



Board Strategic Scorecard

2023 Blueprints

HSE Board 27 January 2023

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10. Quality and Patient Safety & New Drugs	23	- Operational Services Report	
		- Risk Management	

Document Purpose

The document purpose is to present the 2023 Board Strategic Scorecard Blueprints for EMT/Board consideration and approval.

Included now in this version is feedback gained from meetings of the Board BSS Work Group (convened 24 January 2023) and EMT (convened 25 January 2023).

The Board Strategic Scorecard aims to provide the Board with a monthly report on progress against key Programmes/Priorities for 2023. 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
- Minimise multiple requests and duplication of effort in collating reports for Board/DoH.

Ratings for Programmes/Priorities range from 1-5 and signify current progress of that Programme/Priority against the year-end targets /outputs/deliverables and therefore the Ambition Statement.

Following consideration by the Board, the Scorecard will be submitted to the Department of Health on a monthly basis, as part of the reporting arrangements in the DOH-Executive Performance Engagement Model and Oversight Agreement, consistent with the Letter of Determination.

Zone	Rating	Criteria
Green	5	Strong assurance that the Ambition Statement will be fully achieved, considering: <ul style="list-style-type: none"> • Performance to date, position within year, and remaining timeline • All KPIs are on target or ahead of target - monthly/quarterly and annual • All Deliverables on track and progressing to plan • Issues/risks are not expected to impact delivery of year-end targets
	4	Strong assurance that the Ambition Statement will be substantially achieved, considering: <ul style="list-style-type: none"> • Performance to date, position within year, and remaining timeline • All/most KPIs are within 10% of target - monthly/quarterly and annual • All/most Deliverables on track and progressing to plan • Issues/risks are not expected to impact delivery of year-end targets
Amber	3	Reasonable assurance that the Ambition Statement will be substantially achieved, considering: <ul style="list-style-type: none"> • Performance to date, position within year, and remaining timeline • Most KPIs are within 10-20% of target - monthly/quarterly and annual • Most Deliverables are on track and progressing to plan • Some issues/risks may impact on delivery of year-end targets
	2	Concerns the Ambition Statement will not be substantially achieved, considering: <ul style="list-style-type: none"> • Performance to date, position within year and remaining timeline • A number of KPIs are below 20% of target - monthly/quarterly and annual • Most Deliverables are not on track or progressing to plan • There are a number of issues or risks that will impact on the delivery
Red	1	Significant concerns the Ambition Statement will be not be substantially achieved, considering: <ul style="list-style-type: none"> • Performance to date, position within year and remaining timeline • All KPIs are consistently below 20% of target • Majority of Deliverables are not on track or progressing to plan • Significant issues/risks that will impact on the delivery

Executive Summary

Board Strategic Scorecard Rating Summary													
Key Programmes/Priorities	Change from Previous Period	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
COVID-19 Test & Trace													
COVID-19 & Influenza Vaccination Programme													
Reform of Primary Care, Community & ECC													
Reform of Home Support & Residential Care													
Reform of Scheduled Care													
Reform of Mental Health													
Reform of Disability Services													
Prevention & Early Intervention													
Enhancing Bed Capacity													
Quality & Patient Safety & New Drugs													
Patient & Service User Partnership													
Recruitment & Retention													
Finance & Procurement													
eHealth													
Capital Infrastructure													
Communications													
Planning & Implementation of RHAs													
Climate Action													
Women's Health													
Trust & Confidence													
Operational Services Report – Annex													
Risk Management - Annex													

Summary of Key Changes in 2023 BSS Suite

No. of Scorecards KPI and Deliverables
Initially, 20 scorecards have been included in the 2023 BSS Blueprint. Two annexes will be appended to the monthly BSS (Operational Services Report and Risk Management)
There are 73 KPIs and 86 Deliverables included in the 2023 Blueprints, excluding the two outstanding scorecards (Enhancing Bed Capacity & Reform of Primary Care, Community & ECC).

Key Changes to Scorecards for 2023

- COVID-19 and Influenza Vaccination Programme (formerly COVID 19 Vaccination Programme) –expanded to include the influenza vaccination programme
- Quality & Patient Safety & New Drugs – amalgamated in one scorecard to house a cross divisional perspective
- Recruitment and Retention - reporting on retention
- Finance and Procurement –formerly Finance and Financial Management

New Scorecards for 2023

- Women’s Health - to report on specific initiatives as per the LoD 2023
- Trust and Confidence – to report on the implementation of the Trust and Confidence Strategy as an identified Board and CEO priority.

Discontinued Scorecard - National Strategies
In 2022 the implementation of three national strategies were reported in one scorecard and will now be integrated across scorecards as appropriate.

Annexes within the 2023 BSS
The Operational Services Report and Risk Management reports will be included as annexes on a monthly basis.

