

**NHS 24  
BOARD MEETING  
18 DECEMBER 2025  
ITEM NO 10.1  
FOR ASSURANCE**

**CORPORATE PERFORMANCE REPORT**

**Executive Sponsor:**

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

**Lead Officer/Author:**

Paul McLaughlin, Head of Corporate Performance

**Action Required:**

This paper is presented to the NHS 24 Board to provide assurance on the quality and performance of services provided for period ended 30 November and to set the context for more detailed discussion on current performance.

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

Key points in relation to November performance:

- First full month on new system since Phase 2 of Digital Transformation went live on 22 October. Corporate Performance reports since July had excluded Phase 1 data, but now all data and KPI measures include data from both systems.
- Ongoing validation of metrics in new system continues, to ensure all figures are correct. Due to complexity of journeys, there is an element of single patient journeys being discounted from demand. Whilst volumes of calls has been modified, some access measures may be slightly lower than reported as a result.
- Total volume across both systems at 138,196 – this is excluding the element of double counting single patient journeys. Volume is 5% up on previous year and 6% up on previous month.
- Secondary care outcomes in 111 has dropped to 31%, lowest since May. 31% records in 111 require either A&E, 999 or Flow Navigation Centre outcome. 999 decreased for first time in 8 months to 8.7%.
- November's performance was challenging for a number of reasons including absence rate, amongst clinicians and call handlers, staff familiarity with the new system and some ongoing technology issues impacting performance. However, average handling rate remained stable and below 30 minutes, averaging around 25 – 28 minutes.

**Governance process:**

This paper is presented to the NHS 24 Board on 18 December 2025 and covers the period to end November 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 NHS 24 Board is asked to note quality and performance, specifically measures set out in Performance Framework for period ending 30 November 2025.

**2. TIMING**

- 2.1 Corporate Performance report is presented to the NHS 24 Board on 18 December 2025 and covers period to end November 2025.

**3. BACKGROUND**

- 3.1 Digital Transformation Programme continued its good progress with migrating all telephony services across all Health Boards to new Amazon Connect and Pega CRM system. A phased transition to new system was completed on 22 October 2025. Since then, all data is now compiled in new Azure Data Warehouse where data is extracted via Power BI.
- 3.2 Throughout November weekend only staff began to be familiar with the new system with support from practice education colleagues.
- 3.3 Ongoing validation of system has highlighted some small discounting of calls from one single patient journey based on system setup and transferring between queues. The feature allowing callers to start inbound and select virtual queue from within the queue was switched off. Certain queues for Dental and Medicine lines allow for a call to wait inbound for a set period of time before being transferred to a different queue to be answered. Because of this, these calls are currently not being included in the reported figures.
- 3.4 Total call volume in November was 138,196 calls. Overall volumes were 5% up on November 2024 and up 6% on previous month. Noted are several days where call volume is reaching 9% over forecast, adding pressure to the service. The A&E pathway continued to receive high volumes with 33% of overall volume to service. Average handling time for calls remains unchanged below 30 minutes, currently averaging around 25 to 28 minutes.
- 3.5 Increased volumes to A&E pathway was again reflected in Secondary Care outcomes for service. A&E outcomes increased to 12.2% of overall outcomes, which is the highest percentage split for this grouping. 999 decreased to 8.7%, which is the lowest since July 2025.
- 3.6 Staff attendance dropped in November to its lowest level since December 2024. In response a focused taskforce has been established with a detailed action plan jointly agreed and in progress. The action plan includes regular communication to managers providing advice for supporting absence and reminding all staff that several well-being resources are available. Also introduced in November was an alternative duties process to enable staff that can return to work but not in their current role to be placed in a different role for a period up to 12 weeks. Service is now up to full complement of resourcing staff, which is highlighted in highest number of available hours at 251,945.
- 3.7 NHS inform saw a decrease in November to 2.0 million page views, a decrease of 10% on the previous month reflecting ongoing work within the digital team.
- 3.8 The patient flow improvement group continues to focus on optimising the operating model.

- 3.9 During November there were some global network outages and system priority one issues that contributed to service pressures, these required business continuity arrangements to be adopted quickly. The system has now stabilised with increased capacity.

**4. ENGAGEMENT**

- 4.1 Collaboration across 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 the NHS 24 Board to ensure awareness.

**7. NEXT STEPS**

- 7.1 This is routine reporting to the NHS 24 Board to ensure awareness.



