

**NHS 24**  
**BOARD MEETING**  
**27 FEBRUARY 2025**  
**ITEM NO 10.1**  
**FOR ASSURANCE**

## **COPORATE PERFORMANCE REPORT**

**Executive Sponsor:**

Steph Phillips, Director Transformation, Strategy, Planning & Performance.

**Lead Officer/Author:**

Paul McLaughlin, Head of Corporate Performance.

**Action Required:**

This paper is presented to NHS 24 Board to provide assurance on the quality and performance of services provided for period ended 31 January 2025 and to set the context for more detailed discussion on current performance.

**Key Points for the Board to consider:**

Key points in relation to January 2025 performance:

- Overall, 111 volume 142,600 – 118,351 inbound calls and 24,249 Virtual Queue demand. Overall volume down 13.6% on previous month.
- Time to access 111 service decreased in January. Median time to answer reduced to 12 minutes, the lowest in four month, 90<sup>th</sup> percentile fell to 52 minutes.
- Patient Journey time (mixture of time to access and triage talk time) also reduced, down 12 minutes to 42 minutes 27 seconds.
- Attendance rose slightly to 89%, 1.2 percentage points up on previous month. Key skillsets on frontline including Nurse Practitioner attendance notably dropped to 76%, Clinical Supervisor fell to 79%.
- 89% of patients noted positive experience from SMS surveys sent in January. Over 3,500 patients responded to survey (this excludes 1 and 2 January which formed part of key festive dates in previous report).

**Governance process:**

This paper is presented to Board on 27 February 2025.

**Strategic alignment and link to overarching NHS Scotland priorities and strategies:**

Corporate Performance paper aligns with Key Performance Framework measures which were agreed alongside Scottish Government sponsors. Effective performance across NHS 24 supports delivery across the wider health and social care system.

**Strategic alignment and link to Corporate Delivery Plan activity:**

Corporate Deliverable 2: continuous improvement of core service performance in line with NHS 24's Key Performance Framework, and delivery of programmes to support the wider health and care system and delivery of Right Care, Right Place.

**Key Risks:**

Resourcing Capacity Limitations and management of staff absence in respect to call demand are considerations for this paper that are on risk register.

**Financial Implications:**

All financial and workforce implications arising from current and projected performance levels are reflected in the routine functional reports.

**Equality and Diversity:**

All equality and diversity issues arising from maintaining and continuously improving performance management are integrated with service planning.

## **1. RECOMMENDATION**

1.1 The Board is asked to note quality and performance, specifically measures set out in Performance Framework for period ending 31 January 2025.

## **2. TIMING**

2.1 Corporate Performance report is presented to Board on 27 February 2025 up to and including January 2025 performance.

## **3. BACKGROUND**

3.1 Demand on 111 service in January was 142,600, which was 7.4% below forecast but with an expected decrease (13.6%) on previous month due to most public holidays during festive period falling in December. Except for the week ending 5 January (44,874), weekly call volumes ranged from 3% to 7% below the current median volume (31,158). Virtual queue demand continues to make up a high proportion of overall demand; January saw 17% (24,249) of patients opting for the virtual queue. Virtual queue continues to be available on Unwell and RUC (A&E) pathways when average wait times reach 10 minutes.

3.2 Time to access 111 service significantly improved although all 3 key performance indicators missed target. Median time to answer reduced by 22 minutes to 12 minutes against a target of 5 minutes. 90<sup>th</sup> percentile time to answer also decreased significantly, down 40 minutes to 51 minutes. Patient journey time, therefore, decreased by 12 minutes to 42 minutes against a target of 30 minutes.

3.3 Attendance in January was 89.1% which is 1.2 percentage points higher than previous month. Absence for some of the key frontline skillsets remains high, specifically, Nurse Practitioner absence remains consistent at 24% and Clinical Supervisor increased by 1.8 percentage points to 21%. These skillsets are key in providing clinical supervision – the increased sickness was one of the key drivers in extended waits on calls, which then leads to extended waits for patients to access service.

3.4 The patient survey was conducted across the second half of January after the festive period concluded. Over 35,000 surveys were sent via SMS to patients with a 10% response rate (3,538 respondents). 89% of patients noted the service they received was either Good or Excellent.

## **4. ENGAGEMENT**

4.1 Collaboration across a number of teams and directorates is required to complete report.

**5. FINANCIAL IMPLICATIONS**

5.1 All financial and workforce implications arising from current and projected performance levels are reflected in the routine functional reports.

**6. MEASURABLE BENEFITS**

6.1 This is routine reporting to Board to ensure awareness.

**7. NEXT STEPS**

7.1 This is routine reporting to Board to ensure awareness.



**NHS 24 Board**

**Corporate Performance Report**

**January 2025**

# January Headlines



Overall 111 volume 142,600 – 118,351 inbound calls and 24,249 Virtual Queue demand. Call Volumes down 14% on December and 5% on last year.

Time to access 111 service experienced decreases in January. Median fell to 12 minutes. 90<sup>th</sup> percentile decreased to 52 minutes.

Attendance rose by 1.2 ppts on last month but remains low at 89%. Absence in key skillsets for Clinical Supervision remain high with Nurse Practitioner (23.9%) and Clinical Supervisor (21.1%) both seeing increases.

After last months record high Patient Journey time (mixture of time to access and triage talk time) fell by 12 minutes to 42 minutes 27 seconds.

89% patients noted positive experience from SMS surveys sent in January. Over 3,500 patients responded to survey.