Discussion Highlights: General Comments

Board Working Group (24 Jan 2023)	EMT (25 Jan 2023) additional feedback
<p>BSS : a critical accountability tool for the Board; reflection of results versus organisation functions</p> <p>Ambition statements: focus on what will deliver a better service, measure what is important and in the right areas</p> <p>KPIs and Deliverables</p> <ul style="list-style-type: none"> ○ any in-year adjustments will require Board approval ○ more balance between KPIs and Deliverables (weighted towards KPIs) ○ focus should be outputs and impacts ○ timelines to be reconsidered for bringing forward earlier in the year ○ align directly to the ambition statement ○ targets need greater ambition while remaining realistic ○ absolute numbers to be contextually framed (current position to be included) 	<p>All scorecards to be reviewed to ensure:</p> <ul style="list-style-type: none"> ○ targets are challenging but realistic, set in the context of best practice evidence and insights ○ ambition statements are concise, clear and measurable ○ target dates set reflect both points above ○ action verbs in deliverables are supported by clear definitions and facilitate the subsequent assessment of performance ○ KPIs and deliverables: <ul style="list-style-type: none"> • need to appropriately reflect full scope and scale of work undertaken to progress ambition • strengthen view on service user impact • strengthen forward-looking view on pipelines of activity in anticipation of future need/demands
<p>Develop a stand alone scorecard on Unscheduled Care Consider combining Test and Trace and Vaccination scorecards Consider combining Communications and Trust & Confidence scorecards</p>	<p>Agreed re new scorecard for Unscheduled Care, and combining of Test and Trace and Vaccination scorecards. Further consideration required in relation to combining of Communications and Trust and Confidence scorecards.</p>

1. COVID-19 Test and Trace

Ambition Statement 2023: Maintain COVID-19 Test and Trace capacity in line with Public Health guidance in 2023 (achieving a target time of 3 days from referral to completion of contact tracing) and remain flexible to changing levels of demand in terms of its operating model in 2023.
 Note: Key Performance Indicators (1- 4) will be phased out in 2023 as part of the transition to the new operating model pending CMO decision.

Rating and Overview:														0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. % of referrals for a COVID-19 test receiving appointments for the test within 24 hours of request vs profile	Target	90%												
	Actual													
2. % of test results communicated in 48 hours following swab vs profile	Target	75%												
	Actual													
3. % of close contacts successfully contacted within 24 operational hours of contacts being collected vs profile	Target	90%												
	Actual													
4. % of referrals meeting 3 day target (3 days from referral for a test to completion of contact tracing) vs profile	Target	90%												
	Actual													
5. % of test results communicated in 24 hrs following receipt of swab by lab	Target	90%												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Complete implementation of the Test and Trace Transition Strategy and supporting plan (Transition Plan)	Mar-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)

merge scorecards #1 and #2 into a Public Health scorecard
consider inclusion of target on public health consultant posts

EMT (25 Jan 2023)

merge scorecards #1 and #2 but maintaining focus on test and trace and vaccination and immunisation programmes

note that COVID-19 test and trace activity will likely transition to a surveillance model imminently, pending CMO decision; it follows that related KPIs are likely to be phased out

2. COVID-19 and Influenza Vaccination Programme

Ambition Statement 2023: Ensure the continued safe, effective and efficient administration of COVID-19 vaccines in conjunction with the influenza vaccine programme (where appropriate) to all residents of Ireland informed by NIAC and Department of Health policy. Measure population immunity and uptake of vaccinations; COVID-19 boosters for season 2023 and Influenza for season 2023/24. Develop future operating models to support other national vaccination programmes with CVC resources as required.

Rating and Overview:														0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. COVID-19 vaccine administration for priority cohorts of Health Care Workers (TBC)	Target	At least >50%												
	Actual													
2. COVID-19 vaccine administration for people 65 years and over (696k based on uptake of primary va	Target	75%												
	Actual													
3. COVID-19 vaccine administration for immunocompromised/people with underlying medical conditions (146k)	Target	At least >50%												
	Actual													
4. COVID-19 vaccine administration for residents in Long Term Residential Care Facilities for people 65 years and over (43k)	Target	At least >75%												
	Actual													
5. Influenza vaccine uptake in HSE Health Care Workers (TBC)	Target	75%												
	Actual													
6. Influenza vaccine uptake for people 65 years and over (743k total population)	Target	>75%												
	Actual													
7. Influenza vaccine uptake for children within approved age category (TBC)	Target	>50%												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Develop an integrated plan for the future sustainable operating model for COVID-19 in conjunction with the Influenza vaccination where appropriate based on projected service demand and NIAC guidance	Dec-23		
2. Develop operational plans for 2023 to support other (new/existing) vaccination programmes with CVC resources where required	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>merge scorecards #1 and #2 into a Public Health scorecard</p> <p>ambition statement needs refinement</p> <p>queried if targets for health care workers vaccine rates are sufficiently ambitious</p> <p>consider bringing forward deliverable completion dates</p>	<p>merge scorecards #1 and #2 but maintaining focus on test and trace and vaccination and immunisation programmes</p> <p>targets are based on current baseline health care worker vaccine uptake and represent a realistic but stretch goal; will consider further in context of international benchmarks</p>

3. Reform of Primary Care, Community and ECC

Ambition statement 2023: Enhanced primary and community care focuses in 2023 on the continued operationalisation of 96 CHNs and 30 Community Specialist Teams (for both ICPOP and ICPCD) with continued delivery of community diagnostic services with the overall aim of moving care closer to home and more integrated end-to-end care pathways for patients with Chronic Disease and Older Persons

