



HSE Board Briefing

Subject: Board Strategic Scorecard – June 2024 (April KPI data)
Submitted for meeting on: SLT Virtual and HSE Board 28 June 2024
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Why is this information being brought to the Boards attention? 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 third of 2024, provides updates on KPIs (April data) and deliverables.
Is there an action by the Board required, if so please provide detail? The HSE Board are asked to consider and approve the June 2024 Board Strategic Scorecard Report, Annex 1 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 servi <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 savings, with the objective of delivering the National Service Plan within Budget. <input checked="" type="checkbox"/>
Brief summary of link to Board objectives The BSS links to Board objectives as this report: <ul style="list-style-type: none">▪ 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/SLT judgement and confidence levels in HSE performance;▪ 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 (DOH), Department of Children, Equality, Disability, Integration and Youth and the public;▪ Is published on the HSE website; a source of truth for building public trust and confidence in the system.

1. Introduction

This briefing for the Board covers;

Section 2: Plans for the development of the Board Strategic Scorecard

Section 3: Board Strategic Scorecard for June 2024 [including April 2024 KPI data]

2. Development of the Board Strategic Scorecard (BSS)

The BSS remains an evolving tool, with room for improvements which aim to ensure that the BSS meets the expectations and objectives of the Board and the reporting requirements for the Ministers for Health and DCEDIY.

The Board at its last meeting provided feedback on the current form and content of the BSS. The intent is to align the development of the BSS for 2025 with the new Corporate Plan, our key transformation priorities and the core strategic operational performance indicators against which we measure the performance of the health service.

We will engage further with the Board in the coming months to progress the development of a revised BSS.

3. Board Strategic Scorecard June 2024 (April 2024 KPI data)

3.1 introduction

The June 2024 Board Strategic Scorecard reports on April 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 ServiceUsers/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 April 2024 is included as **Annex 2**, separately attached to the document.

3.2 BSS: Summary of Ratings, KPIs and Deliverables

3.2.1 Ratings

Month	Rating	5	4	3	2	1
This month	Number	1	10	8	0	0
Last month	Number	1	13	5	0	0

3.2.2 KPIs

Month	No KPIs for update	On or ahead of target	Within 10% of target	10-20% behind target	> 20% behind target
This month	60	30	13	3	7
Last month	71	45	13	4	8

3.2.3 Deliverables:

Month	Reported in month	Complete	On-track	Delayed	Not started	No longer required
This month	93	5	71	14	2	1
Last month	93	5	73	13	2	0

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

3.2 In- year adjustments

In- year adjustments have been submitted by the respective scorecard owners. These are outlined below along with the rationale for same. The original targets, completion dates, wording changes are marked in red in the individual scorecards. For this period, the following adjustments were made on the relevant scorecards:

- #1 Public Health:** amendment to wording for KPI#2 (COVID-19 Vaccine uptake for people over 80 years and over), to reflect updated National Immunisation Advisory Committee (NIAC) guidance for the Spring 2024 Covid-19 Campaign.

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- b) **#9 Enhancing Bed Capacity:** amendment to annual and monthly targets for KPI #5 (No. of Nursing Home Support Scheme beds in public long-stay units) as a result of a review of delivery service pressures, prompting an increase in annual target from 4501 to 4982.
 - c) **#10 QPS:** Retirement of a deliverable (Quality and Safety Surveillance System in maternity services) as decision taken by DoH/Pobal to close out the work following a review. A new deliverable has been added (design and implementation of a new operating model for the delivery of Quality and Patient Safety). This new deliverable, marked for completion in Dec 2024, reflects ongoing restructuring and reform in Quality and Patient Safety both nationally and regionally.
 - d) **#14 eHealth:** amendment of 5 months to target completion date of D/5 (New Target Operating Model) due to changes in procurement process and onboarding of new CTTO.

3.3 Data corrections submitted by service areas

- a) **#4 Home support:** Data validation resulted in corrections to previous submissions by the service area. Original (in red) and now corrected figures are reflected for KPI #2 (No. Home support hours delivered in 2024), KPI #3 (No. of people waiting for home support services following home support needs assessment undertaken by community staff) and KPI #4 (No. of people in receipt of home support).
- b) **#6 Mental Health:** Service team requested an adjustment to the monthly reported figures (January- March) for KPI#1 (CAMHS referrals seen within 12 weeks). User error resulted in incorrect data submissions in prior reports. The figures previously reported related to CAMHS referrals seen within 12 months, rather than 12 weeks. This has been corrected and noted in red on the scorecard.
- c) **#19 Women's Health:** KPI#1 (No. of new patients seen at ambulatory gynaecology clinics) and KPI#2 (No. of new patients seen per month at regional infertility hubs) data for January-March are updated due to data validation. A monthly data validation exercise is undertaken following the BSS reporting period and so April data may be subject to change in the July report.