# Performance Framework

1. Patient Experience	Target	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25
1.1 Patients % positive experience using 111 service	90%	87%	86%	86%	87%	88%	85%	87%	87%	88%	89%
1.2 Complaints: % stage 2 answered within 20 days	100%	50%	N/A*	100%	100%	100%	100%	100%	100%	100%	100%
1.3 Triaged at First Contact	95%	94.8%	95%	94.6%	94.8%	94.5%	94.6%	95.2%	95.3%	94.6%	94.8%
1.4 Patient Journey Time	30 mins	0:40:20	0:42:45	0:43:21	0:43:59	0:38:15	0:41:30	0:43:42	0:43:48	0:54:52	0:42:27
2. Whole System Impact	Target	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25
2.1 Primary care: % of outcomes	c45-65%	54%	54%	53%	52%	49%	51%	51%	52%	55%	53%
2.2 Secondary care: % of outcomes	<30%	26%	27%	27%	28%	30%	30%	30%	29%	27%	28%
2.3 Self-care / no partner action: % outcomes	>20%	20%	19%	20%	20%	21%	19%	19%	19%	18%	19%
3. Access	Target	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25
3.1 Median time to answer	5 mins	0:12:12	0:16:08	0:17:18	0:15:18	0:09:46	0:12:26	0:16:36	0:18:03	0:35:01	0:12:29
3.2 90 <sup>th</sup> percentile time to answer	30 mins	0:48:16	0:59:21	0:50:34	0:56:57	0:36:51	0:43:06	0:49:50	0:52:26	1:31:47	0:51:39
3.3 Caller Discontinued	5%	0.3%	0.5%	0.5%	0.5%	0.2%	0.3%	0.4%	0.5%	1.1%	0.4%
4. Digital	Target	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25
4.1 NHS inform Website	N/A	6,784,601	4,663,241	4,224,086	6,358,412	6,689,138	7,866,153	8,577,286	7,023,359	6,446,246	6,692,171
4.2 Webchat (4 services)	N/A	1,374	1,536	1,256	1,304	1,325	1,529	1,730	1,496	1,282	1,533
4.3 NHS 24 App (Self Help Guide selection)	N/A	5,550	5,856	5,354	5,500	4,905	5,393	7,394	5,900	6,978	7,462
5. Staff Experience	Target	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25
5.1 Staff attendance	96%	92%	92%	92%	92%	92%	91%	91%	91%	88%	89%
5.2 Engagement index	75	77	77	77	77	77	77	77	77	77	77

\* No Stage 2 complaints were received

# Patient Experience Measures



## 1.1 Patient experience: % positive experience of using 111 service

Ongoing measure which gauges satisfaction from users of 111 service. 4 pathways (based on outcome) now receive links to surveys via text soon after triage. Patients have opportunity to fill out Webropol survey.

## 1.2 Complaints: % stage 2 answered within 20 days

Proactive management of complaints monitored, all other relevant patient feedback including compliments and stage 1 complaints reviewed.

## 1.3 Triaged at First Contact

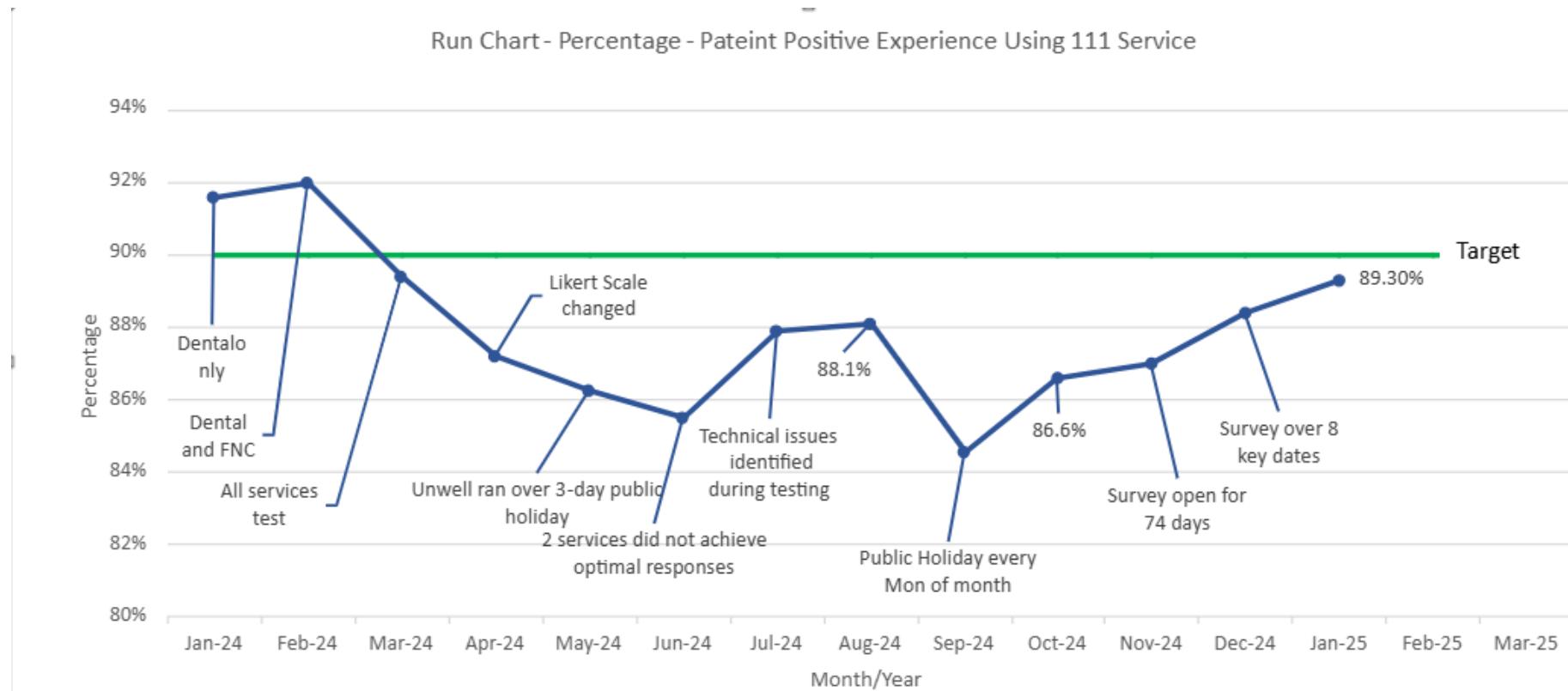
Reflects stated preference of callers and key system partners with calls being triaged on initial inbound calls. Results in no further delays through NHS 24 or repetition of questions to patient.

