



HSE Board Briefing

Subject: Board Strategic Scorecard – March 2024 (January KPI data)
Submitted for meeting on: EMT 26 March 2024 and HSE Board 27 March 2024
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Why is this information being brought to the Boards attention? The Board Strategic Scorecard (BSS) Report is a monthly report summarising progress in key programmes and priorities across 19 different service areas within the HSE, each with its own scorecard. Scorecards from 2023 were maintained with updated content developed by EMT leads in collaboration with service teams. This report is the first BSS report implemented with this updated content for 2024, providing updates on KPI (January data) and deliverables.
Is there an action by the Board required, if so please provide detail? The HSE Board are asked to consider and approve the March 2024 Board Strategic Scorecard Report attached.
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 savings, 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: <ul style="list-style-type: none">i. 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;ii. assists in the review of strategic direction and determination of major plans of action;iii. enables monitoring of HSE implementation, performance and achievement of NSP, corporate and capital plan objectives as appropriate;iv. reflects Board and EMT/SLT judgement and confidence levels in HSE performance;v. 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;vi. is published on the HSE website and is a source of truth for building public trust and confidence in the system.
Background to Board Strategic Scorecard A. Development of content for BSS 2024 For 2024, 2023 scorecards, (19 total) were maintained. Updated content was developed through an iterative drafting process undertaken by EMT leads in collaboration with service teams. This was informed by detailed guidance (including a quality assurance checklist for considerations for KPI and deliverable inclusion).

In January 2024 a first draft suite of 2024 scorecards was provided to the EMT (23 Jan) and Board (26 Jan) for review and feedback, with a second draft suite developed based on specific feedback for individual scorecards. A reconciliation and quality assurance exercise was undertaken by the national team to ensure that Board feedback was considered in subsequent drafting activities. Following this, a second draft was presented to the EMT and Board for review and approval in February (EMT on 13 Feb and Board on 21 Feb). Annex 1 (attached) is the first report reflecting January 2024 data and deliverable status within the revised BSS report for 2024.

B. Key changes to BSS suite 2024 (following Board feedback)

- i. Emphasis on inclusion of more strategic (versus operational) measures
- ii. Greater coherence and alignment between ambition statements, KPIs and deliverables
- iii. A 25% reduction in the overall number of 2024 KPIs (n=88) relative to BSS 2023 (n=118). The majority of scorecards have prioritised the inclusion of 4-5KPIs with a few exceptions (#1 Public Health, #3 Primary Care, and #8 Prevention)
- iv. KPIs reflecting productivity have been embedded in individual scorecards, where appropriate
- v. Alignment of KPI targets with those included in NSP 2024
- vi. Deliverables delayed from 2023 have been carried forward to 2024 (37 across 19 scorecards)
- vii. Deliverable dates generally reflect a balance of delivery across 2024, with a few exceptions (#5 Scheduled Care, #8 Prevention and Early Intervention, #15 Capital Infrastructure).

C. Key changes to the supplemental one page balanced scorecard view (following Board feedback)

- i. Adapted titles and reordering of the 4 balanced scorecard quadrants
- ii. 21 measures (18 KPIs and 3 deliverables) across the individual scorecards are included as a supplemental snapshot view across the balanced scorecard quadrants. (This now includes a deliverable related to maternity services)
- iii. Only those KPIs/deliverables within the current BSS 2024 suite of scorecards have been reflected in this supplemental view
- iv. To reflect updates following the last Board meeting, a revised balanced scorecard framework with the agreed subset of measures has been included (slide #6, Annex 1). The actual supplemental balanced scorecard snapshot view to be included on a monthly basis is shown on slide #7, also in Annex 1.
- v. January absolute results are shown as a baseline reference with subsequent monthly reporting to reflect activity trend month over month.

D. BSS format

The BSS report (**Annex 1**) includes an executive summary page providing an overview of progress, as well as a more detailed One-Pager for each individual scorecard.

a) The **Summary page sets out:**

- i. Rating table: includes rating for each individual scorecard and previous monthly rating. A scale of 1-5 is used where 1 reflects 'not on track' and 5 reflects 'on track'.
- ii. Ratings snapshot: including highlighting scorecards which have been assigned a 1-2 Rating.
- iii. KPI and deliverables snapshot: summarising performance against target(KPIs) or progress made (deliverables)
- iv. Key strategic insights from the BSS.

b) The detailed 'individual scorecards**' include:**

- i. Ambition Statement – a clear statement which sets out what will be delivered in 2024
- ii. Rating: numerical value (1-5) and justification for the rating.
- iii. KPIs: progress update on targets (on a monthly, quarterly, and annual basis, as appropriate).
- iv. Deliverables: status review and update on key outputs/deliverables.

v. Key issues and mitigating actions.

c) Included in Annex 1 are appendices related to:

- i. Risk management overview is included as an appendix within the report (Appendix A)
- ii. Alignment with DOH and DCEDIY 2024 Letters of Determination in relation to individual scorecards is also included as an appendix (Appendices B and C).