**NHS 24 Board**

**Corporate Performance Report**

**November 2025**

# November Headlines

Phase 2 of Digital Transformation went live on the 22<sup>nd</sup> of October for all Health Boards and now includes Mental Health Hub and Dental pathways. The report has now been configured to combine data from both legacy SAP system and new technology solution for all months of Performance Framework.



Total volume for 111 was 138,196, is an increase of 5% on November 2024, and 6% on previous month.

Some small elements of double counting of calls occurred in new system due to complex nature of routing. These were removed from volumes above.

Secondary Care BAU outcomes, 31%, has fallen to its lowest level in six months.

High level of Hours Available for frontline staff – 251,945 hours. Higher level of absence in recent months, attendance at 88.6%.

# Performance Framework

1. Patient Experience	Target	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25
1.1 Patients % positive experience using 111 service	90%	87%	88%	89%	84%	88%	91%	86%	88%	88%	90%	88%	88%	86%
1.2 Complaints: % stage 2 answered within 20 days	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1.3 Triaged at First Contact*	95%	95.3%	94.6%	94.8%	94.9%	95.0%	94.8%	94.8%	94.9%	95.3%	94.6%	94.2%	95.3%	94.8%
1.4 Patient Journey Time*	30 mins	0:43:48	0:54:52	0:42:27	0:41:59	0:41:07	0:39:02	0:35:59	0:35:39	0:33:38	0:33:03	0:34:50	0:36:27	0:50:16
2. Whole System Impact	Target	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25
2.1 Primary care: % of outcomes	c45-65%	52%	55%	53%	51%	52%	51%	49%	48%	49%	47%	48%	48%	50%
2.2 Secondary care: % of outcomes	<30%	29%	27%	28%	30%	30%	29%	31%	32%	32%	33%	33%	33%	31%
2.3 Self-care / no partner action: % outcomes	>20%	19%	18%	19%	19%	19%	20%	20%	20%	20%	20%	19%	19%	18%
3. Access	Target	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25
3.1 Median time to answer	5 mins	0:18:03	0:35:01	0:12:29	0:13:55	0:14:16	0:08:24	0:09:51	0:06:34	0:08:48	0:09:58	0:11:05	0:10:46	0:20:32
3.2 90 <sup>th</sup> percentile time to answer	30 mins	0:52:26	1:31:47	0:51:39	0:46:22	0:50:56	0:48:29	0:38:14	0:36:24	0:39:34	0:35:05	0:34:34	0:38:26	0:59:45
3.3 Caller Discontinued*	5%	0.5%	1.1%	0.4%	0.4%	0.4%	0.3%	0.3%	0.2%	0.3%	0.2%	0.3%	0.2%	0.5%
4. Digital	Target	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25
4.1 NHS inform Website	N/A	7,023,359	6,446,246	6,692,171	5,729,510	5,696,752	4,542,185	3,268,031	1,765,997	1,713,222	1,760,364	2,105,040	2,271,923	2,037,973
4.2 Webchat (4 services)	N/A	1,496	1,282	1,533	1,249	1,170	1,132	1,258	1,191	1,340	1,311	1,223	1,406	1,166
4.3 NHS 24 App (Self Help Guide selection)	N/A	5,900	6,978	6,948	6,053	6,291	6,146	6,312	6,426	5,947	5,978	6,050	5,917	5,998
5. Staff Experience	Target	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25
5.1 Staff attendance	96%	91%	88%	89%	91%	91%	92%	92%	92%	92%	91%	91%	90%	89%
5.2 Engagement index	77	77	77	77	77	77	77	77	79	79	79	79	79	79
* Excludes Phase 1 A&A data														