## 1.4 Patient journey time

Provides full journey time, from selection at Interactive Voice Response to when triage of call has ended. Both answering time and triage time monitored in this measure.

# Patient Experience - % positive

- Patient experience data has now been standardized across all reporting in organisation.
- Mental Health, Dental, Flow Navigation Centre and Unwell patients who call via mobile receive a text message soon after triage.
- 25,847 survey links sent (excludes surveys from 1<sup>st</sup> and 2<sup>nd</sup> of January) – 3,538 respondents (14% response rate).
- **89%** of patients noted a positive experience.



# Complaints / Patient Feedback

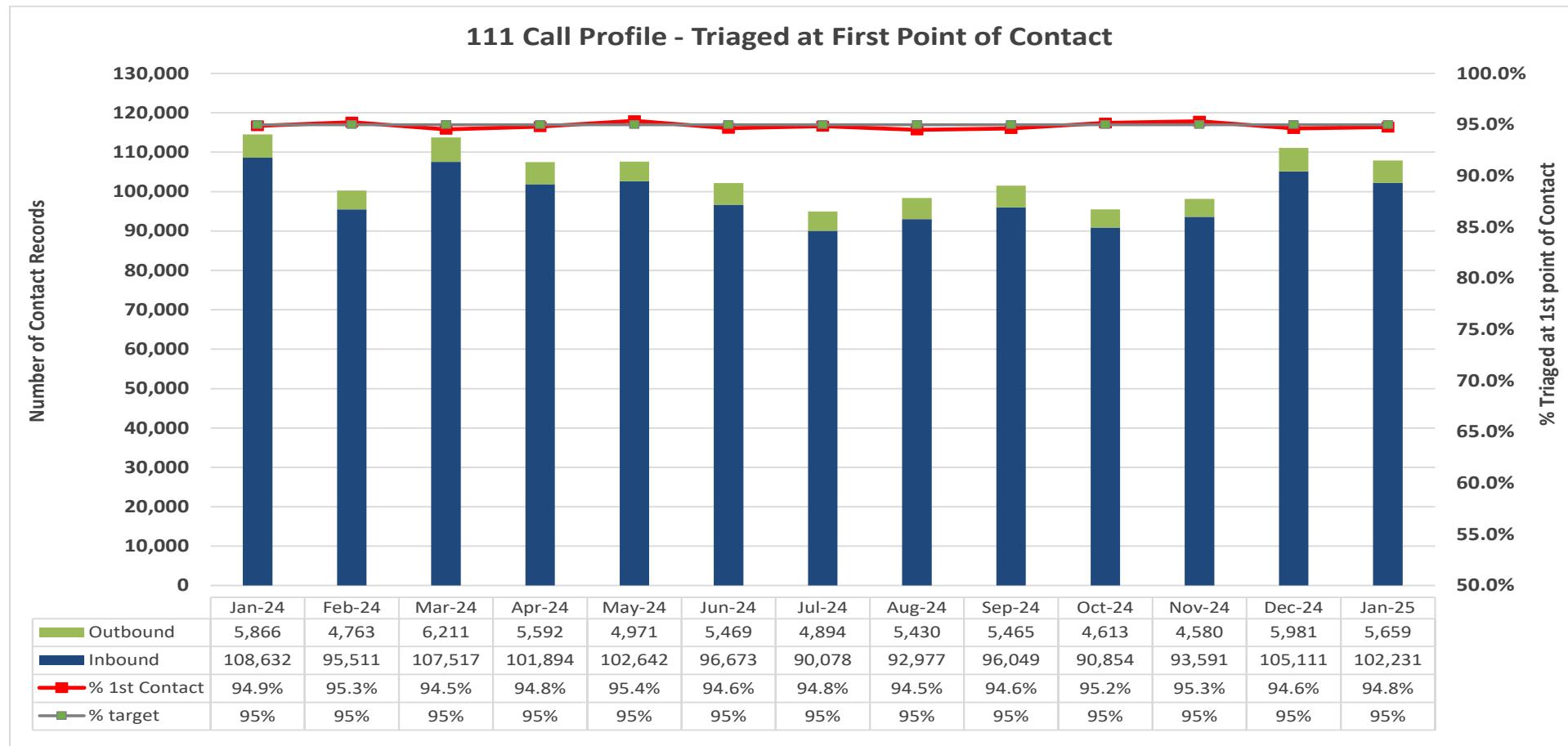
In total there were **111** items of patient feedback:

- Complaints responded to % on framework is reported one month in lieu, due to response target time of 20 working days. There were 2 stage 2 complaints, both responded to on time.
- In total there were **29** complaints received which represents 0.02% of total demand.