Note: Operational Services Report (OSR). The Operational Services Report (OSR) for January 2024 is not yet available due to a backlog in data collection, as a result of earlier industrial action. The OSR for both January and February will be available as an additional annex for the BSS April 2024 report.

E. March BSS Report

The March 2024 Board Strategic Scorecard reports on January 2024 KPI data and includes the most current progress update of key deliverables across all 19 scorecards (outlined in Table.1), at the time of reporting.

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	A. Risk Management Overview B. BSS with DOH LoD alignment C. BSS with DECDIY LoD alignment
11. Patient & Service User Partnership	Annex
	1. Operational Services Report

Key highlights from the BSS March 2024 (reflecting January KPI data) are outlined below:

a) Ratings (total of 19 scorecards):

- 2 scorecards with a rating of 5
- 7 scorecards with a rating of 4
- 9 scorecards with a rating of 3
- 1 scorecards with a rating of 2
- 0 scorecards with a rating of 1

b) KPIs and Deliverables:

- i. Adjustments to KPIs since HSE Board 21 Feb
 - #1 Public Health KPI #3-5 targets have been changed from monthly to annual reporting as per the National Service Plan 2024.
 - #5 Reform of Scheduled Care removed KPI (New Return Ratio)
 - #9 Enhancing Bed Capacity, bed numbers amended to reflect validated figures by service areas
 - #15 Capital Infrastructure monthly capital spend (KPI#1) amended to reflect cumulative nature

- ii. KPIs: Of the 59 KPIs for update in January 87% (n=51) were reported on. Of these KPIs:
 - 55% of KPIs were on or ahead of target
 - 18% of KPIs were within 10% of target
 - 12% of KPIs were 10-20% behind target
 - 13% of KPIs were behind target by more than 20%
 - 1% of KPIs had no target but were reported (KPI#3 – no. of people waiting home support services after needs assessment/ #4 Older Persons)
- iii. Deliverables: All deliverables (n=93) were reported on this month. Of these deliverables:
 - 4 deliverables are complete
 - 76 deliverables are on track
 - 10 deliverables are delayed
 - 3 not started

Expected completion dates are provided in the monthly progress update on delayed deliverables, where possible.

c) General Observations:

- i. Pay and Numbers Strategy approval, affordable WTE limits and other ongoing IFMS validation exercises impacted the reporting of data and progression of deliverables across a number of scorecards (#4 Older Persons, #7 Disability, #10 QPS, #12 Recruitment and Retention, #13 Finance and Procurement and #15 Capital)
- ii. Due to the backlog of reporting requirements the data for 1 KPI in #13 Finance is incomplete. The availability of the OSR for January 2024 is also impacted by this backlog.
- iii. Recruitment and retention of qualified staff remains a limiting factor in progressing deliverables (#3 Primary Care, #6 Mental Health, #9 Bed Capacity, #10 QPS, #15 Capital, #17 Health Regions and #18 Climate)

d) Key Insights:

- i. Relative to the same time period in 2023, a few KPIs in the #2 Unscheduled Care (Emergency Dept.) scorecard have improved, including the no. of people >75 years waiting at ED less than 24 hours (a 4% improvement from 2023 to 2024) . In addition no. of beds subject to delayed transfers of care has also improved (from 556 to 371). The multiannual UEC and Operational plan shows further progress with approval and launch of both plans pending for Q2 2024.
- ii. KPIs in #3 Scheduled Care scorecard meeting or exceeding target with all deliverables on track. Of note, the no. of service users removed from community waiting lists is 476 (c. 17% above target) and modernised care pathways showing impact in new acute wait list removals.
- iii. Good progress is seen in KPIs relevant to primary and community care sectors. Community diagnostics is above target for Jan 2024 (by 41%), a continuation of strong performance from 2023 (annual target exceeded by 44%). Reviews carried out by GPs for chronic diseases also performed well exceeding the Jan target by 7%.
- iv. Delivery of home support hours for older persons performed ahead of target in Jan, in both no. of hours delivered (4% above target) and no. of people receiving home support (also 4% above target). Both

show a year on year increase with the no. of hours delivered up from Jan 2023 (from 1.74m to 1.93m) and no. of people increased slightly (from 56,272 to 56,339).

- v. Children's Disability Services with Board and Working Groups are established and meetings commencing. Project charters are being finalised and actions are in progress with 6 complete (#7 Disability).
- vi. Planning and implementation of Health Regions (#17) continues to progress with 3 of 10 deliverables already achieved in Q1 2024 (D1, 4 and 5).
- vii. COVID-19 vaccination uptake for all groups is behind target for January 2024 (#1 Public Health), but reflect a year on year improvement for both Health and Social Care Workers (a 6% increase from 2023 to 2024) and people >70 years (16% increase from Jan 23 to Jan 24) Planning remains on track for an integrated COVID-19/Influenza vaccination programme and NIAC guidance for Winter 2024 is awaited.
- viii. Mobilisation of COVID-19 Mobile Team resources to support implementation of the MMR catch-up vaccination programme is underway (D/2 #1 Public Health).

Conclusion: N/A

Recommendation:

It is recommended that the HSE Board consider and approve the attached Board Strategic Scorecard for March 2024, reflecting January KPI data.