



## HSE Board Briefing

**Subject:** Board Strategic Scorecard

**Submitted for meeting on:** 31 March 2023 (Board)

**Name & title of author/s:** Dean Sullivan, Chief Strategy Officer and Dr. Philip Crowley, National Director Strategy and Research

### 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?

The HSE Board is 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. This BSS reports on the performance to the end of February 2023.

The BSS 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		<b>Appendices</b>
11.	Patient & Service User Partnership	21.	Operational Services Report
		22.	Risk Management

**Key highlights from this month’s Board Strategic Scorecard (reflecting January and February 2023 data):**

1. The March Board Strategic Scorecard is reporting on January and February 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 3.25
    - Seven scorecards returned a rating of 4 (i.e. 4 = strong assurance that the 2023 Ambition Statement will be substantially achieved)
    - 12 scorecards returned a rating of 3 (i.e. 3 = some concerns that the 2023 Ambition Statement will not be substantially achieved)
    - One scorecard (Unscheduled Care) returned a rating of 1(i.e. = significant concerns that the 2023 Ambition Statement will not be achieved)
  - (b) KPIs and Deliverables
    - 99 out of 124 KPIs have monthly target profiles. 75% of the 99 were reported on in this period, due to the lack of available data until late March / early April.

- Progress updates on all 102 deliverables were reported. 86% are on track, 11% not started, 1% complete and 2% delayed.

2. There are multiple reports across scorecards of essential structures having been established as key enablers to achieving priorities and programmes. Examples include the establishment of the working group for implementation of the Patient Engagement Roadmap (Patient and Service User scorecard); the kick-off of the Steering group to design a Physical Activity Referral Pathway (Prevention/Early Intervention scorecard); and delivery of the 2023 HSE Resourcing Strategy to the point of implementation (Recruitment and Retention scorecard).
3. Recruitment and retention challenges (including the availability of skilled resources) are identified as significantly impacting performance across eight scorecards including Unscheduled Care (Emergency Department Performance), Reform of Disability Services, Reform of Mental Health Scorecard and Prevention and Early Intervention.

**Highlight any implications that the Board should be made aware of in its consideration:** N/A

**Conclusion:** N/A

**Recommendation:** It is recommended that the HSE Board approve the attached final Board Strategic Scorecard for March 2023, reflecting January and February data.