Rating and Overview:	0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. No. of patients that the Multi-Disciplinary Team developed an integrated care plan for in order to enhance and support patient outcomes and reduce the risk of ED attendance or admission	Target													
	Actual													
2. No. of reviews carried out in General Practice in the CDM Treatment Programme, reducing requirement for hospital/ED attendance	Target													
	Actual													
3. No. of patient contacts per ICPCD CST (across Respiratory, Cardiology, Diabetes & Smoking Cessation) □	Target													
	Actual													
4. No. of new patients seen in Specialist Ambulatory Care Hubs by the IC Consultants in Cardiology, Respiratory and Diabetes	Target													
	Actual													
5. No. of patients in the Heart Virtual Clinic that had a referral to ED/AMAU avoided	Target													
	Actual													
6. No. of patients on the COPD outreach programme who have had an admission avoided	Target													
	Actual													
7. No. of patient contacts by ICPOP CSTs (across Frailty, Falls, Dementia)	Target													
	Actual													
8. No. of new patients seen by ICPOP CSTs on the same day or next day of referral	Target													
	Actual													
9. No. of patients NOT discharged to acute or long term care after attending ICPOP services	Target													
	Actual													
10. No. of patients seen with a frailty score of 4-9 (moderate to severe frailty)	Target													
	Actual													
11. No. of Community Diagnostics services (X-ray, CT, MRI, DEXA, NTproBNP, ECHO, Spirometry) delivered	Target													
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Completion of recruitment of the 3,500 frontline primary care staff and leadership roles	Dec-23		
2. Implementation of Interim ICT solution and Capital Infrastructure Programme	Jun-23		
3. Refining and embedding of referral pathways	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
Not yet reviewed	Not yet reviewed – the submission was delayed as the service team was ensuring the scorecard is developed to better capture outputs versus inputs

4. Reform of Home Support and Residential Care

Ambition statement 2023: Our strategic ambition is to implement reforms that facilitate the provision of community-based supports for older people and their families, enabling them to remain in their own homes and communities in accordance with their wishes, in line with Sláintecare and ECC Programmes Integrated Care Programme for Older Persons (ICPOP).

Rating and Overview:	0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. No.of interRAI Care Needs Facilitators in place <input type="checkbox"/>	Target	128												
	Actual													
2. Deliver additional home support hours: Delivery of 23.9m home support hours by end 2023 to include rollover of 2022 home support pilot hours. Expected to deliver circa 21m hrs in 2022 - additional for 2023 - balance of 2.9m hours	Target	23.9m												
	Actual													
3. Cost of Additional Home Support Hours – TBC budget being finalised	Target	TBC												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Develop a future model and associated investment requirements of public community-based residential care for long stay, short stay, respite and rehabilitation, taking into account current public Residential Services, audit of CNU's, definitions of care and associated investment requirements.	Dec-23		
2. Outline a comprehensive strategy for future Day Service provision in Ireland, including a review of current issues, best practices and recommendations for a new system with an implementation plan and evaluation plan.	Oct-23		
3. Continue to ensure HSE readiness and compliance with the incoming Home Support Statutory Scheme and establish the National Home Support Scheme office in line with required legislative requirements.	Dec-23		
4. Develop a future model and associated investment requirements for home support, taking into account the work undertaken to date.	Oct-23		
5. Commence the procurement of a Home Support ICT System that facilitates case management, rostering and activity reporting.	Dec-23		
6. Operationalise interRAI Assessments from 4 to 9 CHOs	Oct-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>consider greater focus on access measures</p> <p>consider whether hours are being delivered and how best monitored</p>	<p>COO and CSO teams to liaise to further develop the scorecard to ensure focus on 'what matters'</p> <p>consider impact of Inter RAI advisors</p> <p>consider statutory scheme in Ambition Statement</p> <p>consider KPIs related to wait times for home service hours delivered</p> <p>consider deliverables reflecting progress on current home support tender process and bring forward</p> <p>review target completion dates for some of the current deliverables</p>

Ambition statement 2023: Our strategic ambition is to significantly reduce the length of time patients are waiting for care to achieve agreed maximum wait time targets and progress the implementation of key strategic reforms and enablers including patient-centred booking arrangements, patient-initiated reviews, an end-to-end strategy to reduce DNAs and the Health Performance Visualisation Platform.

Rating and Overview: <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. No. of Outpatients waiting longer than 15 months vs profile	Target	TBC												
	Actual													
2. No. of Inpatient/day case patients waiting longer than 9 months vs profile	Target	TBC												
	Actual													
3. No. of GI Scope patients waiting longer than 9 months vs profile	Target	TBC												
	Actual													
4. % of routine inpatient (IP)/ day case(DC) patients scheduled in chronological order	Target	85%												
	Actual													
5. % of all routine outpatients scheduled in chronological order	Target	85%												
	Actual													
6. Spend to date vs profile (cumulative)	Target	TBC												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Finalise and approve a Multi Annual Waiting List plan, providing a comprehensive framework towards the achievement of the Sláintecare Maximum Wait Time Targets	Mar-23		
2. Establish appropriate structures and associated resourcing to take forward the planning and delivery of Elective Hospitals	Apr-23		
3. Implement Patient Centred Booking arrangements in 10 hospitals, including patient autonomy and choice when scheduling and advanced clinical prioritisation by senior clinical decision makers.	Dec-23		
4. Implement the 2022 'Did Not Attend' (DNAs) Strategy for new and review outpatient appointments in all hospital groups and measure impact	Dec-23		
5. Implement the 2022 seven prioritised scheduled care pathways and measure impact	Dec-23		
6. Commence the implementation of the 2022 Patient Initiated Review protocol in 28 hospitals and measure impact.	Dec-23		
7. Expand the implementation of the Health Performance Visualisation Platform (HPVP) from 19 to 28 hospitals.	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>need for greater insights in relation to geographic performance and variation</p>	<p>COO and CSO will work on supplemental information summaries (in Operational Services Report) as appropriate</p> <p>COO, CSO and CCO to also develop a stand alone scorecard on unscheduled care</p> <p>consider capture of KPIs related to inpatients and day cases separately in Operational Services Report</p> <p>consider new/review KPI</p> <p>include KPIs on community waiting lists</p> <p>deliverables to also include:</p> <ul style="list-style-type: none"> • demand / capacity assessment initiatives (consider learning from 1-2 individual site initiatives and spread / scale) • Theatre and OPD transformation programmes

