



HSE Board Briefing Template

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| Subject: Board Strategic Scorecard – May 2023 (March KPI data) |
| Submitted for meeting on: 31 May 2023 |
| 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/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▪ 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 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 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 uses March KPI data.

The Scorecard is produced on a monthly basis. 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 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:

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|-----|---|-----|-----------------------------------|
| 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 May Board Strategic Scorecard has been prepared using March KPI data and assessment of progress with key deliverables across the 20 scorecards. The Operational Services Report (OSR) and Risk Management report are included as appendices. A supplemental appendix is also appended to highlight alignment with the 2023 Letter of Determination.

(a) Ratings

Each of the 20 scorecards returned a rating of which the overall average is 2.90 unchanged from the last reporting period (April 2023).

- 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 (#7 Reform of Disability, #9 Enhancing Bed Capacity, #15 Capital Infrastructure) returned a rating of 2 (i.e. 2 = concerns that the 2023 Ambition Statement will only be partially achieved)
- One scorecard (#2 Unscheduled Care - Emergency Department Performance) returned a rating of 1 (i.e. 1 = significant concerns that the 2023 Ambition Statement will not be achieved).

As discussed in prior EMT meetings, it is anticipated that Unscheduled Care –EDP will continue to return a rating of 1 for the entire year.

(b) KPIs and Deliverables

- There are 124 KPIs. Two are reported on annually and five have yet to be profiled with annual and monthly targets.
- 93% (n = 109) of the 117 KPIs for update in this period were reported on.
At the end of March 2023:
50% (n = 55) of KPIs were on or ahead of target
7% (n = 8) were within 10% of target
16% (n = 17) were 10-20% behind target
25% (n = 27) were behind by more than 20%
2% (n = 2) of KPIs were reported without profile
- The #2 Unscheduled Care - Emergency Department Performance scorecard added a deliverable for reporting from March to year end bringing the total number of deliverables to 103. All were reported on, of which: 86% are on track, 3% complete, 8% delayed and 3% not started.

(c) Improvement Plans

- Integrated Operations, in partnership with colleagues from National Strategy and Research and CCO, are developing a three-year USC Improvement Programme which aims to address critical issues underlying the delivery of the 2023 Ambition Statement on the #2 Unscheduled Care – Emergency Department Performance scorecard.
- The three scorecards with ratings of 2 will have appended improvement plans for next month's report.

Conclusion: N/A

Recommendation:

It is recommended that the HSE Board consider and approve the attached Board Strategic Scorecard for May 2023, reflecting March KPI data.