



## HSE Board Briefing Template

<b>Subject:</b> Board Strategic Scorecard – October 2023 (August KPI data)
<b>Submitted for meeting on:</b> EMT / SLT (virtual) and HSE Board 25 October 2023
<b>Name &amp; title of author:</b> Dean Sullivan, Chief Strategy Officer; Dr. Philip Crowley, ND, 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). 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.
<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; <span style="float: right;"><input checked="" type="checkbox"/></span></li> <li>▪ Developing a plan for building public trust and confidence in the HSE and the wider health service; <span style="float: right;"><input checked="" type="checkbox"/></span></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; <span style="float: right;"><input checked="" type="checkbox"/></span></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. <span style="float: right;"><input checked="" type="checkbox"/></span></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> <li>▪ is published on the HSE website and is a source of truth for building public trust and confidence in the system.</li> </ul>

**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 below sets out:
  - a. A Rating for each individual scorecard. A scale of 1-5 is used where 1 reflects 'not on track' and 5 reflects 'on track'.
  - b. Those scorecards which have been assigned a 1-2 Rating.
  - c. Key strategic insights from the BSS.
  
2. The detailed 'One-Pagers' include:
  - a. An Ambition Statement – a clear statement which sets out what will be delivered in 2023
  - b. A rating and an explanation for the rating.
  - c. Progress update on key performance indicator targets (on a monthly, quarterly, and annual basis, as appropriate).
  - d. Status review and update on key outputs/deliverables.
  - e. Key issues and mitigating actions.

The October Board Strategic Scorecard is prepared reporting August 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 October is submitted as Annex 1 with the October 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.

**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

Key highlights from the Board Strategic Scorecard October 2023 (reflecting August KPI data) are outlined below:

### 1. Ratings

- a) Each of the 19 scorecards returned a rating of which the overall average is 2.73, unchanged since last reporting period
- b) All 19 scorecards maintained their ratings since September. More specifically:
  - 3 scorecards returned a rating of 4
  - 10 scorecards returned a rating of 3
  - 4 scorecards returned a rating of 2
  - 2 scorecards returned a rating of 1

### 2. KPIs and Deliverables

- a) 98% of the August KPIs for update in October were reported on. Of these KPIs:
  - 39% of KPIs were on or ahead of target (37% in July)
  - 16 % of KPIs were within 10% of target (21% in July)
  - 9% of KPIs were 10-20% behind target (8% in July)
  - 34% of KPIs were behind target by more than 20% (32% in July)
  - 2% KPIs were reported on without profile (2% in July)
- b) All deliverables (n = 100) were reported on this month. Of these deliverables:
  - 49 deliverables are on track (62 in September)
  - 30 deliverables are delayed (22 in September)
  - 20 deliverables are complete (16 in September)
  - 1 deliverable (Planning and Implementation of Health Regions Deliverable #3) revised to 'not started' due to adjusted completion date (0 in September)
- c) Expected completion dates have been inputted in the monthly progress update on delayed deliverables where possible.

3. **Improvement Plans:** Two improvement plans are appended (Annex 2) for Board review with the October Board Strategic Scorecard (# 1. Public Health COV19 - Test and Trace and Programme for -Vaccination & Immunisation and #8 Prevention and Early Intervention).

**Conclusion:** N/A

### **Recommendation:**

It is recommended that the EMT / SLT and the HSE Board consider and approve the attached Board Strategic Scorecard for October 2023, reflecting August KPI data.