6. Reform of Mental Health

Ambition statement 2023: Our strategic ambition is to ensure that all individuals have access to high quality mental health services, by (i) implementing key strategies, (ii) expanding online CBT and digital supports, (iii) implementing crisis resolution and CAMHS hub demonstrator projects, (iv) implementing new models of care for older persons and dual diagnosis through demonstrator projects, (v) expanding the individual placement support service programme to more sites and (vi) continuing the implementation of new models of primary care mental health services.

Rating and Overview:														0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. % of accepted referrals/re-referrals offered first appointment & seen within 12 week by CAMHS Team	Target	80%												
	Actual													
2. % of accepted referrals/re-referrals offered first appointment & seen within 12 week by General Adult Community Mental Health Team	Target	75%												
	Actual													
3. % of accepted referrals/re-referrals offered first appointment & seen within 12 week by Psychiatry of Later Life Community Mental Health Teams	Target	95%												
	Actual													
4. No. of people with access to Cognitive Behavioural Therapy online	Target	7200												
	Actual													
5. NSD spend vs target	Target	TBC												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Implement Crisis Resolution Services across 5 pilot sites and complete an interim evaluation report	Dec-23		
2. Implement CAMHS hubs across 5 pilot sites and complete an interim evaluation report	Dec-23		
3. Implement agreed models of care (older persons & dual diagnosis) in three pilot sites each	Dec-23		
4. Expand Individual Employment Placement Support Service to 50 sites by adding an additional 11 sites to the existing 39 at CHO level, through our community partners	Dec-23		
5. (i) Expand the lived experience co-production panel of mental health volunteers engaged in service improvement work nationally from 30 to 70 and (ii) engage 10,000 participants in recovery education programmes nationally	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>consider the current approach of measuring waiting times for ‘accepted’ service users (versus non accepted referrals)</p> <p>consider recruitment/ vacancy rates in mental health</p> <p>review target completion dates (all December)</p>	<p>review to ensure focus on ‘what matters’</p> <p>consider wait list information for adults versus children as a KPI</p> <p>consider a Deliverable to reflect governance in this area</p> <p>consider how to better reflect staff recruitment and retention in this area</p> <p>consider inclusion of CAMHs roadmap (waiting lists and improvement programme)</p> <p>review Deliverable dates</p>

7. Reform of Disability Services

Ambition statement 2023: Our strategic ambition is to ensure that people with disabilities have access to high quality, person-centred, services that meet their individual needs, promote their independence and inclusion and reduce reliance on institutional care. We will achieve this through (i) the implementation of key strategies,(ii) completion of the sustainability impact assessment process, (iii) expansion of the neuro-rehabilitation project and (iv) completion of the capacity review of disability day services nationally.

Rating and Overview:															0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			1. % of child assessments completed within the timelines as provided for in the regulations vs profile	Target	100%									
	Actual													
2. No. of adults with disabilities participating in the personalised budgets demonstration project vs target	Target	180												
	Actual													
3. No. of people currently living in congregated settings supported to transition to homes in the community vs target	Target	100												
	Actual													
4. No. of individuals under 65 years currently living in nursing homes supported to transition to homes of their choice in the community vs target	Target	65												
	Actual													
5. NSD spend vs target	Target	€25m												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Complete the Sustainability Impact Assessment process with one Section 38 and one Section 39 organisation and produce a report on the learnings from the process.	Dec-23		
2. Expand the national demonstrator project by establishing 2 additional Community Neuro-Rehabilitation Teams	Dec-23		
3. Commission a review of Rehabilitative Training services nationally to understand impact of service and future structure	Oct-23		
4. Develop a draft monitoring system to measure compliance with the 2015 Interim Standards for New Directions	Dec-23		
5. Complete a comprehensive assessment of WTEs by CHO that are providing day services to inform a capacity and demand analysis, with the goal of developing an investment plan.	Oct-23		
6. Establish 66 new family forums and 9 CHO family representative groups to ensure service user and family participation in Child Disability Network Team service development at national, regional and local levels.	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>seek greater measurement of what is important</p> <p>consider including historical performance to contextualise KPI targets for 2023</p> <p>consider recruitment/ vacancy rates in disability services</p> <p>KPI on personalised budgets seems like a small initiative</p> <p>measuring when people are assessed – only to get onto a waiting list not waiting for therapeutic input and support which could be very much longer</p>	<p>review to ensure focus on ‘what matters’</p> <p>consider inclusion of KPIs for all three key areas:</p> <ul style="list-style-type: none"> • PDS • Access for Young Adults (15-17 years) • Adult residential places <p>consider whether to retain deliverable on family forums</p> <p>consider inclusion of a deliverable on the paediatric roadmap</p>

8. Prevention and Early Intervention

Ambition Statement 2023: Empower individuals to take greater control over their physical and mental health by delivering targeted interventions and giving people tools and supports to make healthier choices throughout their lives.

