



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

HSE Board Briefing

Subject: Board Strategic Scorecard

Submitted for meeting on: 24 May 2022 (EMT), 27 May 2022 (Board)

Name & title of author: Dean Sullivan, Chief Strategy Officer

Why is this information being brought to the EMT and Board's attention?

The Board Strategic Scorecard Report (Scorecard Report) provides the EMT and Board with a monthly report on progress against key programmes / priorities (the individual Scorecards). In doing so the Board Strategic Scorecard aims to:

- Track progress of key Programmes/Priorities at a high level
- Highlight issues relating to progress in a timely manner
- Support Board oversight and decision making
- Minimize multiple requests and duplication of effort in collating reports for Board/DoH.

Is there an action by the Board required, if so, please provide detail?

EMT members and thereafter the HSE Board are asked to consider the Board Strategic Scorecard Report attached.

Brief summary of link to Board objectives

- The development and implementing of an effective Corporate Governance Framework, incorporating clinical governance and a performance management and accountability system;
- Developing a plan for building public trust and confidence in the HSE and the wider health service;
- Ensuring the HSE's full support for and implementation of the Government's programme of health reform as set out in the Sláintecare Implementation Strategy;
- Exercising effective budgetary management, including improving the value achieved with existing resources and securing target saving, with the objective of delivering the National Service Plan within Budget.

Background

The Board Strategic Scorecard Report allows the Board to understand current progress and the forecast of year-end achievements. The last Board Strategic Scorecard which was approved by the HSE Board at its April 2022 meeting reported on performance to the end of March 2022.

The Scorecard Report is normally produced 2-3 weeks post the previous month end and includes a Summary page providing an overview of progress, as well as a more detailed One-Pager for each individual Scorecard.

- The Summary provides:
 - A Rating for each individual Scorecard. A scale of 1-5 is used where 1 reflects 'not on track' and 5 reflects 'on track' (per the Guidance Document attached).
 - Identifies those Scorecards which have been assigned a 1-2 Rating.

- The detailed 'One-Pagers' include:
 - An Ambition Statement – a clear statement which sets out what will be delivered in 2022
 - A Rating and an explanation for the rating.
 - Progress update on key performance indicator targets (on a monthly, quarterly and annual basis as appropriate).
 - Progress update on key outputs/deliverables.
 - Key issues and dependencies.

The Programmes/Priorities included in the Board Strategic Scorecard Report are:

• COVID-19 National Test and Trace	• Quality and Patient Safety
• COVID-19 Vaccination Programme	• Patient and Service User Partnership
• Reform of Primary Care and Community and ECC	• People and Recruitment
• Reform of Home Support and Residential Care	• Finance and Financial Management
• Reform of Scheduled Care	• Technology and eHealth
• Reform of Mental Health	• Infrastructure and Equipment
• Reform of Disability Services	• Risk Management
• Prevention and Early Intervention	• Communications
• Enhancing bed capacity	• New Drugs
• Implementation of National Strategies	• Planning and Implementation of Regional Health Areas
• Operational Services Report	• Climate Action & Sustainability

Update on Board Strategic Scorecard and next steps:

- The last Board Strategic Scorecard which was approved by the HSE Board at its April 2022 meeting reported on performance to the end of March 2022.
- The April 2022 Board Strategic Scorecard Report attached will be reviewed and signed off by EMT Members and the ratings will be agreed and signed off at the Board meeting on 27 May 2022.
- A summary of the Ratings across the April 2022 Board Strategic Scorecard is as follows:
 - The current overall rating based on scorecards received with a rating applied is 3.50 (based on 20 rated Scorecards returned).
 - Two scorecards presented with a rating of 5.
 - Seven scorecards presented with a rating of 4.
 - Ten scorecards presented with a rating of 3.
 - One scorecard presented with a rating of 2 or 1.
 - Two scorecards (Risk Management and Operational Services Report) do not receive a rating.

Highlight any implications that the Board should be made aware of in its consideration:

Following consideration by the Board, the rating for each Programme/Priority in the Board Strategic Scorecard Report will be agreed at the Board meeting.

Conclusion

N/A

Recommendation

It is recommended that EMT members and thereafter the HSE Board approve the attached final Board Strategic Scorecard for April 2022.