# 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

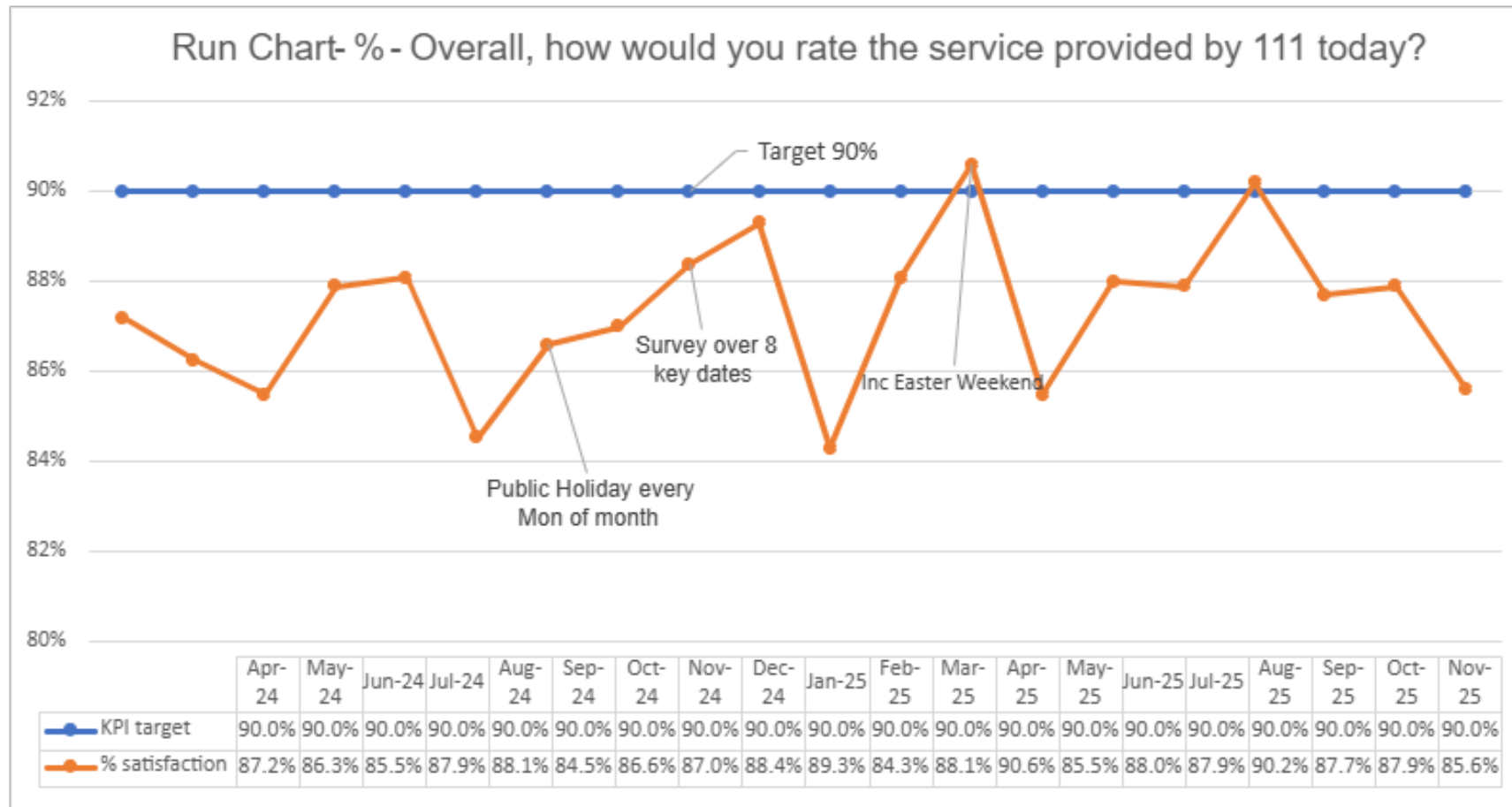
Reflects stated preference of callers and key system partners with calls being triaged on initial inbound calls. Results in no further delays through NHS 24 or repetition of questions to patient.