Rating and Overview:														0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. No. of smokers who received face-to-face or telephone intensive cessation support from a cessation counsellor	Target	18,849												
	Actual													
2. No. of frontline staff who completed the eLearning Making Every Contact Count brief intervention training	Target	5,748												
	Actual													
3. No. of staff who completed the eLearning Intercultural Awareness programme	Target	3,000												
	Actual													
4. No. of staff who completed the eLearning Introduction to Ethnic Equality Monitoring	Target	800												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Deliver targeted initiative through 20 Slaintecare Healthy Communities to address health inequalities including smoking cessation services, Healthy Food Made Easy courses, Social Prescribing and Parenting courses	Dec-23		
2. Design a Physical Activity Referral Pathway to support referrals to physical activity programmes with funded organisations outside the health service in partnership with Sport Ireland	Dec-23		
3. Scope and develop a digital intervention to support reduced alcohol consumption by the general population using professional and community online support	Sep-23		
4. Establish specialist weight management service for children and young people in CHOs 5 and 7 with a view to test the approach and seek to implement nationally	Sep-23		
5. Develop culturally appropriate content for yourmentalhealth.ie	Dec-23		
6. Establish baseline information on HSE data systems that record ethnicity data in line with Ethnic Equality Monitoring	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)

EMT (25 Jan 2023)

strengthen Ambition Statement with link to social inclusion

consider more attention to upstream priority areas in KPIs and/or Deliverables

- alcohol
- smoking
- childhood obesity/physical activity and weight management
- early intervention

consider how to better capture measures of equality/ variation in high risk groups

more comprehensive dialogue with TUSLA would be helpful

consider stronger measures of impact

Enhancing Bed Capacity Awaited

10. Quality and Patient Safety and New Drugs

Ambition statement 2023: In 2023, across the organisation, we will continue to improve quality and patient safety, including a reduction in infectious diseases. The National Quality and Patient Safety Directorate will (i) continue implementation of the Patient Safety Strategy and National Clinical Audit Review Report, (ii) design a National Quality and Patient Safety Surveillance System in maternity services, (iii) design and deliver a National QPS Competency Framework and (iv) implement a the Patient Safety Together platform. We will continue to provide access to recommended evidence-based medicines.

Rating and Overview:	0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Rate of new cases of hospital acquired Staphylococcus aureus bloodstream infection (SA BSI) per 10,000 bed days used	Target	<0.8												
	Actual													
2. No. of new cases of Carbapenemase-Producing Enterobacterales (CPE)	Target	N/A												
	Actual													
3. Approved spend on new drugs or indications of spend on new drugs versus budget	Target	TBC												
	Actual													
4. No. of new drugs/new indications of existing drugs (vs budget) recommended to EMT	Target	N/A												
	Actual													

Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Provide education/training on Infection Prevention Control (IPC) guidance, incl. specialist IPC advice on COVID-19 related issues, which will support better practices and reduce SA BSI rates	Dec-23		
2. Produce (i) a quarterly publication on Patient Safety Together website of Patient/Staff stories, (ii) quarterly publication of Patient Safety Digest and (iii) quarterly publication of Patient Safety supplement	Mar-23		
3. Co-design and develop a National QPS Competency Framework	Dec-23		
4. Commence and progress Proof of Concept QS Signals in maternity services	Dec-23		
5. Implement the remaining 11 recommendations from the Clinical Audit Review Report	Dec-23		
6. Develop a proposal on an approach for transparency in the drug assessment process	Jun-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)

EMT (25 Jan 2023)

recommend further review by Safety and Quality Board sub-committee

need to broaden focus to measures of system level quality and patient safety (eg. readmission rates); current KPIs too narrow

consider measurement on actual access to new drugs post approval

need for wider suite of quality and safety KPIs

11. Patient and Service User Partnership

Ambition statement 2023: We aim to strengthen the culture of patient and service user partnership through direct involvement of patients and service users in service delivery operations including planning, design, delivery and evaluation of services, thus enabling active partnership with people who use our health services. We will strengthen the HSE’s Your Service Your Say policy to ensure that people are facilitated to voice opinions, provide comment and to complain. This will also be enabled through improvement plans to support a culture to learn from feedback.

Rating and Overview:															0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Your Service Your Say - % of complaints investigated within 30 working days of being acknowledged by a Complaints Officer	Target	75%												
	Actual													
2. Your Service Your Say - % of complaints where an Action Plan is identified as necessary, is in place and progressing	Target	65%												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Establish a working group to develop an implementation plan on Better Engagement – The Health Services Patient Engagement Roadmap Launch, that has equal membership HSE/ Patient representatives with demonstrable progress on implementing the Roadmap	TBC		
2. Generate quarterly reports from the Complaints Management System to support operational services monitor their compliance with legislative timeframes as set out in the YSYS policy	Dec-23		
3. Deliver scheduled training and on-going support to operational services within existing resources to ensure compliance with mandatory recording of Action Plans on the Complaints Management System and report bi-annually for 2023 on progress	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>need for greater focus on what matters</p> <p>align KPIs and deliverables to Ambition Statement</p> <p>bring forward KPIs and Deliverables not completed in 2022 eg appointment of patient and service user staff</p> <p>Ambition Statement refers to improvement plans to support a culture to learn from feedback – no KPIs or deliverables for this</p>	<p>consider extracting KPIs directly from the Patient Engagement Roadmap</p>

Ambition Statement 2023: In 2023, our ambition is to grow our workforce by some 6,000 WTE beyond December 2022 employment levels, to attract and retain staff through further enhancements to our recruitment capability and our resourcing approach that enables us to continue to be an employer of choice.

