



**Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive**

**Terms of Reference**  
**Performance & Delivery Committee**

**Approved by HSE Board 18 October 2019**

## **Role of the HSE Performance & Delivery Committee**

The role of the Performance & Delivery Committee is to advise the Board on all matters relating to performance within the health service to ensure that such performance is optimised across all relevant domains of the agreed balanced-scorecard to ensure better experience for patients and service users.

In pursuit of its role, the Committee will provide strategic oversight of and advice on matters relating to planning for, developing and monitoring of relevant plans to ensure that they are delivering on the Board's objectives.

It will focus its attention on the key areas of performance achievement, improvement and learning in the context of an appropriate accountability framework. In doing so, it is recognised that there will be an incremental approach to developing a comprehensive scorecard against which to measure progress and to measure guide and report on the performance of the health system. The Committee will work with the broad range of stakeholders, including: Executive; Department of Health; DPER; and Regulators, to refine the approach over a number of quarters. The Committee will also agree a mechanism whereby the framework can be adjusted to evolve in tandem with changes in management and governance.

The Committee is not responsible for any executive functions and is not vested with any executive powers. In relation to its duties and functions, it fulfils an advisory and support role for the Board only.

### **Authority**

The Committee is authorised by the Board of the Health Service Executive to use its oversight role in relation to:

- All aspects of performance and delivery within the health service;
- Progress in relation to delivery of the Board's objectives;
- Development of strategic and annual service plans;
- Assuring the Board that these plans are comprehensive, robust and appropriately reflect the priorities of the Minister and of the Board;
- Performance against such plans;
- Use of technology to improve performance and to report on performance achievement;
- Review high-level risks relating to performance delivery;
- Seek any information or explanations that it requires from any employee of the HSE or agency totally or partially funded by the HSE;
- Obtain independent legal or professional advice procured in accordance with the HSE's procurement policy;
- Seek the attendance of persons with relevant experience and expertise at the Performance and Delivery Committee meeting as necessary;
- Report on and escalate any matter it deems relevant to be brought to the attention of the Board.

### **Scope**

The scope of the Committee's authority extends to all aspects of performance within the public health service.

## Duties

The Committee's duties are to advise the Board on all matters relating to performance.

More specifically, the Board requires the Committee to advise it on matters relating to:

- Overseeing the development of a performance and delivery framework for the health service and in doing so, agree a common understanding of what is meant by performance;
- Monitoring the implementation of the performance and delivery framework with a focus on better governance with effective performance and accountability and an improvement mindset;
- Assuring the Board that these arrangements are robust and effective and support the delivery of its objectives through the development of appropriate reporting mechanisms and dashboards which have a performance delivery and improvement focus;
- Advising on and overseeing the controlled refinement of approach to performance achievement and dashboards on performance as the organisation evolves in terms of management and governance and as improved data sources and technology emerge;
- Advising on and overseeing the development of strategic and annual service plans covering capital and revenue expenditure;
- Assuring the Board that these plans are comprehensive, robust and appropriately reflect the priorities of the Minister and of the Board;
- Assuring the Board that performance against such plans is being appropriately measured and that the necessary corrective action is being planned, implemented and monitored to ensure achievement of objectives;
- Assure the Board that appropriate escalation processes are in place commensurate with the nature of any performance underachievement;
- Advising the Board in relation to the use of technology to improve performance and to report on performance achievement;
- Reviewing high-level risks relating to performance delivery and advise on management mechanisms and actions to improve these working in consultation with the other Board Committees with a risk remit;
- Advising the Board that the appropriate investment is being made to ensure that the health system has the appropriate resources in place to improve its performance;
- Advising the Board that appropriate and effective systems of communication are in place in relation to performance delivery and the dissemination of information in relation to good practice and performance improvement and achievement;
- Advising the Board in relation to the implementation of the aspects of Slaintecare that refer to improving performance and accountability in the health service;

- Overseeing the development of a national suite of tested key performance indicators relating to performance and measuring and monitoring progress against a relevant dashboard;
- Advising on systems and processes to ensure that appropriate systems and mechanisms are in place with regard to communicating in relation to performance achievement and performance improvement.