

Chief Operating Officer

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Deadline	Comments	Milestone Date
82	The Health Board should use 2023-24 budgetary information as a baseline position of the cost of primary care to ensure the shift of resources can be reported.	The Health Board should use 2023-24 budgetary information as a baseline position of the cost of primary care to ensure the shift of resources can be reported.	The Health Board should use 2023-24 budgetary information as a baseline position of the cost of primary care to ensure the shift of resources can be reported.	N/A	The Health Board reports Primary HealthCare Services costs as part of the costing returns and WQ Reporting Returns as it also tracks these costs historically. The Health Board will review the information on Primary Care spent reported internally taking into account the recommendation and agree a costing model. The Director of Finance and Performance will oversee this work and ensure that there is tracking of investments and cost shifts through the year to inform this.	Director of Finance & Performance	31/05/2025		
84	The Health Board should develop an action plan for raising the profile of primary care in the organisation.	The Health Board should develop an action plan for raising the profile of primary care in the organisation.	The Health Board should develop an action plan for raising the profile of primary care in the organisation.	N/A	The Health Board has recently received two board briefings on pharmacy/ dental and Accelerated Cluster Development. In addition, the information on primary care provided to the performance and finance committee has been strengthened. Evaluation levels are reported into daily operational calls. A communication effort remains that regular articles celebrating the work of primary care will be published. The Health Board will develop and agree with the Vice Chair.	Chief Operating Officer Primary & Community Service Group Director	30/09/2024	August 2024: The draft plan has now been submitted to the Vice Chair for approval.	30/09/2025
85.1	The Health Board should improve oversight at Board and committee level of performance within primary care by increasing the coverage of primary care performance within its Integrated Performance Report	The Health Board should improve oversight at Board and committee level of performance within primary care by increasing the coverage of primary care performance within its Integrated Performance Report	The Health Board should improve oversight at Board and committee level of performance within primary care by increasing the coverage of primary care performance within its Integrated Performance Report	N/A	Some primary care data is already included within the IPR under the primary and community care overview section. A review will be undertaken in Quarter 1 to determine which of the measures will be retained and which to be removed. Consideration also be given to additional measures that regular articles celebrating the work of primary care will be published. The Health Board will develop and agree with the Vice Chair.	Director of Finance & Performance	30/06/2024	June 2025: The Head of Health Board Performance and Associate Service Group Director (PTSG) are working to include further narrative to accompany the primary care data. It is anticipated that the revised reporting will be in place from July 2025 onwards.	
85.2	The Health Board should improve oversight at Board and committee level of performance within primary care by increasing the focus on outcomes and experience.	The Health Board should improve oversight at Board and committee level of performance within primary care by increasing the focus on outcomes and experience.	The Health Board should improve oversight at Board and committee level of performance within primary care by increasing the focus on outcomes and experience.	N/A	An annual report will be made to the performance and finance committee on primary care each year; the content of which will be agreed with the chair of the committee.	Associate Service Group Director	30/09/2024	June 2025: Primary Care was included in the report to board, a schedule of reporting to public board has been agreed by 2026 General Dental Services report made in Nov and QMS due to July. An annual reporting date for the P&F Committee is also being secured.	30/09/2025

Operational Governance (COO)

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Deadline	Comments	Milestone Date
1.3	To updates have been provided to the Board or its committees on the progress with implementation of the AMSR programme	N/A	The Health Board should develop an implementation plan for the remaining work on the Acute Medical Services Redesign programme. The implementation plan should set out arrangements for board scrutiny of the remaining implementation work.	N/A	Report to be submitted to the Performance & Finance Committee setting out the implementation plan for the remaining work on the Acute Medical Services Redesign programme which will include the changes implemented in the structure.	Chief Operating Officer	30/11/2024	August 2024: Copy of report Performance & Finance Committee to be provided by the Chief Operating Officer	30/09/2025
4.3	The effectiveness of some meetings was being diminished by not having the appropriate representation from all directors and divisions	N/A	Service groups should strengthen their governance arrangements by ensuring that there is appropriate representation at each meeting from their directors and directors as per the terms of reference	N/A	Service Groups, following completion of recommendation 4.1 and 4.2 to review attendance and report findings to the service group Board to consider whether each meeting has appropriate attendance from their directors and directors.	Service Group Director	31/07/2025	August 2025: The NPTS SG Director confirms that meetings throughout 2025 have had appropriate attendance from all Directors and Operations for the NPTS Management Board. June 2025: Action Plan for NPTS 12th Review of Management Board attendance to be published in June 2025 for consideration with updated Feb 10, July 2025 June 2025: The W&L SG Director confirms that meetings throughout 2025 have had appropriate attendance from all Directors and Operations.	30/09/2025