Rating and Overview:	0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Average Time to Recruit - From receipt of job order to start date for HRSS recruitment	Target	12.5wks												
	Actual													
2. Total Net Change in WTE	Target	6010												
	Actual													
3. Medical & Dental in WTE	Target	TBC												
	Actual													
4. Nursing & Midwifery in WTE	Target	TBC												
	Actual													
5. Management & Admin in WTE	Target	TBC												
	Actual													
6. General Support in WTE	Target	TBC												
	Actual													
7. Patient & Client Care in WTE	Target	TBC												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Develop the 2023 Resourcing Strategy associated actions	Mar-23		
2. Develop and implement Phase I of the Talent Pool System	Mar-23		
3. Commence implementation of a single talent acquisition solution (Applicant Tracking)	Dec-23		
4. Complete the transition to new recruitment operating model	Mar-23		
5. Develop the plan to support the Department of Health negotiations to increase HSCP student places in Irish colleges	Mar-23		
6. Develop reporting of reasons for staff turnover and integrate into quarterly turnover reporting	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>Ambition Statement needs to reflect a stronger reference on retention</p> <p>consider including measures of staff turnover and / or absence as measures related to retention</p> <p>consider more frequent sampling of level of staff engagement/commitment to the HSE (should not need to await staff survey every 2 years)</p> <p>consider including net promoter scores as a measure of how often staff would recommend working in the HSE to others (common in other organisations)</p> <p>consider bringing forward completion dates of deliverables e.g. resourcing strategy</p>	<p>consider KPIs/Deliverables that reflect a stronger focus on retention even if data is not yet perfect; potential to conduct reasonable sampling techniques</p> <p>consider including an indicator reflecting efforts to assist with staff accommodation; potential cross-divisional effort with Capital</p>

13. Finance and Procurement

Ambition statement 2023: To work with operational cross-divisional colleagues to manage expenditure per LOD 2023 and to develop a multi-annual value programme. In addition, we will continue to progress (i) the IFMS project, (ii) enhancing reporting and agree the SLA with DOH and DPER, and (iii) Activity Based Funding Plan. In addition, we will (iv) achieve the required milestones in the Internal Controls Improvement Plan and (v) ensure that reporting of non-compliant procurement becomes the norm.

Rating and Overview:	0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Operational Services Revenue (ex. Pensions, Demand Led). Budget performance by year end vs profile	Target	TBC												
	Actual													
2. Procurement spend under management target	Target	75%												
	Actual													

Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Deliver IFMS first go live	Jul-23		
2. Progress implementation of Activity Based Funding 2021-2023 plan (i) Further enhance hospital costing and pricing, (ii) Support and enable the existing ABF programme, (iii) Develop a roadmap for structured purchasing, (iv) Scope and implement costing and activity measures for a community costing programme	Dec-23		
3. The Internal controls programme will progress (i) the development of a controls and compliance monitoring and reporting toolset and (ii) the performance management of the Internal Controls Improvement Plan with full implementation of an online repository	Dec-23		
4. Agree SLA with DOH/DPER on enhanced reporting and monitoring arrangements	Jun-23		
5. Produce a report for ARC every quarter on non-compliant procurement that is based on the output of self-declaration from budget holders appropriately supported by procurement.	Mar-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>need for KPI to report net expenditure vs profile</p> <p>need for KPI on non-compliant procurement spend across HSE</p> <p>review date for completion of deliverable #4 (enhance DoH / DPER reporting arrangements)</p>	<p>review deliverable dates</p>

Ambition statement 2023: Enable transformation of patient care by (i) implementing the 2023 eHealth NSP and ICT Capital Plan, (ii) delivering a Digital Health Strategy, (iii) protecting the HSE ICT estate from cyber-attacks, (iv) delivering a modern desktop experience, (v) onboarding users to the National Identity platform (HealthIRL) and (vi) onboarding staff to the National email and digital collaboration platform (MS Exchange and Office 365).

Rating and Overview:	0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. eHealth ICT Capital expenditure vs 2023 profile	Target	140M												
	Actual													
2. Number of new ICT professionals recruited to deliver 2022/2023 eHealth Service Plan vs profile	Target	250												
	Actual													
3. Delivery of 90% of capital programmes on target (RAG status Green or Amber)	Target	90%												
	Actual													
REDACTED	Target													
	Actual													
REDACTED	Target													
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REDACTED	Target													
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REDACTED	Target													
	Actual													

Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Delivery of the eHealth programme targets defined in the approved 2023 ICT and eHealth Capital Plan	Dec-23		
2. Prepare and submit Digital Health Strategy and Implementation Plan	Jul-23		
3. Deliver Cyber security protection programme for the HSE ICT estate	Dec-23		
4. Deliver a modern digital cloud based desktop experience for 80% of users in 2023	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>consider inclusion of KPI and / or deliverable on innovation</p> <p>strengthen reflection on the impact of ICT on service delivery and the sense of urgency</p> <p>improve clarity on deliverable #2 Digital Health Strategy</p> <p>measure of action on “frail IT infrastructure”</p>	<p>improve the balance of focus on:</p> <ul style="list-style-type: none"> - service user impact - progressing a pipeline of priority initiatives to ensure readiness for the future - cyber-security

15. Capital Infrastructure

Ambition statement 2023: Take forward implementation of the Capital and Estates Strategy together with the 2023 Capital Plan to include (i) new and replacement acute capacity, (ii) new and replacement community capacity, (iii) Government priority programmes and projects, (iv) investment to support patient safety and mitigate clinical and infrastructural risk.

