (on a monthly, quarterly and annual basis, as appropriate).
  - Status review and update on key outputs/deliverables.
  - Key issues and mitigating actions.

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

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>Appendix</b>
10.	Quality & Patient Safety	20.	Risk Management
11.	Patient & Service User Partnership		<b>Annex</b>
		21.	Operational Services Report

## **1. Key highlights from this month's Board Strategic Scorecard July 2023 (reflecting May KPI data)**

### **Introduction:**

- The July Board Strategic Scorecard has been prepared reporting May KPI data and current assessments of progress on key deliverables across all 19 scorecards.
- The Operational Services Report (OSR) is submitted at Annex 1 with the July Board Strategic Scorecard. A Risk Management report and a supplemental appendix to highlight alignment of individual scorecards with the 2023 Letter of Determination are included as appendices within the Board Strategic Scorecard.

### **Changes to Scorecard:**

- Planning and Implementation of Regional Health Areas (RHAs) title and content as appropriate is revised to reflect the renaming of RHAs to Health Regions (#17 Planning and Implementation of Health Regions).
- Adjustment of annual targets to align with December 2022 outturn data made available in June has been sought to replace targets based on preliminary data for the KPIs #3 and #4 on scorecard #7 Reform of Disability Services.

### **Issue of Scorecard to Department of Children, Equality, Disability, Integration and Youth**

- The Department of Children, Equality, Disability, Integration and Youth have requested access to the Board Strategic Scorecard 2022 End of Year report, Board Strategic Scorecard reports approved by the Board in 2023 and future monthly BSS reports.

## **2. Ratings**

- Each of the 19 scorecards returned a rating of which the overall average is 2.84 down 0.01 since the last reporting period (June 2023).
- 15 scorecards maintained their ratings since June 2023.
- Two scorecards have downgraded their ratings (#14 eHealth from a 5 to a 4, and #17 Planning and Implementation of Health Regions from a 3 to a 2).
- Two scorecards have increased their ratings: (#2 Unscheduled Care – Emergency Department Performance from a 1 to a 2, and #16 Communications from a 3 to a 4).
  - a. Four scorecards returned a rating of 4 (i.e., 4 = strong assurance that the 2023 Ambition Statement will be substantially achieved)
  - b. Eight scorecards returned a rating of 3 (i.e., 3 = some concerns that the 2023 Ambition Statement will not be substantially achieved)
  - c. Seven scorecards returned a rating of 2 (i.e., 2 = concerns that the 2023 Ambition Statement will only be partially achieved)

## **3. KPIs and Deliverables**

- 98% of the 89 May KPIs for update were reported on in this period with approximately:
  - 37% on or ahead of target (previously 40% April KPIs)
  - 22% were within 10% of target (previously 15% April KPIs)
  - 10% were 10-20% behind target (previously 10% April KPIs)
  - 29% were behind target by more than 20% (previously 35% April KPIs)
  - 2 KPIs were reported on without profile

- Current assessments of progress and status updates were reported on for all key deliverables (n = 100). The status updates are as follows:
  - 73 On track (80 in June)
  - 16 Delayed (10 in June)
  - 10 Complete (8 in June)
  - 1 Not started (2 in June)

**4. Improvement Plans**

- Five improvement plans are submitted for Board review at Annex 2 with the July Board Strategic Scorecard.
- Three scorecards initially developed improvement plans after returning ratings of 2 in May 2023 (#7 Reform of Disability Services, #9 Enhancing Bed Capacity, # 15 Capital Infrastructure). All three scorecards updated their improvement plans developed initially for review in June and resubmitted in this reporting period.
- Improvement plans were developed and submitted for #11 Patient and Service User Partnership and #19 Women’s Health scorecards as both returned ratings of 2 in the June reporting period.
- Integrated Operations, in partnership with colleagues from the CCO and National Strategy and Research continue the development of a three-year Unscheduled Care Improvement Programme which aims to address critical issues underlying the delivery of the 2023 Ambition Statement on the #2 Unscheduled Care – Emergency Department Performance scorecard.

**Conclusion:** N/A

**Recommendation:**

It is recommended that the SLT and the HSE Board consider and approve the attached Board Strategic Scorecard for July 2023, reflecting May KPI data.