



HSE Board Briefing

Subject: Board Strategic Scorecard

Submitted for meeting on: 21 February 2023 (EMT), 24 February 2023 (Board)

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Why is this information being brought to the EMT and Board's 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:

- 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 approve the Board Strategic Scorecard Report attached.

Brief summary of link to Board objectives

- The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system;
- Developing a plan for building public trust and confidence in the HSE and the wider health service;
- 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;
- 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.

Background

The Board Strategic Scorecard (BSS) allows the Board to understand current progress and the forecast of year-end achievements. The last BSS approved by the HSE Board at its January 2023 meeting reported on performance to the End of Year 2022. This BSS reports on the performance to the end of January 2023 (i.e. January data included where available).

The BSS is normally 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.

The Programmes/Priorities included in the Board Strategic Scorecard are:

1.	Public Health (COVID -19 Test & 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		Annexes
11.	Patient & Service User Partnership	21.	Operational Services Report
		22.	Risk Management

Key highlights from this month's Board Strategic Scorecard (reflecting January 2023 data):

- A. The final BSS blueprint development process and update for this reporting cycle have been running in parallel. Refinements and feedback on scorecards following an EMT special purpose meeting on 10 February and the latest Board Working Group meeting on 14 February have been considered. Department of Health feedback received on the 16 February has also been considered by the EMT Leads.
- B. The February Board Strategic Scorecard is the first 2023 Board Strategic Scorecard and is reporting January data on 20 scorecards. The Operational Services Report and Risk Management reports are reported as annexes. The Operational Services Report will evolve to include, in future months, additional information requested by the Board Working Group for example, regional performance in relation to scheduled care. Scorecards are still at different stages of development and to ensure consistency on the BSS February 2023 report, only the following information on individual scorecards is reported:
- i. Ambition statement
 - ii. KPIs suite with annual targets, reporting period profiles and January data (inputted where available)
 - iii. Deliverable suite with target completion dates
- (Ratings, explanations, issues and mitigations will be completed for all subsequent BSS reports)
- C. The 2023 BSS report reflects 126 KPIs and 112 Deliverables with the following caveats:
- Nearly 50% of KPIs still require monthly targets while approximately 20% require annual targets
 - January data was returned for c. 40% KPIs

4) Alignment to the Letter of Determination

A supplemental appendix is provided in the BSS report to indicate areas of alignment with the 2023 Letter of Determination.

5) Rating Criteria

In consideration of the Board's request to review the rating criteria, a two-fold, step-wise improvement from the original Guidance document (2021 to October 2022) is proposed. First, for in-year monthly ratings (January – October submissions), percentage-based considerations are included for greater objectivity (see slide 4 in Annex). Second, guidance for the assessment of 'full', 'substantial', or 'partial' or 'not achieved' year-end ratings relative to the annual ambition statement is provided. Year-end ratings are informed by November-December data reported on in January of the next annual cycle.

Highlight any implications that the Board should be made aware of in its consideration:

Following consideration by the Board, the rating for each Programme/Priority in the Board Strategic Scorecard Report will be agreed to at the Board meeting

Conclusion: N/A

Recommendation: It is recommended that EMT members and thereafter the HSE Board approve the attached final Board Strategic Scorecard for February 2023, reflecting January data, recognising that some detail within the Scorecard blueprints will evolve, in the coming weeks.