Rating and Overview:	0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Capital expenditure vs profile	Target	€1027m												
	Actual													
2. New primary care centres completed vs profile	Target	9												
	Actual													
3. New and replacement acute bed capacity vs profile	Target	277												
	Actual													
4. New and replacement community bed capacity vs profile	Target	500												
	Actual													

Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Advance the implementation of the Capital and Estate strategy to include (i) establishing governance structures and procuring external subject matter experts to deliver on legislative net zero carbon requirements, (ii) developing strategic investment planning approaches, (iii) enhancing the estate data-set to support evidence-based capital decisions, (iv) developing standardised, programmatic approaches to the capital plan delivery, (v) implementing digital technology in the design, delivery and operation of estate and (vi) developing the workforce required to meet objectives	Dec-23		
2. Progress the tender process for construction of the National Maternity Hospital on receipt of Government approval of the final business case	TBC		Note: Completion date subject to DOH approval of the Draft Final Business Case.
3. Deliver the equipment replacement programme in accordance with the HSE Equipment Replacement Programme Report	Dec-23		
4. Complete delivery of additional critical care capacity at the Mater Misericordiae Hospital and advance projects at Cork University Hospital, St Vincent's Hospital, St James Hospital, Beaumont Hospital and the next phase at the Mater Misericordiae Hospital	Dec-23		
5. To progress the delivery of permanent ECC accommodation in capital plan	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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15. Capital Infrastructure

Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>consider inclusion of more time-based KPIs on major capital commitments (e.g. National Maternity Hospital and National Children’s Hospital)</p>	<p>include activity in response to local needs that may involve more minor capital needs but with more immediate or mid-term service user impact</p>

Ambition statement 2023: HSE Communications will support our health service to earn and maintain the trust and confidence of our stakeholders, including our patients, staff and the public. Our communications build understanding of HSE services at every level of society, help make our health service sustainable and to ensure it is supported by key stakeholders. Our communications activity is active on all channels, with our staff and our partners, online, on social media and through public campaigns. Developing sustainable and accessible digital health services and communications is a key focus for our communications teams and all HSE services in 2023.

Rating and Overview:														0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Proactive news stories generated and published through news teams nationally	Target	105												
	Actual													
2. Visits to HSE.ie content pages from public, partners and patients	Target	81m												
	Actual													
3. Staff engagements with HSE internal communications channels, web, email and print	Target	3.2m												
	Actual													
4. Actions and impacts from HSE campaigns to promote health services and behaviour change e.g sign up to QUIT plans, uptake of vaccines and screening.	Target	1.25m												
	Actual													

Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Integrate stakeholder plans to increase the impact of HSE communications activity, e.g. proactive news stories, through wider stakeholder engagement & improved public affairs activity across the health service	Dec-23		
2. Deliver a stakeholder website within HSE.ie, supporting all HSE service teams, partners & stakeholders, providing information about the organisation & enabling critical digital health service developments & dedicated spaces for RHAs and other services	Dec-23		
3. Establish a personalised email subscription system for all HSE staff, enabling HSE staff to sign up for targeted updates and HSE services to communicate relevant, effective messages to all staff	Jun-23		
4. Deliver an integrated communications & engagement programme to (i) support the rollout of RHAs, including staff, stakeholder, public affairs & public communications, & (ii) designing an effective operating model for RHA communications teams.	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>merge Trust and Confidence and Communication scorecards into one scorecard</p> <p>KPI #3, related to effectiveness of public campaigns (e.g. quit smoking), may be better suited within the Prevention and Early Intervention scorecard</p> <p>contextually frame the numerical targets attached to the KPIs with last year or typical performance</p>	<p>further consideration to be given to the merging of Communications and Trust and Confidence scorecards</p>

Ambition statement 2023: To establish new structures to support the delivery of integrated care, by finalising the detailed design and taking forward the phased implementation of Regional Health Areas.

Rating and Overview:															0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			N/A											
		Target												
		Actual												

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Finalise and agree the RHA implementation Plan	Mar-23		
2. Commence recruitment of the six RHA CEOs	Apr-23		
3. Commence recruitment of the RHA Senior Management teams	TBC		
4. Finalise and agree the organisational structures and associated processes and relationships for HSE National and RHAs	TBC		
5. Complete the redefinition of existing CHO/HG geographical boundaries, aligned with RHA boundaries, to include associated changes regarding HR and finance	Dec-23		
6. Establish arrangements, in partnership with DoH, to take forward the development of appropriate arrangements to deliver (i) Population Based Resource Allocations and (ii) Health Needs Assessments.	Mar-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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17. Planning & Implementation of RHAs

Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>include engagement and change management activities/milestones</p> <p>more generally consider programme governance arrangements and role of Board (vs Sláintecare Programme Board)</p>	<p>consider scope to bring forward completion dates for deliverables (#1 and #2) (completion of implementation plan, and commencement of recruitment of RHA CEOs)</p>

Ambition statement 2023: Take forward implementation of the HSE Climate Action Strategy 2022 - 2050 to include (i) developing frameworks for implementation across the six priority areas and ten corresponding interconnected Strategic Objectives, (ii) developing and providing a Climate Action Roadmap, and (iii) progressing implementation of the new Infrastructure Decarbonisation Roadmap.