Feedback Type	January 2025 Activity Received
Stage 2 Complaints	2
Stage 1 Complaints	27
Stage 1 to Stage 2 Complaints	0
Shared Complaints	0
Comments	20
Enquiries	2
Compliments	31
Non NHS 24 Issue	24
Total	106

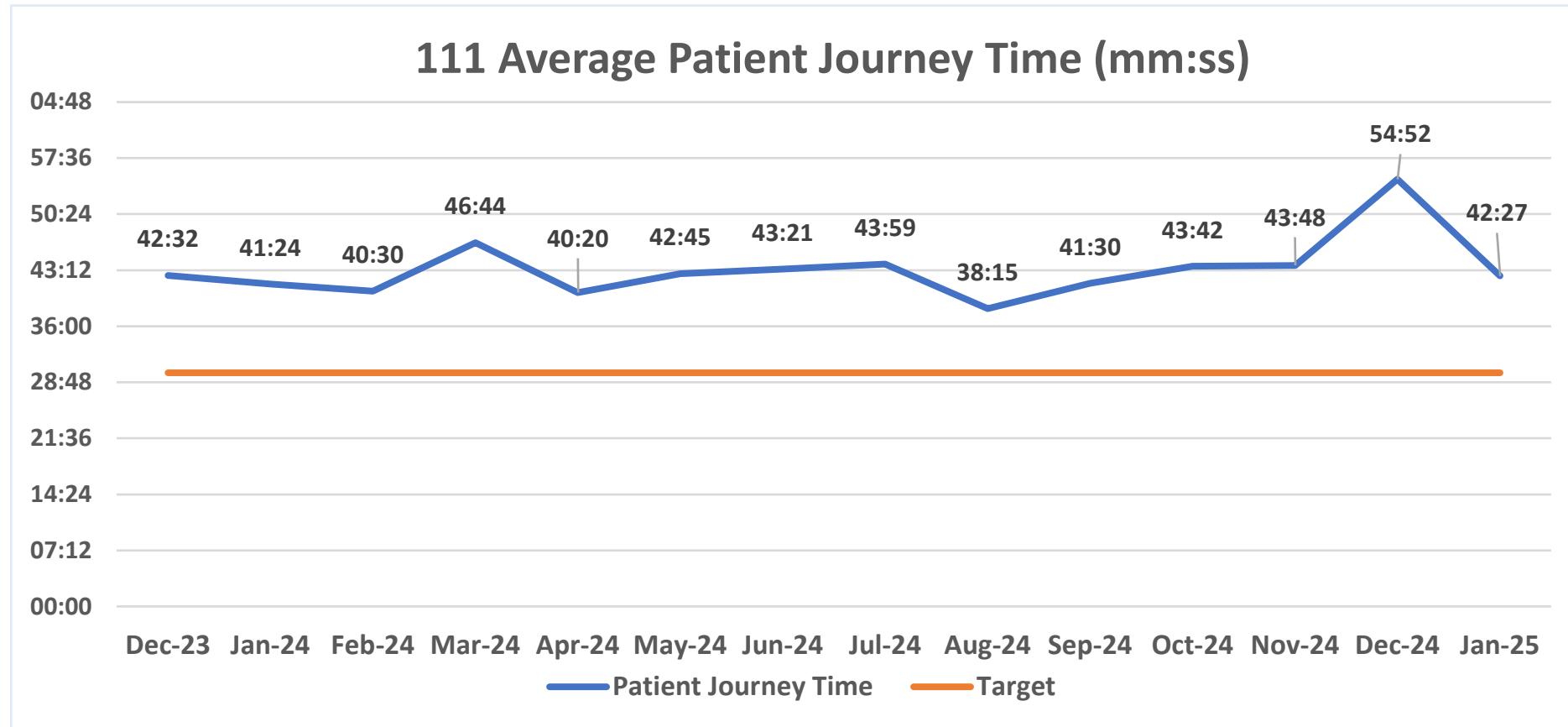
# Triaged at First Contact

- Measurement monitors the percentage of calls which are triaged from initial inbound contact.
- Scottish Emergency Dental Service continues to make outbound calls – and is the main driver of outbound calls – small proportion of Pharmacy calls also managed via outbound.
- Triaged at first contact – **94.8%**



# Patient Journey Time

- Patient Journey is time between when patient select desired Interactive Voice Response (IVR) route (Urgent Care, Dental, Mental Health) to when the final endpoint is entered on to the contact record.
- Average journey decreased by 12 minutes to **42 minutes 27 seconds**.
- Call Taker AHT averaged 30:29 minutes through January, peaking at 32:26, waiting time for Clinical Supervision averaged 15:26, peaking at 17 minutes week ending 19/01/2025.