Follow Up Review of Follow Up Outpatient Services

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Deadline	Comments	Milestone Date
1	We found insufficient mechanisms in place to monitor repeat clinical risks associated with delayed follow-ups to the Board or committees. Given the high level of risk associated with the follow-up of repeat clinical risks, we remain concerned that the effectiveness of some meetings was being diminished by not having the appropriate representation from all directors and divisions	N/A	Ensure there is sufficient information on the clinical risks associated with delayed follow-up to the Board or committees. Given the high level of risk associated with the follow-up of repeat clinical risks, we remain concerned that the effectiveness of some meetings was being diminished by not having the appropriate representation from all directors and divisions	N/A	The IB acknowledges that further work is required in this area to ensure clinical risks are understood and reported appropriately. The main systems we use for reporting harm is Data and currently clinical staff report on Data any incidents that they feel that the data is being seen resulting in harm to the patient. There are investigations and depending on outcome of the investigation action taken. The plan to review as part of the follow up, we project the areas with the longest delay as part of this work will include to how we are able to report on outcomes/potentially in a similar way to the eye care measures into management board and into Q5 committee.	Chief Operating Officer Executive Medical Director Service Group Director NPTS SG	31/05/2025	August 2025: Incidents of harm are logged into the Data system. All patient safety incidents are assessed to identify the root and determine necessary actions, including the areas and parameters of an appropriate investigation. The Quality & Patient Safety team engages with senior clinicians to conduct rapid harm reviews to assess and address potential harm. The Health Board clinicians through harm reviews, from which themes and trends are assessed and acted upon, and to determine whether escalation is appropriate. A proactive approach is being rolled out in the health board, in which patients are supported pro-actively while on the waiting list for a procedure. The SW (Primary, Prevent, Prepare) 'Waiting Well' programme is being rolled out in 2025, supporting patients to better manage their symptoms by promoting healthy lifestyle, preventing deterioration, and preparing patients for their surgery. The initiative provides tailored advice, self-management resources, and progressing to community-based support services. Where a patient is experiencing harm, the system escalates to community and clinical services in response to specific triggers (e.g. deterioration in condition, significant mental health issues). None of the most used NPTS patient experience letters now include the Waiting Well website URL and QR code, reaching 366 patients per month since July 2024. Working Well website has been from 476 in March 2024 to 1,445 in May 2025, now averaging 2000 hits per month (August 2025). Outcomes will be displayed in the Planned Care Dashboard (updated monthly) to show patient clinical status.	30/09/2025

Director of Corporate Governance

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Deadline	Comments	Milestone Date
86	There are three separate measures regarding quality governance and operational oversight arrangements	Operational oversight roles and resources and advice across the Health Board by bringing them together.	The Health Board should use to monitor the potential of performance measures to ensure appropriate representation at each meeting from their directors and directors as per the terms of reference	N/A	In progress. Review of the current measures and responses to support quality governance at a corporate, divisional/departmental and service group level. The current measures are being reviewed to ensure they are fit for purpose and to ensure they are aligned with the current measures and responses to support quality governance at a corporate, divisional/departmental and service group level.	Director of Finance & Performance Medical Director Director of Operations & Health Services	30/09/2025	June 2025: The Director of Corporate Governance reports the review of Putting Right High Regulation: ongoing	31/08/2025

Structured Assessment 2022

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Deadline	Comments	Milestone Date
86	The Integrated Performance Report improved but opportunities exist to improve it further.	Strategic Performance Report has improved but opportunities exist to improve it further.	The Integrated Performance Report has improved but opportunities exist to improve it further.	N/A	High performance dashboard to be implemented. Competitive Water data will continue to be available.	Director of Finance & Performance	30/09/2025		
87	Recommendations made by signatories including Performance Improvement and the Delivery plan also introduced or completed by the appropriate committees or individuals in the Health Board/Management Board	Recommendations made by signatories including Performance Improvement and the Delivery plan also introduced or completed by the appropriate committees or individuals in the Health Board/Management Board	Recommendations made by signatories including Performance Improvement and the Delivery plan also introduced or completed by the appropriate committees or individuals in the Health Board/Management Board	N/A	Health Board will use AMR to monitor all action/risks actions which will report greater engagement with the Performance & Finance Committee.	Director of Operations & Health Services	31/03/2025	July 2025: Work is ongoing with Impact Data as part of our Regularity Committee, to use some of the data and write the data to be published in the annual report. The Quality & Patient Safety team is working with the Performance Improvement team to ensure the data is published in the annual report. The Quality & Patient Safety team is working with the Performance Improvement team to ensure the data is published in the annual report.	31/03/2026
88	Recommendations made by signatories including Performance Improvement and the Delivery plan also introduced or completed by the appropriate committees or individuals in the Health Board/Management Board	Recommendations made by signatories including Performance Improvement and the Delivery plan also introduced or completed by the appropriate committees or individuals in the Health Board/Management Board	Recommendations made by signatories including Performance Improvement and the Delivery plan also introduced or completed by the appropriate committees or individuals in the Health Board/Management Board	N/A	Health Board will use AMR to monitor all action/risks actions which will report greater engagement with the Performance & Finance Committee.	Director of Operations & Health Services	31/03/2025	July 2025: Work is ongoing with Impact Data as part of our Regularity Committee, to use some of the data and write the data to be published in the annual report. The Quality & Patient Safety team is working with the Performance Improvement team to ensure the data is published in the annual report. The Quality & Patient Safety team is working with the Performance Improvement team to ensure the data is published in the annual report.	30/09/2025

