



HSE Board Briefing Template

Subject: Board Strategic Scorecard
Submitted for meeting on: 25 April 2023 (EMT), 26 April 2023 (Board)
Name & title of author: Dean Sullivan, Chief Strategy Officer, and Dr. Philip Crowley, National Director Strategy and Research
Why is this information being brought to the Boards attention? The Board Strategic Scorecard Report provides the EMT 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▪ Minimize 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? EMT members, thereafter 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, the Board, the Department of Health 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 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 reports on the performance to the end of March 2023.

The Scorecard is produced 2-3 weeks post the previous month end and 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 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 RHAs
7.	Reform of Disability Services	18.	Climate Action
8.	Prevention & Early Intervention	19.	Women's Health
9.	Enhancing Bed Capacity	20.	Trust and Confidence
10.	Quality & Patient Safety		Appendices
11.	Patient & Service User Partnership	21.	Operational Services Report
		22.	Risk Management

Key highlights from this month's Board Strategic Scorecard (reflecting March data):

1. The April Board Strategic Scorecard is reporting on March data on all 20 scorecards. The Operational Services Report and Risk Management report are included as appendices. A supplemental appendix is also appended to highlight alignment with the 2023 Letter of Determination.

(a) Of the 20 scorecards, the overall average rating is 2.90 down 0.35 since the last reporting period

- One scorecard returned a rating of 5 (i.e.5 = strong assurance that the 2023 Ambition Statement will be fully achieved)
- One scorecard returned a rating of 4 (i.e. 4 = strong assurance that the 2023 Ambition Statement will be substantially achieved)
- 14 scorecards returned a rating of 3 (i.e. 3 = some concerns that the 2023 Ambition Statement will not be substantially achieved)
- Three scorecards (Reform of Disability, Enhancing Bed Capacity, Capital Infrastructure) returned a rating of 2 (i.e. 2 = concerns that the 2023 Ambition Statement will only be partially achieved)
- One scorecard (Unscheduled Care (Emergency Department Performance)) returned a rating of 1 for a second consecutive month (i.e. 1 = significant concerns that the 2023 Ambition Statement will not be achieved).

(b) KPIs and Deliverables

- 62% of 122 KPIs profiled for update in this period were reported on, given the available data at this time
- Of the 100 /102 deliverables reported on, 83% are on track, 6% not started, 3% complete and 8% delayed.

(c) Improvement Plan

- Integrated Operations are developing a 3 Year Unscheduled Care Plan which includes improvement planning to address critical issues that will impact on the delivery of 2023 Ambition Statement.
2. There are multiple reports across scorecards of progressing enablers to achieving 2023 priorities. Examples include the development of dashboards that can be produced at Community Specialist Teams, CHO and National level, and flexed to reflect RHAs (Reform of Primary Care, Community & ECC); publication of the Waiting List Action plan (Reform of Scheduled Care); and the first meeting of the Digital Health Strategy Steering group (eHealth Scorecard). Four Crisis Resolution teams are operational, with Standard Operating Procedures approved and Models of Care in development (Reform of Mental Health).
3. Recruitment and retention challenges (including the availability of skilled resources) are reported as significantly impacting performance and access to care across eight scorecards and the Operational Services Report.
4. The impact of infection control requirements is reported as impacting delivery of services in the Operational Services Report and two scorecards (Unscheduled Care (Emergency Department Performance), and Enhancing Bed Capacity). Influenza uptakes for healthcare workers and for children within approved age category are significantly behind target (Public Health (COVID -19 Test & Trace and Programme for Vaccination / Immunisation).

Conclusion: N/A

Recommendation:

It is recommended that EMT members and thereafter the HSE Board consider and approve the attached final Board Strategic Scorecard for April 2023, reflecting March data.