# Whole System Impact



## 2.1 Primary Care Outcomes

Shows impact of NHS 24 triage on wider system. To include out of hours referrals and advice to contact own GP in hours

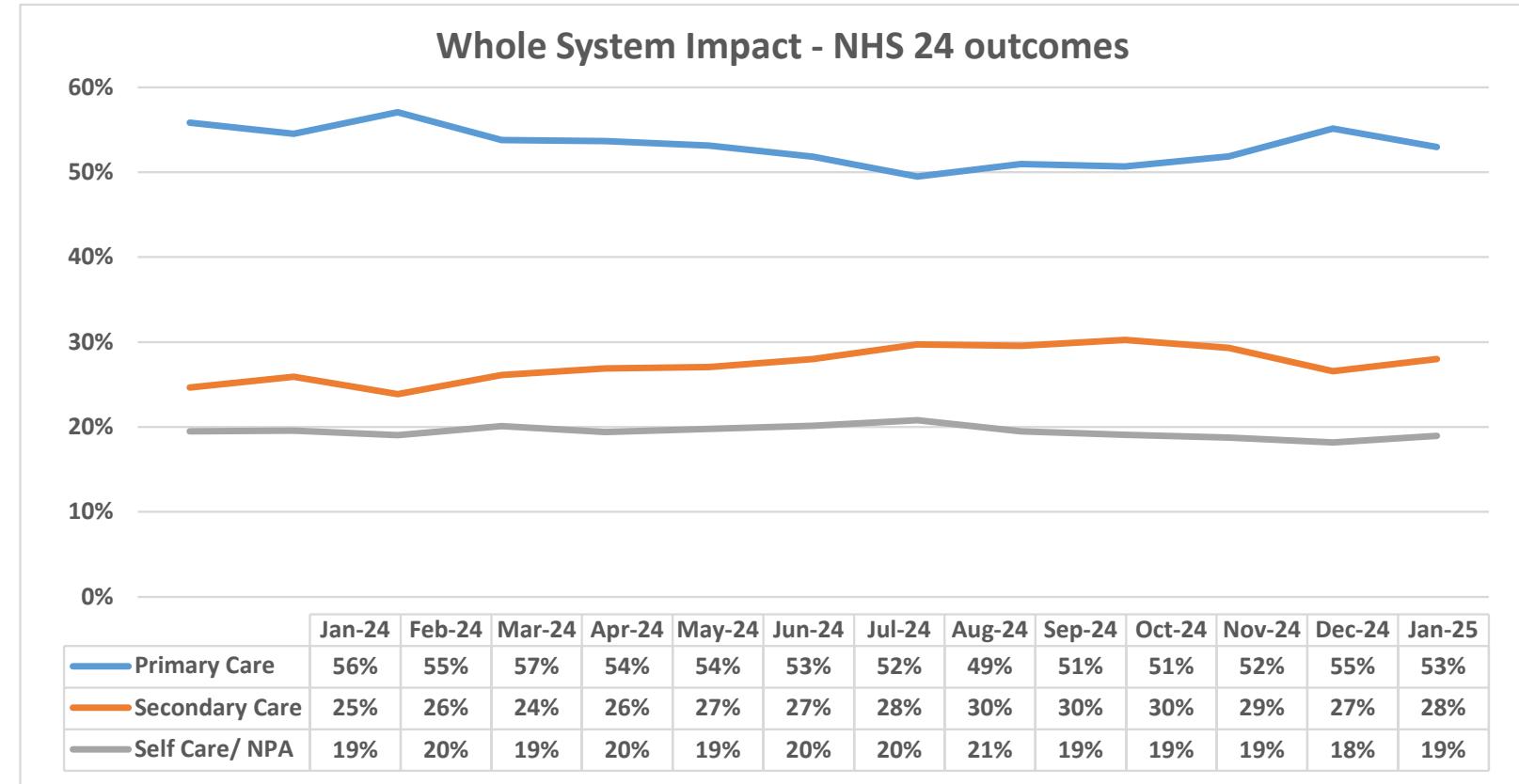
## 2.2 Secondary Care Outcomes

Secondary care outcomes include referrals to Accident & Emergency, 999 and Flow Navigation Centres.

## 2.3 Self Care – No Partner Action

This grouping includes all self care advice, as well as referrals to other services including Pharmacy, Midwife, Police and Optician.

# Whole System Impact



**Very little change in overall groupings when compared to the previous month**

- **Primary Care – 53%**, the most commonly used endpoint Urgent Care Centre (OOH GP) decreased to 32%, mainly due to December having more Out of Hours coverage due to Festive public holidays.
- **Secondary Care – 28%**, FNC (11%) and A&E (10%) rose slightly, 999 fell 1.1 ppts to 8%.
- **Self Care/NPA – 18%** - Self Care (11.0%) increased by 0.6 ppts.

# Telephony Access



## 3.1 Median Time to Answer

Measure which tracks mid point in answering time of calls to 111 (target 5 minutes)

