



## HSE Board Briefing

<b>Subject: Board Strategic Scorecard – July 2024 (May KPI data)</b>
<b>Submitted for meeting on:</b> SLT 23 July and HSE Board 26 July 2024
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<b>Why is this information being brought to the Boards attention?</b> The Board Strategic Scorecard (BSS) Report is a monthly report summarising progress in key programmes and priorities across 19 different service areas within the HSE, each with its own scorecard. This report, the fifth of 2024, provides updates on KPIs (May data) and deliverables.
<b>Is there an action by the Board required, if so please provide detail?</b> The HSE Board are asked to consider and approve the July 2024 Board Strategic Scorecard Report, Annex 1 attached.
<b>Please indicate which of the Boards objectives this relates to;</b> <ul style="list-style-type: none"><li>▪ The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system; <input checked="" type="checkbox"/></li><li>▪ Developing a plan for building public trust and confidence in the HSE and the wider health service; <input checked="" type="checkbox"/></li><li>▪ 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"/></li><li>▪ Exercising effective budgetary management, including improving the value achieved with existing resources and securing target savings, with the objective of delivering the National Service Plan within Budget. <input checked="" type="checkbox"/></li></ul>
<b>Brief summary of link to Board objectives</b> The BSS is a key HSE performance reporting tool under the DOH-Executive Performance Engagement Model and Oversight Agreement, and is specifically referenced in annual Letters of Determination.

### 1. Introduction

This briefing for the Board summarises the Board Strategic Scorecard for July 2024. .

### 2. Board Strategic Scorecard July 2024 (May 2024 KPI data)

#### 2.1 Introduction

The July 2024 Board Strategic Scorecard reports on May 2024 KPI data and includes the most current progress update of key deliverables across all **19 scorecards** listed in the table below.

As of March 2024, a 1 page summary of a sub-set of 21 indicators from the total 84 indicators is provided as a supplemental view of balanced performance across 4 quadrants: **A: Our Service Users/patients: Quality**

and Safety, **B**: Staff Clinicians: Experience and Engagement, **C**: Access and Integration and **D**: Finance, Governance and Compliance.

A full list of the 19 scorecards and the BSS format and structure is outlined in **Appendix 1** of this briefing. **Operational Services Report (OSR)** for May 2024 is included as **Annex 2**, separately attached to the document.

## 2.2 BSS: Summary of Rating, KPIs and Deliverables

### 2.2.1 Ratings

Rating	5	4	3	2	1
This month	0	10	9	0	0
Last month	1	10	8	0	0

### 2.2.2 KPIs

Month	No KPIs for update	On or ahead of target	Within 10% of target	10-20% of target	>20% behind target
This month	60	29	15	1	7
Last month	60	30	13	3	7

### 2.2.3 Deliverables

Month	Reported this month	Complete	On-track	Delayed	Not started	No longer required
This month	94	7	66	19	2	0
Last month	93	5	71	14	2	1

Expected completion dates are provided in the monthly progress update on delayed deliverables, where known.

## 2.3 CCO-Scorecards

Further to the briefing note provided in May and following a review by the CCO, the Ambition Statement for three scorecards have been revised. New deliverables have also been added for those three scorecards. These are #1 Public Health, #10 Quality and Patient Safety and #19 Women's Health. Given the current stage in the annual cycle, a full review of scorecard content (KPIs and deliverables) will be undertaken as part of the 2025 development process.

## 2.4 In-year adjustments

In-year adjustments have been submitted by the respective scorecard owners. These are outlined in Section 2.5 below along with the rationale for same.

**Note:** Where amendments have been made to a scorecard:

- Annual/monthly targets and target deliverable completion dates: the original figure is in red with the updated text in black.
- Wording in ambition statement, KPIs or Deliverables: amended text is *italicised and underlined*.

## 2.5 Key Observations and amendments to Scorecards

**Ratings:** One scorecard reported a downgrade in their rating from 5 to a 3 (#11 Patient and Service User Partnership). All other scorecards maintained their rating. [See below].

**Pay and Numbers Strategy:** The delay in Pay and Numbers Strategy approval continued to impact the reporting of data and progress in deliverables for 2 scorecards (#12 Recruitment and #13 Finance) during this

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reporting period. However as the PNS has now been agreed, the impact on further reports should be minimised.

**Public Health (#1):** The ambition statement has been edited and two new deliverables have been added. The Spring Campaign for COV-19 vaccination has shown strong performance in May with a 29% increase from Apr to May.

**Unscheduled Care (#2):** The percentage of patients (over 75) discharged or admitted to ED within 24 hours has reported the highest figure so far for 2024 with 93% (target 99%). The UEC Operational Plan and Multi-annual plan remain delayed, however the Plan has now been sent to Cabinet for sign off ahead of publication.