## 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.
- **86%** of patients noted a positive experience.



# Complaints / Patient Feedback

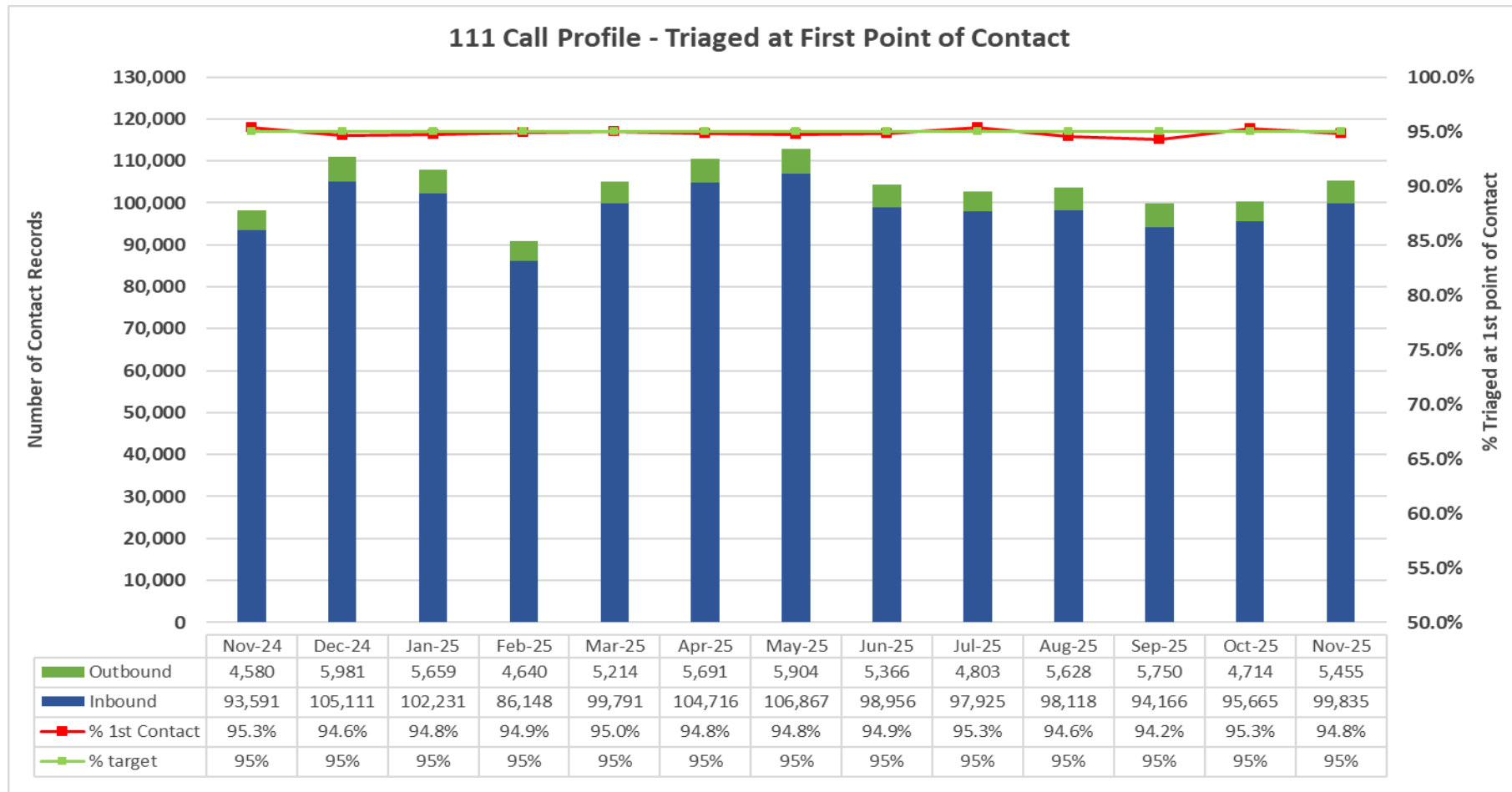
In total there were **98** items of patient feedback:

- Complaints responded to % on framework is reported one month in lieu, due to response target time of 20 working days. There were **6** stage 2 complaints, four were closed on time, 2 remain open and are still currently within time frame (1 x had an extension authorized).
- In total there were **25** complaints received which represents 0.02% of total demand.

Feedback Type	November 2025 Activity Received
Stage 2 Complaints	11
Stage 1 Complaints	14
Stage 1 to Stage 2 Complaints	1
Shared Complaints	1
Comments	10
Enquiries	0
Compliments	36
Non NHS 24 Issue	25
Total	98