3.4 Key Observations as of June 2024

- a) **Ratings:** Three scorecards reported a downgrade in their rating, all from a 4 to a 3 (#4 Older Persons, #6 Mental Health and #8 Prevention). All other scorecards maintained their rating.
- b) **Pay and Numbers Strategy:** The delay in Pay and Numbers Strategy (PNS) approval continues to impact the reporting of data and progress in deliverables for 2 scorecards (#12 Recruitment and #13 Finance).
- c) **Unscheduled Care (#2):** The average daily number of patients on trolleys continues to be a challenge for ED performance in 2024. The numbers reported in 2024 are broadly similar to those in 2023 (reduced by 5% in 2024 when compared across Jan-Apr), despite significantly increased attendance. Although above monthly target of <350, the number of beds subject to delayed transfers of care has significantly reduced year on year. In 2023 (Jan-Apr) the monthly average number of beds impacted was 570, this average has dropped to 386 for the same period in 2024.
- d) **Primary care (#3):** Primary care continues to perform well in the delivery of reviews for Chronic Disease management, number of patient contacts (both Chronic Disease and Older Persons) and community diagnostics. Delivery of community diagnostics services continues to perform over 40% above target in 2024, latest figure for April shows 42% ahead of target.
- e) **Older Persons (#4):** A downgraded rating has been submitted this month (from 4 to 3) reflecting poor performance in delivery of assessments via InterRAI and a significant overspend in Home Support hours. The delivery of home support hours for older persons has reported strong performance, ahead of monthly profile in 2024. While no annual target has been set for the number of people waiting for home support services (as

no funding has been specifically provided for this in 2024) the number reported as waiting from Jan-Apr shows improvement over 2023 (Apr 2024 figures 13% below Apr 2023) . The establishment of the National Home Support Scheme Office (scheduled for delivery in July 2024) will enhance these activities.

- f) **Scheduled Care (#5):** The percentage of patients waiting longer than 15 months for an outpatient appointment improved for Jan-Apr relative to the same time period in 2023. This figure has shown a steady decrease (ie. improvement) in the first quarter of 2024. The percentage of patients waiting longer than 9 months for inpatient or day case procedures failed to reach target for the first 4 months of this year, as in 2023. However the reported figures for 2024 are lower than that seen in 2023, indicating a slight improvement (1.5- 2.3%) year on year.
- g) **Mental Health (#6): NOTE: service data reporting error now corrected (see Section 4) .** A downgraded rating has been submitted for this month (from 4 to 3) reflecting the poor performance now seen in the updated data reported for KPI#1. As in 2023, waitlists continue to be a concern for both CAMHS and adult services. The percentage of CAMHS accepted referrals seen within 12 weeks shows a similar level of performance for Jan-Apr, in both 2023 and 2024. Latest figures for Apr 2024 shows 56.9% of patients seen within 12 weeks, well behind the target of $\geq 78\%$. Waitlists for both adults and older persons (referrals seen within 12 weeks) have also reported figures below target for Jan-Apr 2024. A specific CAMHS waiting list initiative is under way since May 2024 is ahead of target with 567 extra cases seen.
- h) **Disability (#7):** KPIs relating to the activity of the Children's Disability Network Teams are reported quarterly in arrears and trends for the year will be visible in the next quarter. Progress can be seen in other activities, including the implementation of the action plan for Children's Disability Services with a Service Improvement Programme Board in place and key actions delivered. For people with disabilities, 84 new residential places have been delivered to date, above the annual target of 31.
- i) **Prevention (#8):** This scorecard has reported a downgrading to its rating, from a 4 to a 3. This is due to poor performance seen in KPI #2 and #3 and the delay reported for D/1 (note amendment detailed in Section 3.2b).
- j) **Finance (#13):** KPIs relating to the PNS strategy are not yet finalised or implemented due to the delay in its approval by the DoH. Q1 projections indicate that the the HSE is facing a significant overrun at the end of 2024. Normal reporting timelines have now resumed following the recent industrial action. The rollout of IFMS continues, building on achievements in 2023. An accelerated implementation plan was approved by the HSE Board in Q1 2024 to address delays due to industrial action in late 2023.
- k) **Health Regions (#17):** All 6 Health Regions were stood up in March 2024 with REOs now in post. Interviews for the Integrated Healthcare Area (IHA) managers are scheduled for the coming weeks. The new Senior Leadership Team met for the first time in June. All but two of the senior roles have been filled with interviews for the National Director Access and Integration to take place in early July and the recruitment of the National Director Major Capital Infrastructure to commence shortly.

The approach to Patient and Service User Partnerships has been agreed and a regional population health needs profile completed for each Region in support of Population Based Resource Allocation.

- l) **Policies/action plans/roadmaps:** The Digital Health Strategic Roadmap was launched in may (#14 eHealth). Implementation of actions across 2023-developed strategies have progressed in 2024 including: Children's Disability roadmap, Disability Action Plan (#7 Disability), Climate Action Strategy (#18 Climate0 and Phase II Models of Care for Infertility (#19 Womens' Health).

4. Recommendation:

It is recommended that the HSE Board consider and approve the attached Board Strategic Scorecard for June 2024, reflecting April 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