## 3.2 90<sup>th</sup> Percentile Time to Answer

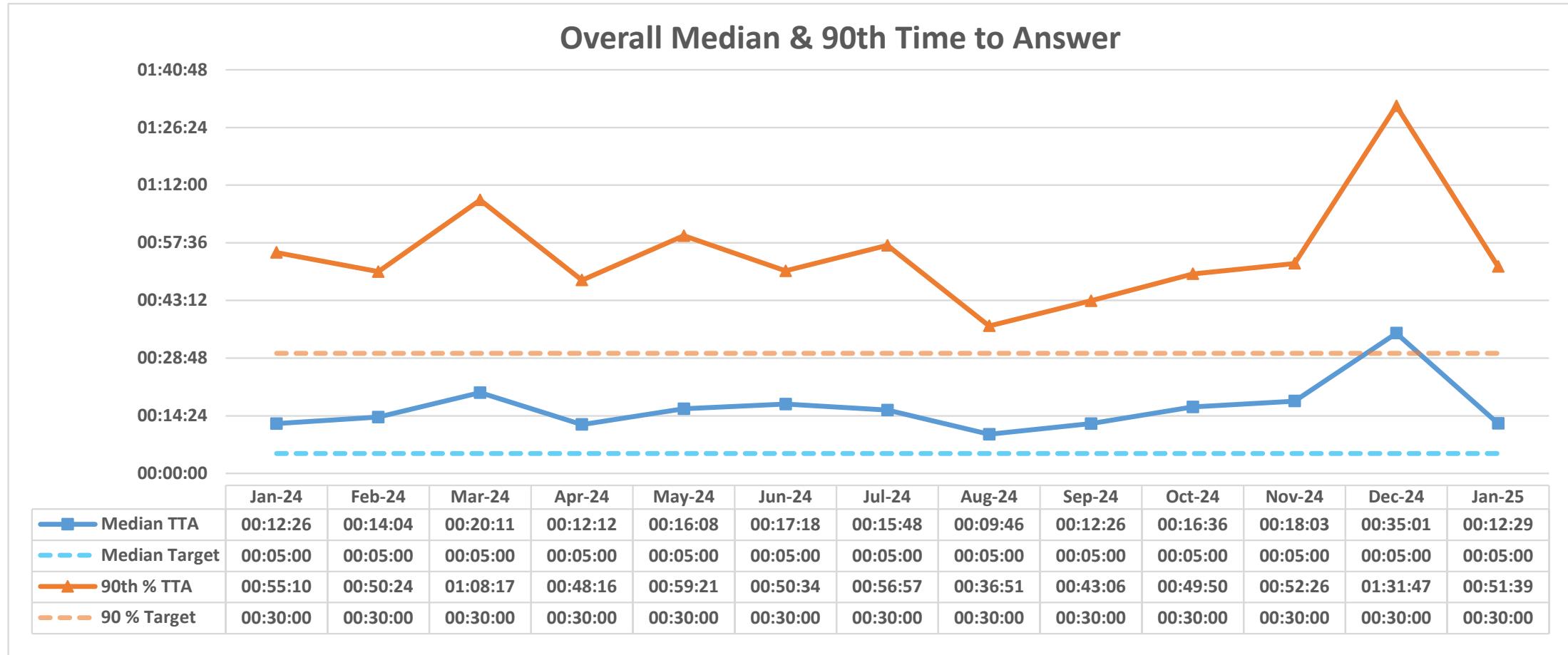
Measure tracks the longer wait times. 90<sup>th</sup> percentile provides the time where 90% of patients have been answered within (target 30 minutes)

## 3.3 Caller Discontinued

Measures % of callers within a calendar day who call 2 or more times and do not have any call answered within that time period having waited longer than 5minutes.