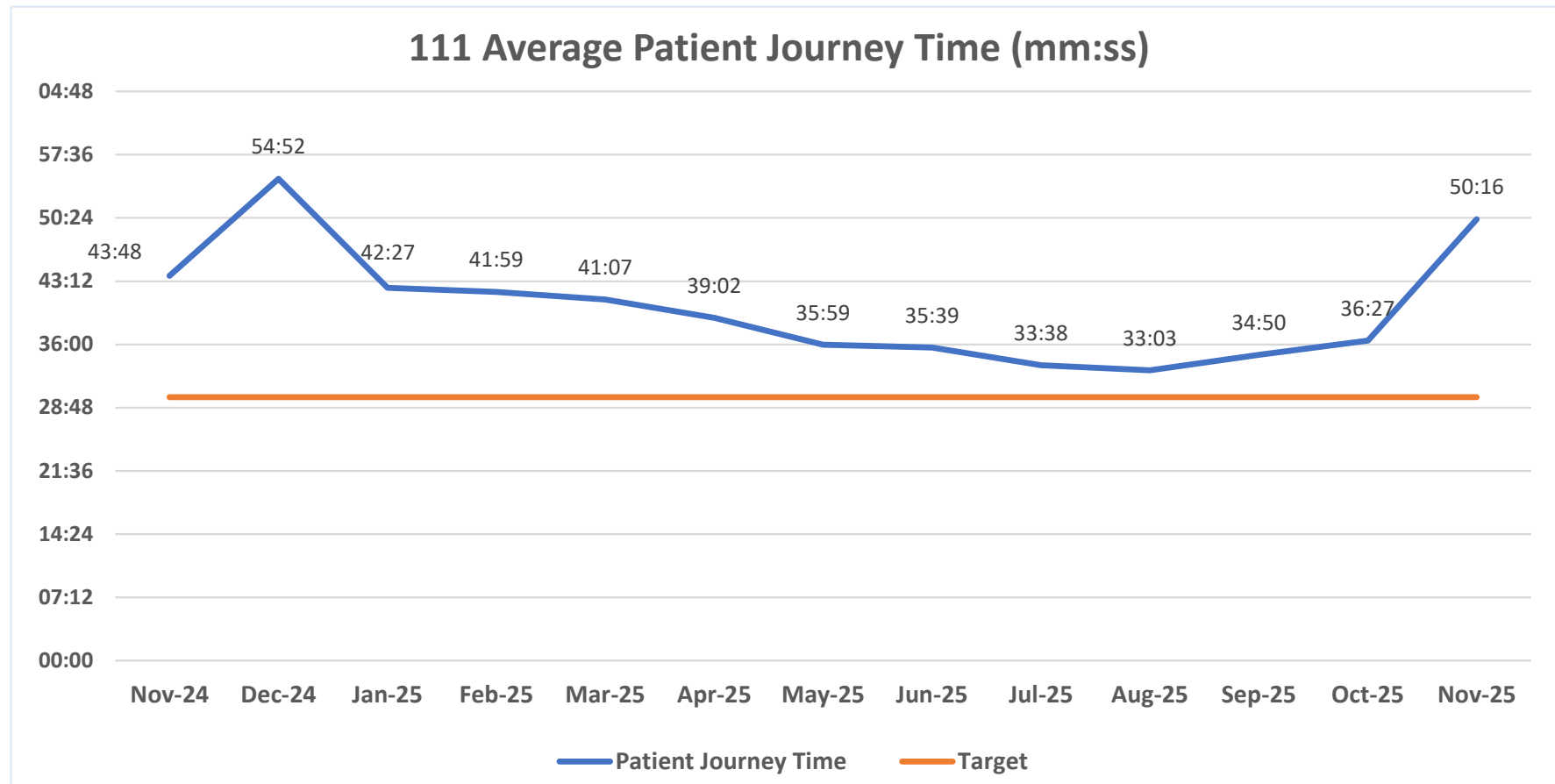
# Triaged at First Contact

- 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 time rose to **50 minutes 16 seconds**, an increase of 13 minute 49 seconds and the highest since December.



