

Review of the Board Strategic Scorecard

Developments to date and looking ahead to 2023

For Discussion with HSE Board members

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Development of the Board Strategic Scorecard

In 2020, EMT and the Board requested the development of a standardised reporting mechanism to meet the requirements of the DOH-Executive Performance Engagement Model and Oversight agreement.

A Board working group was established to define the structure, content and reporting process of the Scorecard which was also informed by international research.

Membership of the Board working group is detailed in Appendix A.

The Scorecard, along with a detailed guidance document for services, was developed in Q4 2020 and first presented to the Board in February 2021.

Purpose of the Board Strategic Scorecard

It was considered that the Scorecard would enable the Board to work collaboratively with the CEO and the Executive Management Team:

1. To identify a small number of key strategic programmes and priorities to be delivered during the year, for inclusion within the Scorecard, with a clear statement of ambition and associated key performance indicators and deliverables for each.
2. To ensure, on an ongoing monthly basis, effective arrangements for tracking progress with the delivery of these key strategic programmes and priorities, including the forecasting of year-end achievement.
3. To review and flag concerns and factors that may impact on the delivery of the key strategic programmes and priorities.
4. To ensure that action is taken to address concerns and support ongoing improvement
5. To minimise multiple requests and duplication of effort in collating reports for Board/Department of Health.

The Scorecard was to be produced 2-3 weeks post the previous month end, for discussion at the monthly Board meeting.

Initial Scorecard format (February 2021)

- 1. Summary Page:** the Scorecard report opened with a summary page that provided:
 - an overview of numerical ratings (1-5) for all the priority programmes/areas where 1 reflects 'not on track' and 5 reflects 'on track' for the current and previous reporting period
 - An overall cumulative average rating for the current and previous reporting period
 - High level commentary on Programmes/Priorities that scored a 1-2 Rating
- 2. Priority/Programme scorecards:** The summary page was followed by a one page overview for each Programme/Priority that included:
 - **Ambition Statement** – a clear statement which set out what was to be delivered in the year. The KPIs and the Outputs/Deliverables were to feed into this statement
 - **Rating** – the rating and an explanation for the rating was broadly based on:
 - Assurance in achieving the 2021 Ambition Statement
 - Progress against KPI targets
 - Progress updates on each of the Outputs/Deliverables
 - Key issues and dependencies for the Programme/Priority
 - **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**
- 3. Improvement Plans** were appended to Scorecards which were assigned a 1 or 2 rating in the previous month.

Revisiting the aims of the Scorecard

The approach was not intended to be punitive

- Risk flags and concerns identified in the Scorecard were not intended to be punitive or to highlight failings. They were intended to raise issues for discussion, and to guide and support the strengthening and/or improvement of Programme/Priority achievement.

The approach was intended to support performance conversations

- The approach provided the basis for a collaborative conversation on achievement and was not to be viewed as a means to an end. Rather, it was to capture the current position of the Programme/Priority and provide a realistic forecast each month so as to adopt a 'no surprise' approach to year-end evaluation.

The approach was intended to strengthen the Department-HSE working relationship

- This reporting approach provided the opportunity to identify dependencies which included the important role that the DoH plays in improving health and social care services in Ireland. The Scorecard was to act as a helpful tool in supporting conversations between the HSE and the DoH.

Interim 2022 update of the Scorecard

In August 2022, discussions were held with a number of key stakeholders across all HSE service areas and with the DoH in relation to the Scorecard and its potential development.

This engagement has resulted in several presentational enhancements to the Scorecard in recent months, including:

- a) Shortened, crisper report with clear key takeaways & key achievements
- b) Upfront summary of key messages & alignment with LOD
- c) Introduction of an online data entry template
- d) Development of a sustainable data repository

LOD requirements in relation to the Scorecard

The Letters of Determination for both 2022 and 2023 have both specifically referenced the Scorecard in the context of its use as a key reporting tool from the HSE Board to the Minister / DoH

2022 LOD – Section 4. Reporting Arrangements in 2022

“the Executive’s Board Chair should provide a comprehensive report on all reform and new development initiatives funded since 2021, including progress against key metrics or each reform and development initiative. The monthly Board Strategic Scorecard (BSS) has been submitted to date for this purpose as the primary means by which the Executive’s Board reports to the Minister on these critical developments.”

2023 LOD – Section 9. Performance Management and Reporting Arrangements in 2023

“the Executive’s Board Chair should continue to provide a comprehensive report on all reform and new development initiatives funded, including previously funded initiatives that have not yet been fully implemented. This reporting, which has been submitted to date through the Board Strategic Scorecard (BSS), should include progress against key metrics (including workforce and financial data) for each reform and development initiative and should be further enhanced to ensure alignment with the two priority reform programmes and 11 associated projects as set out in the Sláintecare Implementation Strategy & Action Plan 2021 - 2023.”

2023 LOD – Appendix 3(b) Performance Management and Reporting requirements for 2023

“As I noted a key part of this engagement is the continued reporting of performance through the existing mechanism of the agreed DoH-HSE Performance Engagement Model, which includes the submission of the monthly HSE Performance Profile, Management Data Report and the provision of the Board Strategic Scorecard (BSS) to provide an update on delivery against the key performance metrics.”

Key questions regarding the Scorecard for consideration by the Board

As we look ahead to 2023, there is an opportunity for reflection on the Scorecard and its continued future development.

Key questions for the Board's consideration :

1. Does the Board see the Scorecard continuing to support its role and responsibilities related to:
 - a) Governance of service performance
 - b) Public accountability
 - c) Reporting to the DoH?

Assuming the Board continues to see an important role for the Scorecard

2. How do you think the scorecard content & format might be improved?
 - a) What would improve the format and/or presentation?
 - b) What would make the content in the scorecard clearer and more useful?
 - c) What is the right frequency for review? Are there different review requirements (e.g. quarterly) for some priorities?
 - d) What is the optimal number of individual Scorecards? How best to determine this?
 - e) Could the presentation of the operational services report as a scorecard be improved upon or is there a better process for operational service reporting?
 - f) What are your views on the role of scorecard improvement plans?

Key questions regarding the Scorecard for consideration by the Board

3. How might the Scorecard be improved to enable more strategic alignment (Sláintecare, NPOG, LoD)
4. How might the Scorecard be improved as an engagement & communications mechanism (wider system internally and externally-public facing)?
5. Is the process for consideration of the Scorecard by EMT and the Board effective?
6. Having considered the above, what are the next steps to be taken?

Appendix A – Board Strategic Scorecard Board Working Group Membership

In November 2020 the Board Strategic Scorecard Board Working Group was established to oversee and direct the development of the Scorecard. The group was engaged until the Scorecard was completed and operational by February 2021.

Members of the working group were:

- Fiona Ross, Chair
- Prof. Deirdre Madden
- Sarah McLoughlin
- Fergus Finlay
- Fergus O’Kelly
- Brendan Lenihan
- Yvonne Traynor