



HSE Board Briefing

Subject: Board Strategic Scorecard

Submitted for meeting on: 22 November 2022 (EMT), 25 November 2022 (Board)

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

The Board Strategic 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, thereafter the HSE Board, are asked to consider and approve 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 (BSS) allows the Board to understand current progress and the forecast of year-end achievements. The last BSS approved by the HSE Board reported on performance to the end of September 2022. This BSS reports on the performance to the end of October 2022 (i.e. October data included where available).

The BSS 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.

1. The Summary provides:

- a. A Rating for each individual scorecard. A scale of 1-5 is used where 1 reflects 'not on track' and 5 reflects 'on track'. Changes in the rating from the previous reporting period is illustrated through a directional arrow.
- b. Identifies those scorecards which have been assigned a 1-2 Rating.
- c. Top key strategic insights from the BSS.

2. The detailed 'One-Pagers' include:

- a. An Ambition Statement – a clear statement which sets out what will be delivered in 2022
- b. A rating and an explanation for the rating.
- c. Progress update on key performance indicator targets (on a monthly, quarterly and annual basis, as appropriate).
- d. Status review and update on key outputs/deliverables.
- e. Key issues and mitigating actions.

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

1. COVID-19 National Test and Trace	12. Quality and Patient Safety
2. COVID-19 Vaccination Programme	13. Patient and Service User Partnership
3. Reform of Primary Care and Community and ECC	14. People and Recruitment
4. Reform of Home Support and Residential Care	15. Finance and Financial Management
5. Reform of Scheduled Care	16. Technology and eHealth
6. Reform of Mental Health	17. Infrastructure and Equipment
7. Reform of Disability Services	18. Risk Management
8. Prevention and Early Intervention	19. Communications
9. Enhancing bed capacity	20. New Drugs
10. Implementation of National Strategies	21. Planning and Implementation of Regional Health Areas
11. Operational Services Report	22. Climate Action & Sustainability

Key highlights from this month's Board Strategic Scorecard (reflecting September 2022 data):

1. The overall average rating on the eligible 20 scorecards is 2.65, down from the October 2022 rating of 2.75 due to a change of rating returned on two scorecards:
 - Reform of Primary Care, Community and ECC changed from a 3 to a 2
 - Planning and Implementation of Regional Health Areas changed from a 3 to a 2
 All other scorecard ratings have remained constant.
2. Recruitment growth while well ahead of the October profile (up 29% since last reporting period), with significant growth in clinical categories, still remains a key area to monitor. The impact of the lag to date is resulting in delays in achieving some targets across ten scorecards. These include the delivery of home support and appointment of interRAI facilitators – Reform of Home Support and Residential scorecard; and the recruitment of fetal monitoring posts and non-consultant hospital doctors for Major Trauma Centres at CUH – Implementation of National Strategies scorecard. The Operational Services Report (September update) highlights recruitment as a significant issue impacting on the delivery of clinical services to include rapid access cancer clinics, mental health services breast check, and endoscopy.
3. Global supply chain issues are reported as delaying progress/completion of infrastructural works to include the expansion of the ED at the Mater Hospital - Implementation of National Strategies scorecard; completing the capital programme of works - Enhancing Bed Capacity scorecard; the availability of infrastructure to progress disability priorities – Reform of Disability services; and management of capital expenditure including the children's hospital – Infrastructure and Equipment scorecard.

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

N/A

Conclusion: N/A

Recommendation: It is recommended that EMT members and thereafter the HSE Board consider and approve the attached final Board Strategic Scorecard for October 2022, reflecting September data.