# 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

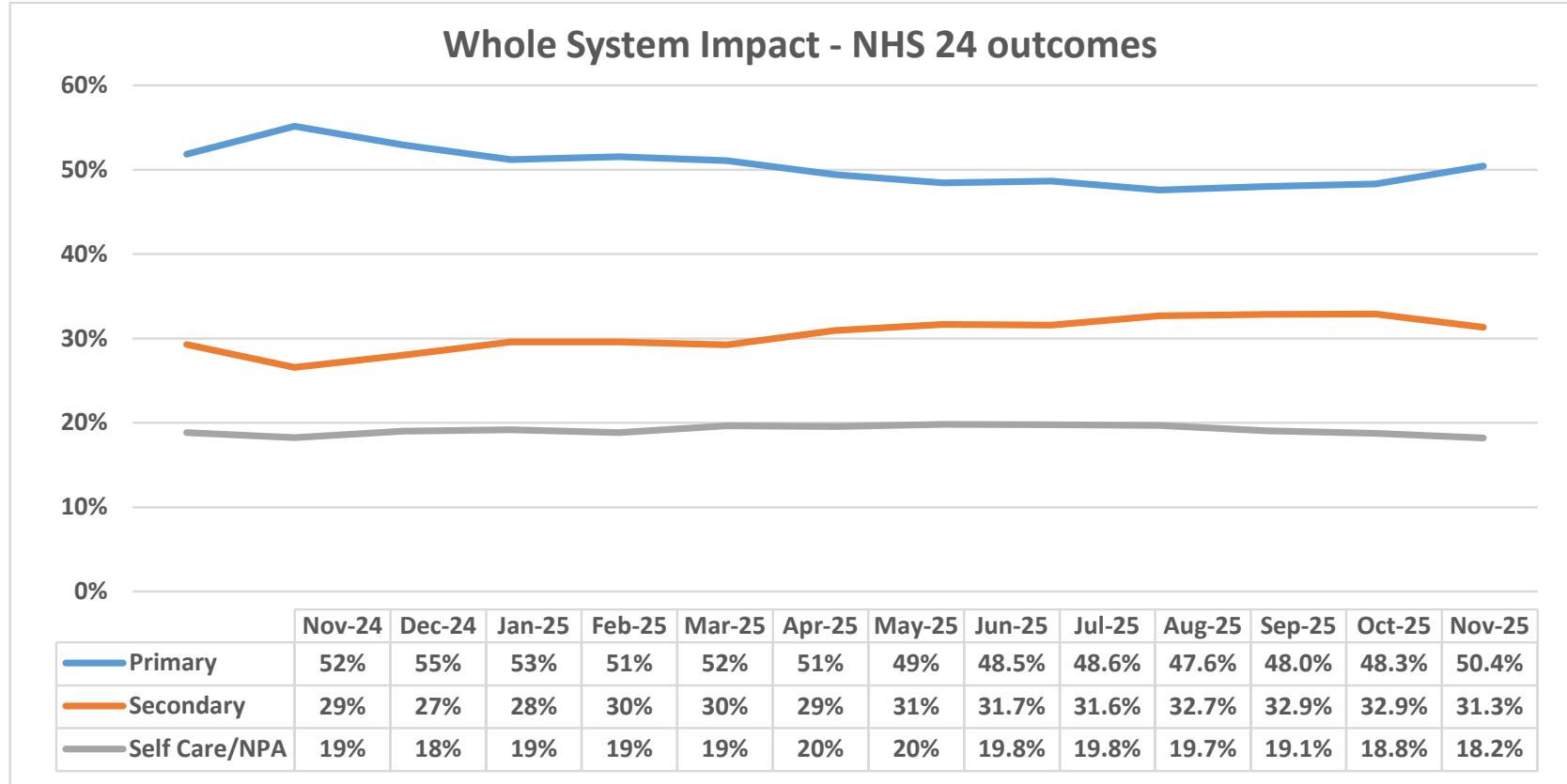
## 2.2 Secondary Care Outcomes

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



- **Primary Care – 50%**, the most commonly used endpoint Urgent Care Centre (OOH GP) rose to an eight month high at 31%.
- **Secondary Care – 31%**, FNC (10%) is at its lowest level this year, while 999 fell by 0.5 pts to four month low of 8.7%. A&E (12%) increased by 0.4 pts to its highest level.
