



HSE Board Briefing

Subject: Board Strategic Scorecard – May 2024 (March KPI data)	
Submitted for meeting on: SLT 28 May and HSE Board 29 May 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 (March 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 May 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 service; <input checked="" type="checkbox"/> ▪ Ensuring the HSE's full support for and implementation of the Government's programme of health reform as set out in the Sláintecare Implementation Strategy; <input checked="" type="checkbox"/> ▪ Exercising effective budgetary management, including improving the value achieved with existing resources and securing target 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. Board Strategic Scorecard (BSS)

The May 2024 Board Strategic Scorecard reports on March 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 user/patients: Quality and Safety, B: Staff Clinicians: Experience and Engagement, C: Access and Integration and D: Finance, Governance and Compliance.

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

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

Please note for the June BSS report EMT ownership of each scorecard will be revised, given the HSE centre review.

2. BSS: Summary of Ratings, KPIs and Deliverables

2.1 Ratings

Rating	5	4	3	2	1
Number	1	13	5	0	0

2.2 KPIs

No KPIs for update	On or ahead of target	Within 10% of target	10-20% behind target	> 20% behind target
81 [71 reported]	45	13	4	8

2.3 Deliverables:

Reported in month	Complete	On-track	Delayed	Not started
93	5	73	13	2

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

3. Improvement Plans

An improvement plan is required where a scorecard returned a monthly rating of 1 or 2 in the previous reporting period (in this case the April BSS report). For the May report, no scorecard was required to return an improvement plan.

4. In- year adjustments

In- year adjustments have been submitted by the respective scorecard owners. These are outlined below along with the rationale. The original targets/ completion dates are marked in red and will remain on the respective scorecards further to standard procedure outline in the guidance document. For this period the following adjustments were made on the relevant scorecards:

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- A. #4 Older Persons: Target completion date for D/1 has been adjusted by the service team given that this deliverable has been impacted by significant construction delays.
 - B. #19 Women's Health: Target completion date for D/3 has been adjusted as an incorrect date was submitted at blueprint development stage.

5. CCO-owned scorecards

A wider review of the CCO-owned scorecards is underway, on the basis of significant ongoing restructuring and reform. Any amendments will be presented in the July BSS report.

6. Key Observations

- **Ratings:** Two scorecards reported an upgrade in their rating: #10 Quality and Patient Safety (2 to 3) and #19 Women's Health (3 to 4) due to the more recently availability of data. One scorecard reported a downgrade in their rating from 4 to 3, #2 Scheduled Care. All other scorecards maintained their rating.
- **Pay and Numbers Strategy:** The delay in Pay and Numbers Strategy approval continues to impact the reporting of data and progress in deliverables across 3 scorecards (#7 Disabilities, #12 Recruitment & Retention and #13 Finance & Procurement).
- **Public Health (#1):** Reporting for the COVID-19 vaccination programme is currently on hold (as per plan-Autumn/Winter campaign finished in Feb 2024). Reporting will recommence in the June BSS report.
- **Unscheduled Care (#2):** Reported a downgraded rating from 4 to 3, due in part to the worsening performance seen in number of beds subject to delayed transfers of care. The average monthly figure has worsened from 371 in Jan to 412 in March (target ≤350). The avg. daily number of patients on trolleys decreased by 12% for March, however there was a 10% increase in the number of beds subject to delayed transfers of care. Patients at ED ≤24 hours is on target and ≥75s at ED ≤24hours remains static at 92% (target 99%). UEC operational plan is progressing with final amendments being made following review at the April Ministerial UEC meeting. It is to be launched in May with the multiannual plan to follow after.
- **Primary care/Community Care/ECC (#3):** Progress in the rollout of Healthlink across Community Healthcare Networks (CHNs) and Community Specialist Teams (CSTs) with 89 of 96 CHNs now active. Healthlink allows patient data to be securely transferred from hospitals to Medical Practitioners supporting integrated, multidisciplinary ways of working.
- **Mental Health (#6):** Minor improvements in 2 waiting list KPIs (CAMHS and adult patients seen within 12 weeks of referrals). CAMHS Waiting List Initiative is now active with agreed targets and 68 Primary Notification numbers (PNs) approved to enhance CAMHS team. This initiative has already resulted in a further 357 cases seen in Q1 2024 (13.7% above target). The Mental Health Engagement Framework 2024-2028 was completed and launched in April 2024.
- **Disability Services (#7):** KPIs in relation to the Children's Disability Network Teams reported for the first time in 2024 (reported quarterly). The no. of children on the active caseload or waiting for an initial contact are both within 1% of target. A further 51 residential places for people with a disability were added in March (KPI1#4) this figure now exceeds the annual target of 8431.
- **Capital Infrastructure (#15):** A new primary care centre has been delivered in Clondalkin, Dublin 22. The building phase is complete and the equipping and commission stage is now underway. This centre will provide public health and community nursing, physiotherapy, occupational therapy, speech and language therapy, dietetics and counselling. HSE disability services will also be provided with a new centre for a network disability team.
- **Communications (#16):** Launched a successful HSE Sepsis education campaign. This was supported by patients/family advocates and was covered widely in national media. Engagement between HSE and the both public/staff continues to perform above target across news generation, HSE.ie and internal channels.

- **Health Regions (#17):** Deliverables continue to progress with a further deliverable complete in this reporting period. The Health Regions EMT and Integrated Healthcare Area Management Team structure options have been agreed by the Health Regions Steering Group.
- **Quality & Patient Safety (#10):** This scorecard has reported an increased rating (from 2 to 3) following the increased availability of data and good performance across 3/5 KPIs. The deliverable for this scorecard continues to be impacted by the PNS approval delay.
- **Women's Health (#19):** Reported an increased rating from 3 to 4 with 4/5 KPIs at or ahead of target. Good progress is also seen in their deliverables with notable progress in deliverable 1, national consultation for the development of an action plan for the elimination of cervical cancer.

7. Conclusion: N/A

8. Recommendation:

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

Appendix 1: BSS format and structure

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