Rating and Overview:

0 Change

KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Programme of supported energy shallow retrofit capital works, spend vs profile	Target	12.5m												
	Actual													
2. Energy/carbon emissions deep retrofit pilot pathfinder projects, spend vs profile	Target	3.6m												
	Actual													
3. Complete installation of 20 utility meters at pilot locations to enhance metering of HSE data, number vs profile	Target	20												
	Actual													

Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Develop a framework and implementation plan for the six priority areas namely: Sustainable Buildings and the Green Environment, Transport and Mobility, Sustainable Procurement, Greener Models of Clinical Healthcare and complete a funding proposal for implementation over the next six years	Dec-23		
2. Progress the programme of supported energy management teams in place across the top 140 HSE and Section 38 and 39 organisations	Dec-23		
3. Complete the national energy efficient design training programme in collaboration with the SEAI, to include initiation of pre-project specific information for all HSE capital projects	Dec-23		
4. Complete the pilot pathfinder programme design stage 1 exercise, to identify existing performance, potential solutions, costs and assessments of the operational and embodied impact of energy retrofit works and new and emerging low carbon construction methods	Jun-23		
5. Prepare an upscaled Major Deep Energy & Carbon Retrofit Programme, including commencement on elements at pilot pathfinder sites	Dec-23		
6. With respect to the Climate Action Strategy frameworks and implementation plans, establish a set of interim KPIs and milestones from 2024-to-2030 that are supportive of achieving the 2030 targets set out in the Government's 2023 Climate Action Plan	Dec-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>scope should reflect broader (non-energy / carbon) activities</p> <p>consider KPIs related to:</p> <ul style="list-style-type: none"> • Corporate Sustainability Reporting Directive • reduction on emissions • water consumption 	<p>current KPIs seem too narrow – need to broaden scope and include a carbon-related measure</p>

Ambition statement 2023: In 2023, Women's Health will focus on (i) the expansion of ambulatory gynaecology and endometriosis services and (ii) the introduction of publicly funded Assisted Human Reproduction services. In addition, (iii) there will be ongoing focus on the implementation of the National Maternity Strategy.

Rating and Overview:															0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. No. of ambulatory gynaecology clinics to go live	Target	7												
	Actual													
2. No. of regional infertility hub to go live	Target	1												
	Actual													

Outputs / Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Complete implementation of Models of Care for Ambulatory Gynaecology and Endometriosis.	Dec-23		
2. Design and implement three Women's Health hubs as proofs of concept	Dec-23		
3. Complete the review of the Maternity and Infant scheme in line with the National Maternity Strategy implementation plan	Sep-23		
4. Implement phase two of Model of Care for Infertility to include: (i) engaging with the Department of Health to operationalise the provision of publically funded, privately provided in vitro fertilisation (IVF) and (ii) complete operational readiness programme to enable commencement of publicly funded, publicly provided IVF.	Dec-23		
5. Progress baseline modelling and structures in preparation for Ireland setting a target for the elimination of cervical cancer and undertake research to explore beliefs and attitudes regarding self-sampling for cervical screening	TBC		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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19. Women's Health

Board Working Group (24 Jan 2023)	EMT (25 Jan 2023) *BWG feedback to be adopted unless otherwise noted below
<p>strengthen the Ambition Statement and KPIs to reflect a broader scope and substance</p> <p>focus on more access to care measures for areas such as gynae services, cervical screening, pregnancy termination services, menopause</p>	<p>include KPIs on screening uptake and pathways to early intervention breast cancer clinics</p>

Ambition Statement 2023: Earn and maintain public, partner and staff trust and confidence in the HSE, through implementation of 34 actions in the Trust and Confidence Strategy that aim to build understanding of how the HSE works, how resources are used and how our work delivers benefits for Ireland. Through measuring trust in the HSE on an ongoing basis and using the results to work in partnership with the delivery system to evaluate the impact of our actions, in order to strengthen the organisation's reputation

Rating and Overview:														0	Change
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KPI	T/A	2023 Annual Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Measure of public trust levels in the HSE - % score at regular interval Note: interval and target to be agreed by CEO/SG	Target	TBC												
	Actual													
2. Measure of partner/stakeholder trust in the HSE - % score at regular interval Note: interval and target to be agreed by CEO/SG	Target	TBC												
	Actual													
3. Annual measure of staff trust and confidence in the HSE - annual measure via Your Opinion Counts Note: target to be agreed by CEO/SG	Target	TBC												
	Actual													

Deliverables impacting delivery of ambition	Target Completion Date	Status	Explanation (including key achievements in delivering ambition)
1. Set up implementation structures for the 34 Trust and Confidence Actions, including a Steering Group led by the CEO, that will provide a monthly action implementation update to the Board	Jun-23		
2. Publish the first monthly nationally representative survey reporting on public levels of trust in the HSE and monthly thereafter	Jun-23		
3. Undertake and share with all HSE National Directors a review of the national representative survey results at each interval, showing trends in trust levels of HSE services including activities and improvements allowing for review & improvement	Mar-23		

Key issues impacting delivery of ambition
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Mitigating actions to address key issues
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20. Trust & Confidence

EMT Lead: CEO

Board Working Group (24 Jan 2023)	EMT (25 Jan 2023)
<p>consider combining Trust and Confidence and Communication scorecards into one scorecard</p> <p>review deliverable dates</p>	<p>further consideration to be given to the merging of Communications and Trust and Confidence scorecards</p> <p>EMT lead will be the CEO at this time</p>