- **Self Care/NPA – 18%** - Self Care (10.7%) shows a small decrease while Dental remains consistent at 5.2%.

# 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**

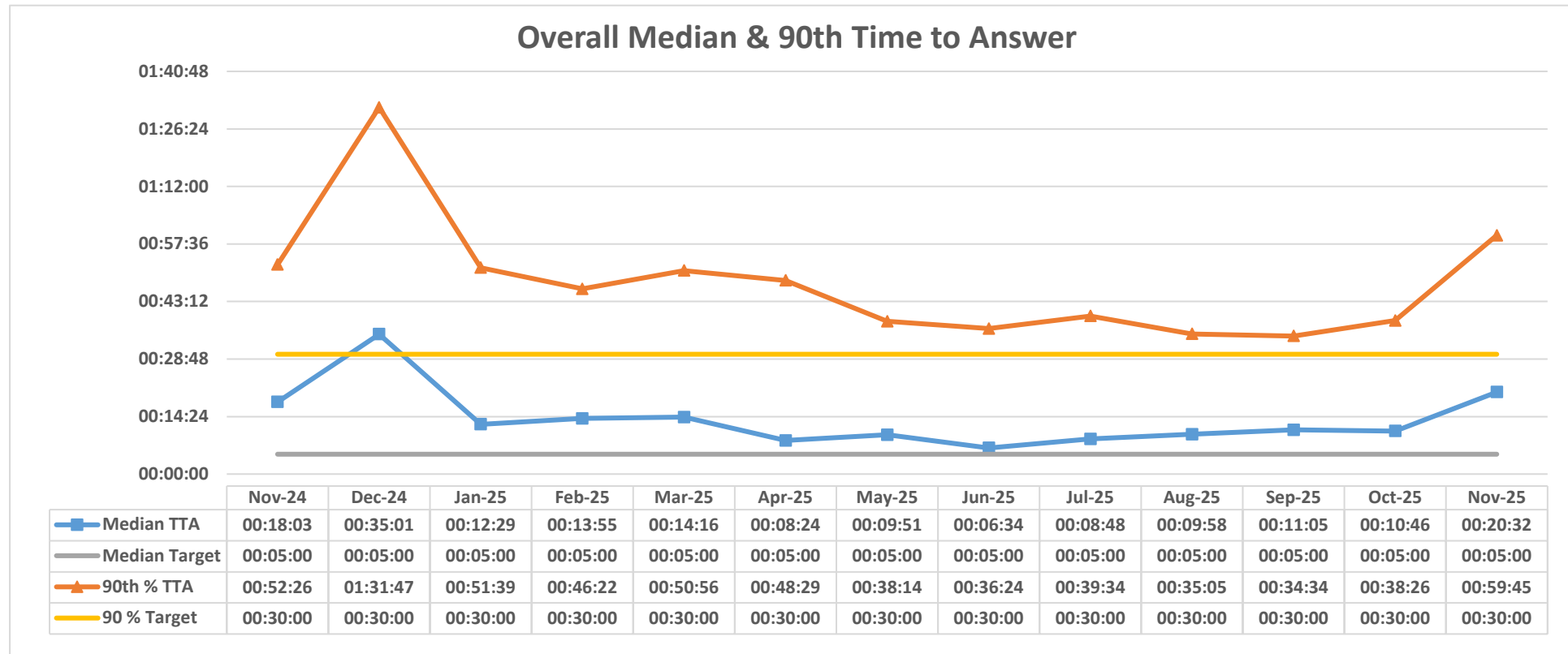
Measure tracks the longer wait times. 90<sup>th</sup> percentile provides the time where 90% of patients have been answered within (target 30 minutes)

