



## HSE Board Briefing Template

<b>Subject:</b> Board Strategic Scorecard – November 2023 (September KPI data)
<b>Submitted for meeting on:</b> 24 November 2023
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<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). 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>▪ Minimise 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, whilst noting that due to industrial action reporting is incomplete on 9/19 Scorecards enclosed ( <i>see table one for Scorecards currently impacted</i> ).
<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></ul>

- reflects Board and EMT/SLT judgement and confidence levels in HSE performance;
- 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.

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.

1. The Summary page 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.

2. 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 November Board Strategic Scorecard is prepared reporting September KPI data and provides the most current progress update of key deliverables across all 19 scorecards at the time of reporting. The Operational Services Reports (OSR) for September is also included with the November Board Strategic Scorecard, as Annex 1. A Risk Management overview, 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 9 of 19 Scorecards.** 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		<b>Appendices</b>

10. Quality & Patient Safety	1. Risk Management Overview
	2. BSS with LoD alignment
11. Patient & Service User Partnership	<b>Annex</b>
	1. Operational Services Report

Key highlights from the Board Strategic Scorecard November 2023 (reflecting September KPI data, where this was made available) are outlined below:

**1. Ratings**

- a) In the absence of complete September data for some scorecards, in the context of the current industrial action, ratings for all scorecards have been maintained from the October report. More specifically:
- 3 scorecards with a maintained rating of 4
  - 10 scorecards with a maintained rating of 3
  - 4 scorecards with a maintained rating of 2
  - 2 scorecards with a maintained rating of 1

**2. KPIs and Deliverables**

- a. 74 of the 108 September KPIs for update in November were reported on. Please recall KPI data are reported on 2 months in arrears. Of the 108 KPIs this month:
- 32% of KPIs were not reported on in September (29 KPIs not reported due to industrial action with 6 KPIs not reported specifically due to data availability - #2 USC, #8 Prevention, #10 QPS, & #11 PSU)
  - 29% of KPIs were on or ahead of target (39% in August)
  - 5% of KPIs were within 10% of target (16% in August)
  - 7% of KPIs were 10-20% behind target (9% in August)
  - 24% of KPIs were behind target by more than 20% (34% in August)
  - 2% KPIs were reported on without profile (2% in August)
- b. 98 deliverables (n = 100) were reported on this month. Please recall status of deliverables is reported as of the previous month. Of these deliverables:
- 37 deliverables are on track (49 in October)
  - 33 deliverables are delayed (30 in October)
  - 26 deliverables are complete (20 in October)
  - 2 deliverables not reported on (#7 Reform of Disability Services Deliverables #1 & #5) due to industrial action
  - 1 deliverable not started (#17 Planning and Implementation of Health Regions Deliverable #3) 'not started' due to adjusted completion date (1 in October)
- c. Expected completion dates have been inputted in the monthly progress update on delayed deliverables as provided by service teams.

**Conclusion:** N/A

**Recommendation:**

It is recommended that the EMT / SLT and the HSE Board consider and approve the attached Board Strategic Scorecard for November 2023, reflecting September KPI data, noting the impact of industrial action on 9 out of the 19 scorecards enclosed.