



## HSE Board Briefing

**Subject:** Board Strategic Scorecard

**Submitted for meeting on:** 25 October 2022 (EMT), 26 October 2022 (Board)

**Name and Title of Author:** Mr Dean Sullivan, Chief Strategy Officer

### 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 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 at its September 2022 meeting reported on performance to the end of August 2022. This BSS reports on the performance to the end of September 2022 (ie. September 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:**

1. The overall average rating on the eligible 20 scorecards is 3.25, unchanged from the September reporting period.
  - a. All scorecard ratings have remained constant.
  - b. Reform of Scheduled Care and Reform of Disability scorecards returned ratings of 2 for the second consecutive month second consecutive month and improvement plans have been prepared.
2. A Key achievement this month is the commencement of Major trauma services commenced at the Mater Hospital at the end of Quarter three for the existing catchment area – the Trauma Strategy /Implementation of National Strategies scorecard.
3. Recruitment remains a significant challenge and a key area to monitor. However, there was a slight increase in the WTEs across four programmes since August, including a 7% increase of WTEs for frontline primary care & leadership roles.
4. Scorecard enhancements:  
Improvement plans using an enhanced standardised template were prepared by the Reform of Scheduled Care and Reform of Disability services, both with overview ratings of 2.

**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 to at the Board meeting.

**Conclusion:** N/A

**Recommendation:** It is recommended that EMT members and thereafter the HSE Board approve the attached Board Strategic Scorecard for October 2022.