



HSE Board Briefing Template

Subject: Board Strategic Scorecard – September 2023 (June and July KPI data)
Submitted for meeting on: EMT / SLT 19 September 2023 and HSE Board 29 September 2023
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Why is this information being brought to the Boards attention? 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">▪ Track progress of key Programmes/Priorities at a high level▪ Highlight issues relating to progress in a timely manner▪ Support Board oversight and decision making▪ Minimise multiple requests and duplication of effort in collating reports for Board/DoH.
Is there an action by the Board required, if so please provide detail? The HSE Board are asked to consider and approve the 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 saving, with the objective of delivering the National Service Plan within Budget. <input checked="" type="checkbox"/>
Brief summary of link to Board objectives The Board Strategic Scorecard links to Board objectives as this report: <ul style="list-style-type: none">▪ 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;▪ 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;▪ assists in the review of strategic direction and determination of major plans of action;▪ enables monitoring of HSE implementation, performance and achievement of NSP, corporate and capital plan objectives as appropriate;▪ 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. This Scorecard uses June and July KPI data and the most current progress update on deliverables to the time of reporting.

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.

- 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		Appendix
10.	Quality & Patient Safety	20.	Risk Management
11.	Patient & Service User Partnership		Annex
		21.	Operational Services Report

Key highlights from the Board Strategic Scorecard September 2023 (reflecting June and July KPI data) report.

1. Introduction

- The September Board Strategic Scorecard has been prepared reporting June and July KPI data and current assessments of progress on key deliverables across all 19 scorecards.
- The Operational Services Reports (OSR) for June and July are submitted at Annex 1 and Annex 2 with the September 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.

2. Ratings

- Each of the 19 scorecards returned a rating of which the overall average is 2.73 down 0.11 since the last reporting period (July 2023).
- 11 scorecards maintained their ratings since July.
- 5 scorecards have downgraded their ratings (# 1. Public Health COVID 19 - Test and Trace and Programme for Vaccination & Immunisation, #7 Reform of Disability Service, #8. Prevention and Early Intervention, # 9 Enhancing Bed Capacity and #14 eHealth).
- 3 scorecards have increased their ratings, each from a 2 to a 3: (#2. Unscheduled Care, #11. Patient Service User Partnership, #17. Planning and Implementation of Health Regions).
- More generally:
 - a. 3 scorecards returned a rating of 4
 - b. 10 scorecards returned a rating of 3
 - c. 4 scorecards returned a rating of 2
 - d. 2 scorecards returned a rating of 1 (#7 Reform of Disability Service and #9 Enhancing Bed Capacity).

3. KPIs and Deliverables

- 97% of the KPIs for update in both June and July were reported on. Of these KPIs:
 - 37% of July KPIs were on or ahead of target
 - 21% of July KPIs were within 10% of target
 - 8% of July KPIs were 10-20% behind target
 - 32% of July KPIs were behind target by more than 20%
 - 2 KPIs were reported on without profile for both June and July.
- All deliverables (n = 100) were reported on this month. Of these deliverables:
 - 63 deliverables are on track
 - 21 deliverables are delayed
 - 16 deliverables are complete.

Expected completion dates have been inputted in the monthly progress update on all delayed deliverables.

4. In line with agreed processes, Board approval is sought for the following changes to individual September scorecards:

#4. Reform Home Support and Residential Care for Older Persons

KPI # 3. Number of Home Support Hours to be delivered in 2023 to be reduced from 23.9m to 22m in line with commencement of the Authorisation Scheme.

#17. Planning and Implementation of Health Regions

Target completion dates to be changed in line with Health Regions Implementation plan for the following:

Deliverable #2. Date for commencement of recruitment of six Health Regions' REOs to change from September to December 2023.

Deliverable #3. Date for commencement of recruitment of Health Region's Senior Management Teams following DoH/DPER approval to change from September to February 2024.

5. Improvement Plan

- One improvement plan is appended for Board review with the September Board Strategic Scorecard (#17 Planning and Implementation of Health Regions scorecard).

6. Strategic Insights

- Advancements were reported on some key national programmes to include the launch of the Model of care for CAMHS hubs and Model of care Crisis Resolution Services reported in the #6 Reform of Mental Health scorecard. #5 Reform of Scheduled Care scorecard highlighted a 3-4% reduction in Did Not Attend (DNA) rates in hospitals where the DNA strategy has been implemented. Both the # 16 Communications and #17 Planning & Implementation of Health Regions scorecards reported on the publication of the HSE Health Regions Implementation Plan in July.
- Just over half of the scorecards report recruitment and resourcing as continuing to impact on progress.

Conclusion: N/A

Recommendation:

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