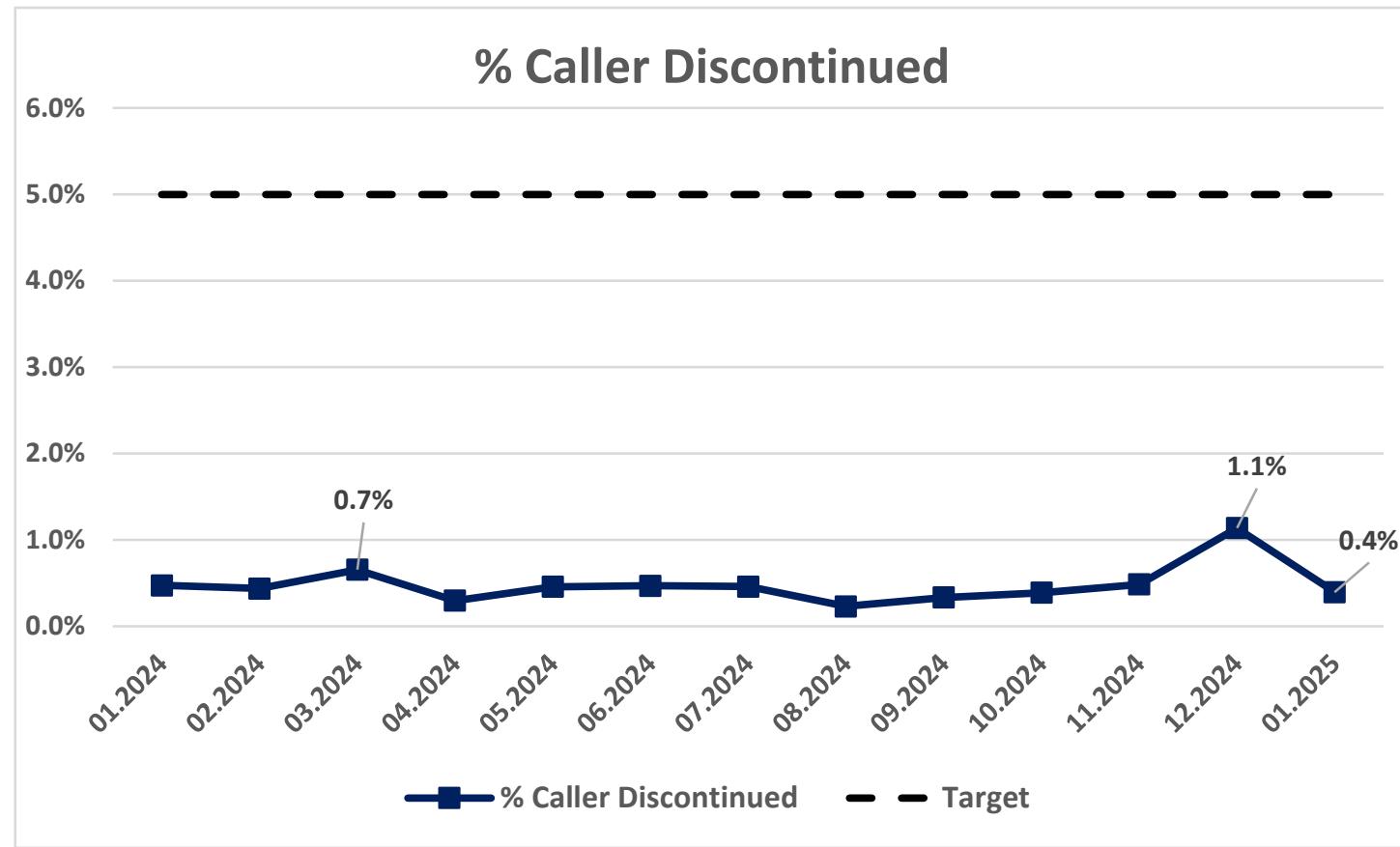
# Median & 90<sup>th</sup> Percentile

- Time to answer measures include patients who select virtual ringback option.
- Median Time to Answer - **12 minutes 29 seconds** – lowest in four months.
- 90<sup>th</sup> Percentile Time to Answer missed target at **51 minutes** – 40 minute decrease on the previous month.



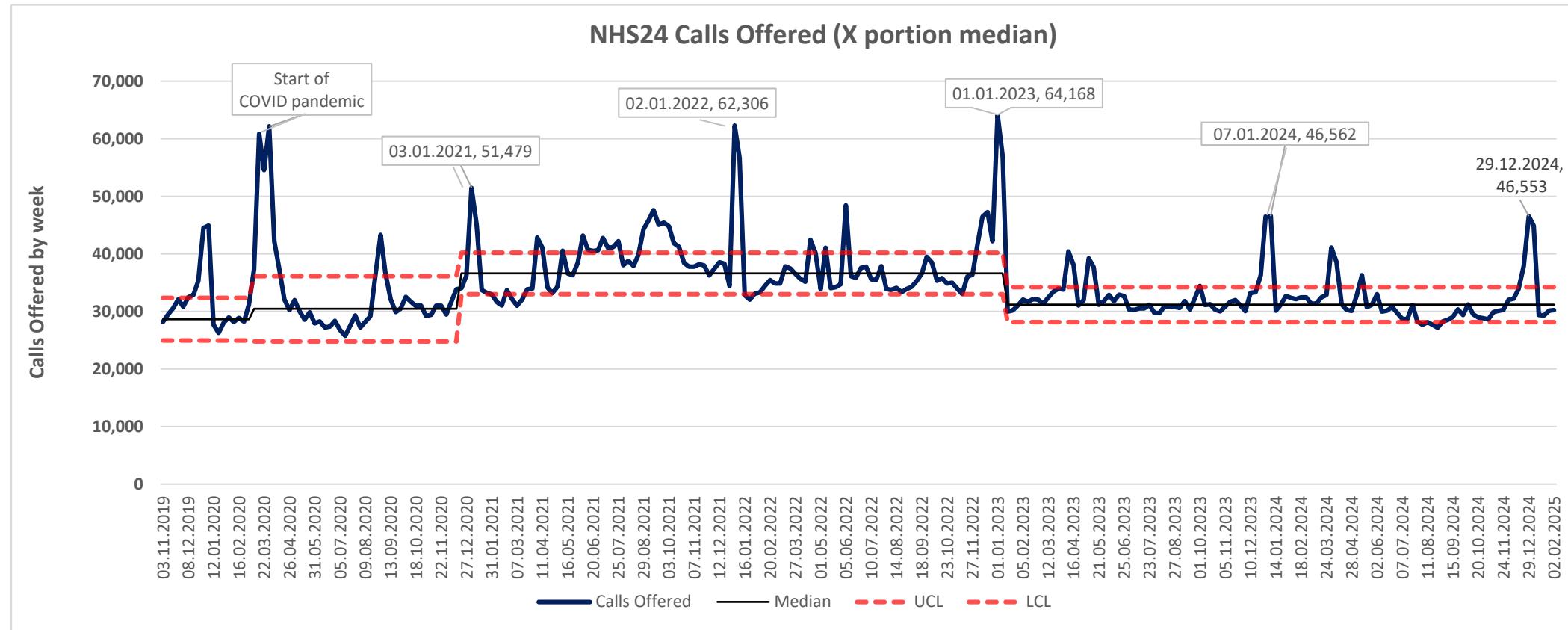
# Caller Discontinued

- Caller Discontinued is a patient (based on phone number) who has abandoned after 5 minutes twice or more in one calendar day, whilst having no call answered.
- Measure consistently within target – **0.4%**
- Equates to **388** patients who made at least two attempts to contact service with no answer.



# Inbound Call Volumes – Control Chart

- Control Chart data is provided for context on access measures – volumes above weekly median often result in longer times to access service.
- Current median is 31,1582 calls offered per week, January's average was 32,773.
- With the exception of 05/01 (44,874) which contained Festive volumes, the following 4 weeks all fell below median, averaging at 29,748 calls.



# Digital Access



NHS inform – 6.7 million page views – 4% increase on previous month.

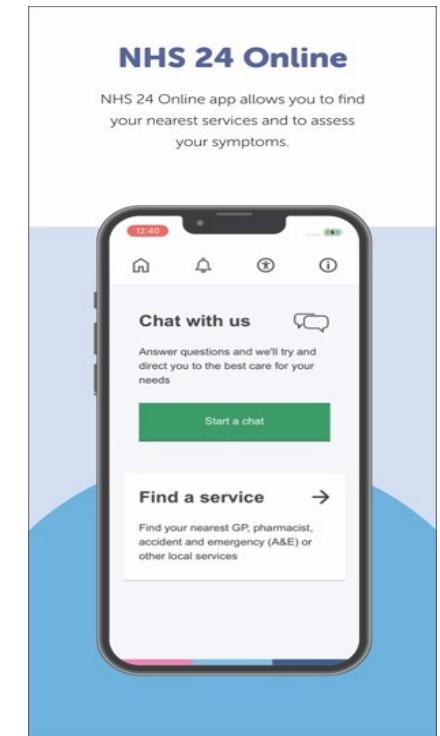


WEB CHAT

1,533 webchats answered

- NHS inform (752)
- Breathing Space (702)
- Quit Your Way Scotland (59)
- Care Info Scotland (20)

Note: new Webchat system does not capture any attempts to webchat when no advisor available



NHS 24 app – 6,948 Self Help Guide Selections.