Structured Assessment 2023

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Deadline	Comments	Milestone Date
86	There are three separate measures regarding quality governance and operational oversight arrangements	Operational oversight roles and resources and advice across the Health Board by bringing them together.	The Health Board should use to monitor the potential of performance measures to ensure appropriate representation at each meeting from their directors and directors as per the terms of reference	N/A	In progress. Review of the current measures and responses to support quality governance at a corporate, divisional/departmental and service group level. The current measures are being reviewed to ensure they are fit for purpose and to ensure they are aligned with the current measures and responses to support quality governance at a corporate, divisional/departmental and service group level.	Director of Finance & Performance Medical Director Director of Operations & Health Services	30/09/2025	June 2025: The Director of Corporate Governance reports the review of Putting Right High Regulation: ongoing	31/08/2025

Operational Governance (DoCG)

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Deadline	Comments	Milestone Date
7	The Board and committees have not been kept up to date with the latest data on the Health Board/Management Board. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	N/A	Best interests of the Health Board/Management Board/Regulatory and Compliance Committee should be maintained. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	N/A	Review of the governance arrangements and to ensure the data is published and presented in a clear and concise manner. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	Director of Operations & Health Services Service Director of Health	30/09/2025	August 2024: This issue will be addressed in a paper being written by the Director of Corporate Governance for presentation to the Management Board.	30/09/2025
8	The Board and committees have not been kept up to date with the latest data on the Health Board/Management Board. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	N/A	Best interests of the Health Board/Management Board/Regulatory and Compliance Committee should be maintained. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	N/A	Review of the governance arrangements and to ensure the data is published and presented in a clear and concise manner. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	Director of Operations & Health Services	31/07/2025	August 2024: This issue will be addressed in a paper being written by the Director of Corporate Governance for presentation to the Management Board.	30/09/2025
83	Meetings are attended with the appropriate representation from all directors and divisions	N/A	The Health Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	N/A	Review of the governance arrangements and to ensure the data is published and presented in a clear and concise manner. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	Director of Operations & Health Services Service Director of Health	30/09/2025	August 2024: This issue will be addressed in a paper being written by the Director of Corporate Governance for presentation to the Management Board.	30/09/2025
83	Meetings are attended with the appropriate representation from all directors and divisions	N/A	The Health Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	N/A	Review of the governance arrangements and to ensure the data is published and presented in a clear and concise manner. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	Director of Operations & Health Services Service Director of Health	30/09/2025	August 2024: This issue will be addressed in a paper being written by the Director of Corporate Governance for presentation to the Management Board.	30/09/2025
8	The Board and committees have not been kept up to date with the latest data on the Health Board/Management Board. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	N/A	Best interests of the Health Board/Management Board/Regulatory and Compliance Committee should be maintained. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	N/A	Review of the governance arrangements and to ensure the data is published and presented in a clear and concise manner. The Health Board/Management Board should ensure that the Board and committees are kept up to date with the latest data on the Health Board/Management Board.	Director of Operations & Health Services Service Director of Health	30/09/2025	August 2024: This issue will be addressed in a paper being written by the Director of Corporate Governance for presentation to the Management Board.	30/09/2025

Director of Digital

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Deadline	Comments	Milestone Date
9	There are three separate measures regarding quality governance and operational oversight arrangements	Operational oversight roles and resources and advice across the Health Board by bringing them together.	The Health Board should use to monitor the potential of performance measures to ensure appropriate representation at each meeting from their directors and directors as per the terms of reference	N/A	In progress. Review of the current measures and responses to support quality governance at a corporate, divisional/departmental and service group level. The current measures are being reviewed to ensure they are fit for purpose and to ensure they are aligned with the current measures and responses to support quality governance at a corporate, divisional/departmental and service group level.	Director of Finance & Performance	30/09/2025	August 2024: This issue will be addressed in a paper being written by the Director of Corporate Governance for presentation to the Management Board.	31/08/2025

Director of Insight Communication & Engagement

Key Finding Ref	Key Findings	Impact	Recommendation	Priority	Management Response	Responsible Officer	Deadline	Comments	Milestone Date
1	There are three separate measures regarding quality governance and operational oversight arrangements	Operational oversight roles and resources and advice across the Health Board by bringing them together.	The Health Board should use to monitor the potential of performance measures to ensure appropriate representation at each meeting from their directors and directors as per the terms of reference	N/A	In progress. Review of the current measures and responses to support quality governance at a corporate, divisional/departmental and service group level. The current measures are being reviewed to ensure they are fit for purpose and to ensure they are aligned with the current measures and responses to support quality governance at a corporate, divisional/departmental and service group level.	Associate Director of Health Engagement & Public Involvement	31/03/2025	June 2025: A review of the structure for engagement & equality which will incorporate a range of views including those of our most vulnerable patients and staff. This will be completed by the end of the year. A review of the structure for engagement & equality which will incorporate a range of views including those of our most vulnerable patients and staff. This will be completed by the end of the year.	30/09/2025