**Scheduled Care (#5):** The level of Outpatient, Inpatient and Day Case and Gastrointestinal scope activity has seen an increase in activity between March and April (increase of 1.4%). The April figure is well above target at 2.3% (target 0.9%). Waiting lists for outpatients continues to improve month on month, with a small reduction in the percentage of patients waiting longer than 15 months in this reporting period. Patients waiting longer than 9 months for inpatient or day case procedure continues to perform ahead of target (25% over target for May) as seen in previous months. The number of service users who have received services and are therefore no longer on community waiting lists has increased. The May figure is 43% above target.

**Disability (#7):** Difficulties in acquiring or completing houses (both new builds and adaptations) have had an impact on the implementation of a decongregation plans as part of the Disability Action Plan, specifically the targets for transition of patients from congregated settings.

**Enhancing Bed Capacity (#9):** The Ambition Statement has been amended as well as the annual and monthly targets for KPI #1 (Critical Care Beds) as a result of additional staffing for a 23<sup>rd</sup> bed approved as a new service development in 2024 by Minister for Health.

**Quality and Patient Safety (#10):** The Ambition Statement has been revised. Five new deliverables have also been added to better reflect strategic priorities in this service area (deliverables 2-6).

**Patient and Service User Partnership (#11):** This scorecard reported a downgraded rating from a 5 to a 3. The rationale for this relates to KPI#1 and Deliverable 3; “Implementation of the Better Together Road Map” across each Health Region”. The project is now at risk for completion due to resource constraints and the requirement for newly emerging co-design processes. The implementation plan is currently under review.

**Recruitment (#12):** The Talent Attraction and Engagement Unit is now fully established and development of an attraction strategy is underway. As the Pay and Number Strategy [PNS] is now agreed, the target for KPI #2 (Total Net WTE Limit) and progress updates for deliverables 2 and 3 will be updated accordingly for the next report.

**Technology and Transformation (formerly eHealth #14):** The title of the Scorecard has been amended from from “eHealth” to “Technology and Transformation” to reflect a name change for the directorate. The Digital Health Strategic Implementation Roadmap was approved by the HSE Board in June.

**Capital Infrastructure (#15):** Amendment of annual and month target profile for KPI#3 (Acute bed capacity, including critical care beds completed). A decrease in annual target from 143 to 105, is due to the total figure of an individual hospital expansion plan previously being included i.e. instead of reflecting what will

be completed in 2024. The additional beds for this individual expansion plan will be considered in the 2025 and future Board Strategic Scorecards.

**Women’s Health (#19):** The Ambition Statement has been revised. A new deliverable has also been added to better reflect strategic priorities in this service area (deliverable 6).

### 3. Recommendation:

It is recommended that the HSE Board consider and approve the attached Board Strategic Scorecard for July 2024, reflecting May KPI data.

## Appendix 1: BSS format and structure

### BSS Scorecards

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 Health Regions
7	Reform of Disability Services	18	Climate Action
8	Prevention & Early Intervention	19	Women’s Health
9	Enhancing Bed Capacity		Appendices

10	Quality & Patient Safety	A	Risk Management Overview
		B	BSS with DOH LoD alignment
		C	BSS with DCEDIY LoD alignment
11	Patient & Service User Partnership	Annexes	
		2	Operational Services Report
		3	Improvement Plan

### Standard format

The BSS report (**Annex 1**) includes an executive summary page providing an overview of progress, as well as a more detailed One-Pager for each individual scorecard.

The **Summary page** sets out:

- **Rating table:** includes rating for each individual scorecard and previous monthly rating. A scale of 1-5 is used where 1 reflects 'not on track' and 5 reflects 'on track'.
- **Ratings snapshot:** including highlighting scorecards which have been assigned a 1-2 Rating.
- **KPI and deliverables snapshot:** summarising performance against target (KPIs) or progress made (deliverables)
- **Key strategic insights** from the BSS.

The detailed '**individual scorecards**' include:

- **Ambition Statement** – a clear statement which sets out what will be delivered in 2024
- **Rating:** numerical value (1-5) and justification for the rating.
- **KPIs:** progress update on targets (on a monthly, quarterly, and annual basis, as appropriate).
- **Deliverables:** status review and update on key outputs/deliverables.
- **Key issues and mitigating actions.**

**Annex 1** to the BSS are appendices related to:

- **Risk management overview** is included as an appendix within the report (Appendix A)
- **Alignment with Letters of Determination 2024** from the DOH and DCEDIY in relation to individual scorecards (Appendices B and C).

**Annex 2:** Operational Scorecard

**Annex 3:** Improvement plans where required