# Staff Experience



## 5.1 Staff Attendance

Identifies and monitors overall staff attendance – this is an NHS wide target which is set nationally for all Health Boards at 96%.

## 5.2 Engagement Index

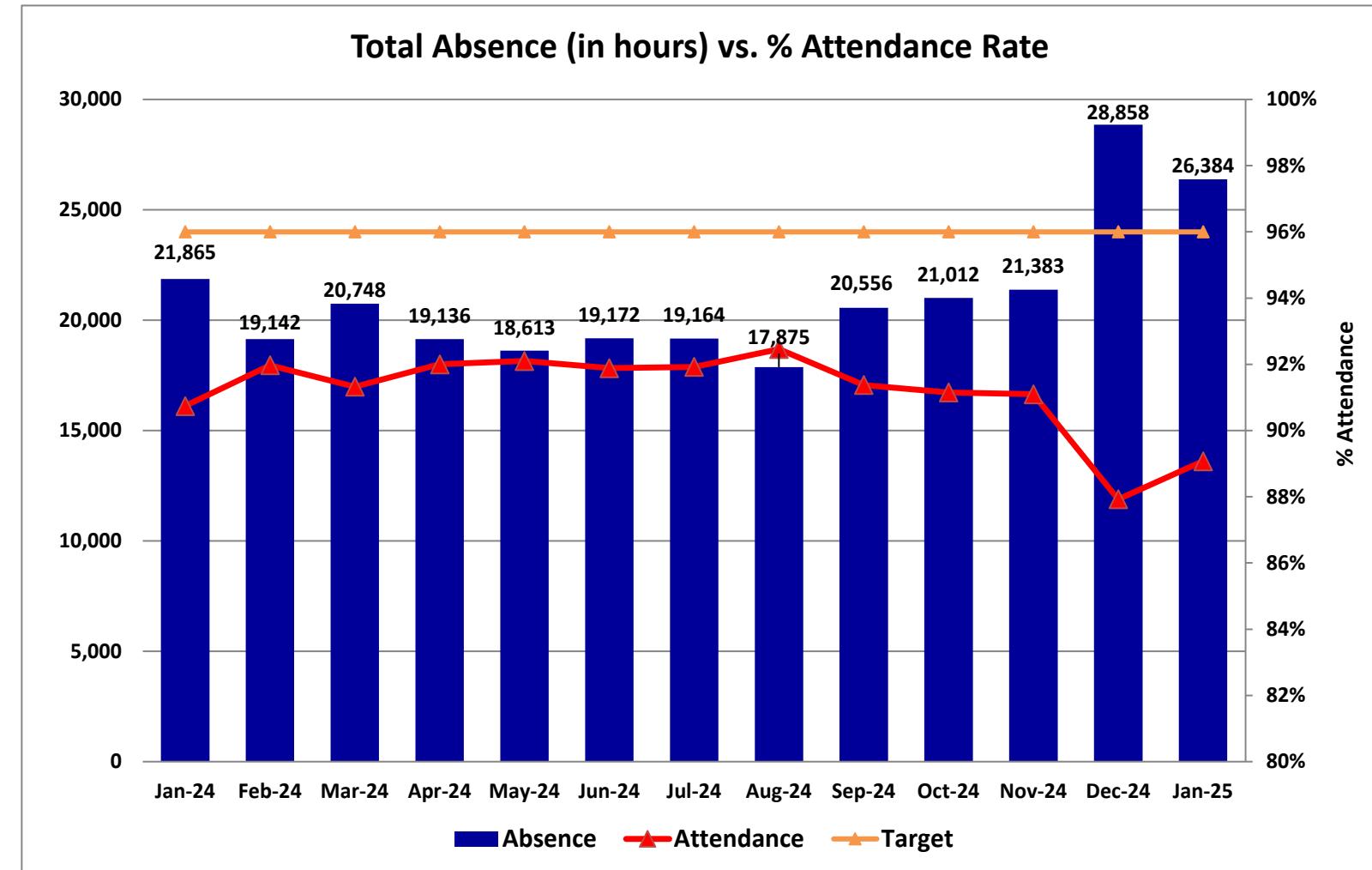
iMatter is a key initiative at NHS 24. It is a tool designed to gather valuable insights into the staff experience and staff are encouraged to participate in an annual questionnaire, consisting of 29 questions. This allows organisation to understand staff in order improve experience at work for all.

i-matter for 2024/25 – 77 – an improvement on previous years score (74)

# Workforce Attendance

## Summary

- Attendance was **89.1%** against a 96% target, up 1.1 percentage point on December, but 1.7 ppts down on previous year.
- Total absence hours in January was 26,384 hours, the second highest in over 10 years after last months record high.
- Nurse Practitioner had the lowest attendance of any skillset (76.1%) with 1,752 total hours absent. Clinical Supervisors fell by 1.8 ppts to 78.9%.





The care behind  
your care.