## **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 5 minutes.

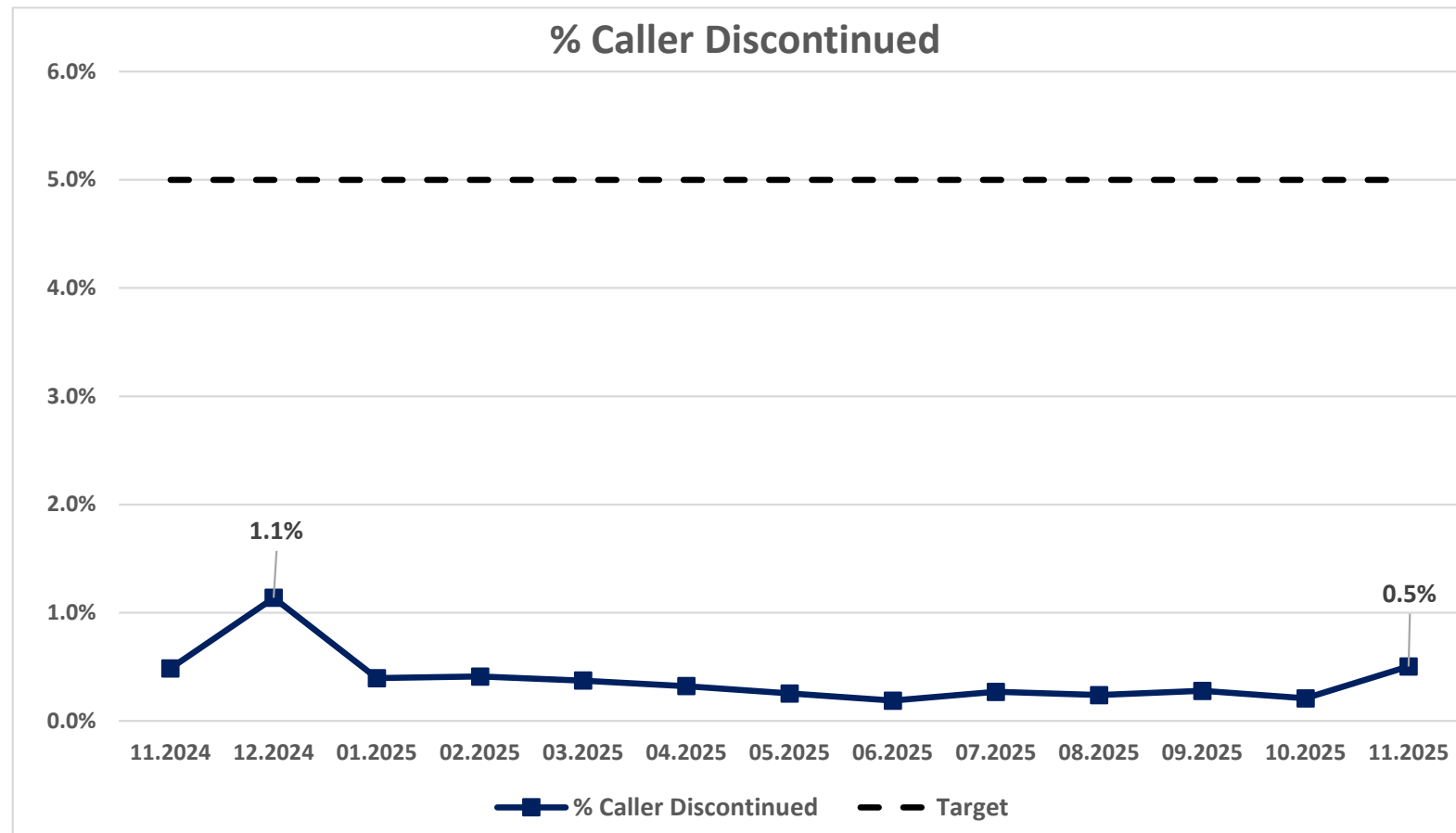
# Median & 90<sup>th</sup> Percentile

- Time to answer measures include patients who select virtual queue option.
- Median Time to Answer – increased by 9 minutes 46 seconds to **20 minutes 32 seconds**, this is also 2 minutes 29 seconds higher than last year.
- 90<sup>th</sup> Percentile Time to Answer missed target at **59 minutes 45 seconds**, increasing 21 minutes on October and 7 minutes higher than last year.



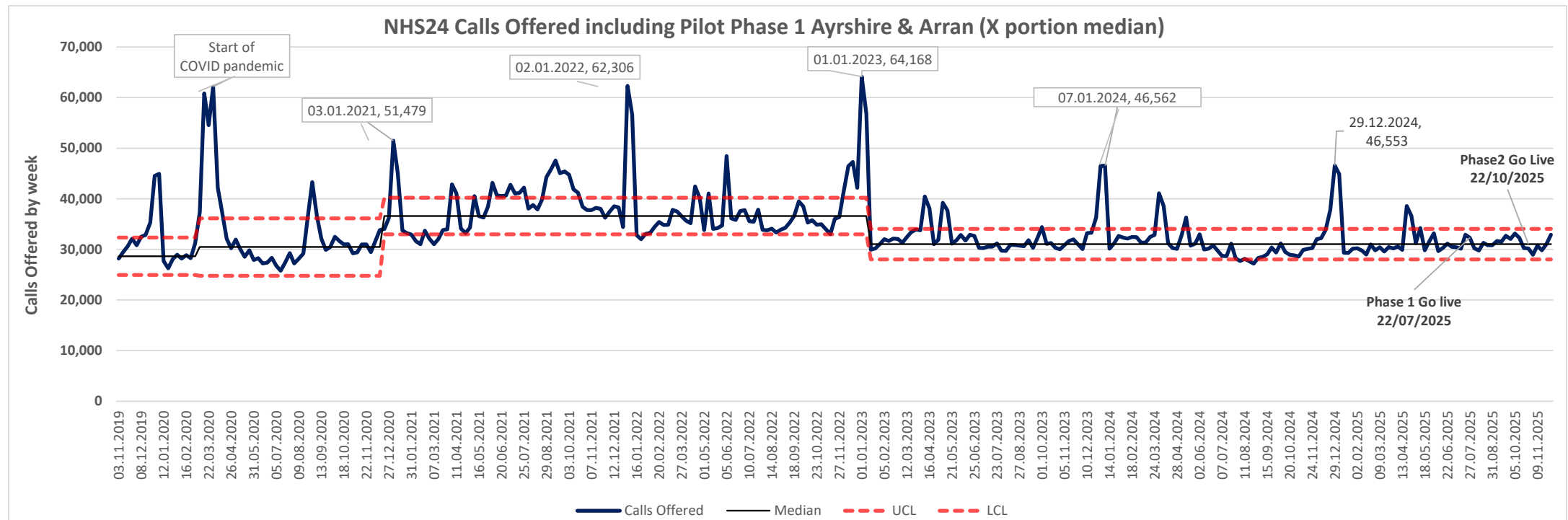
# Caller Discontinued

- 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 – **0.5%**
- Equates to **399** 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 31,049 calls offered per week, November average was 0.3% higher at 31,133.
- The first two weeks in November fell below median, the later two rose above with week ending 30<sup>th</sup> 7% over at 32,915.



# Digital Access



NHS inform – 2.04 million page views – 10% decrease on previous month.

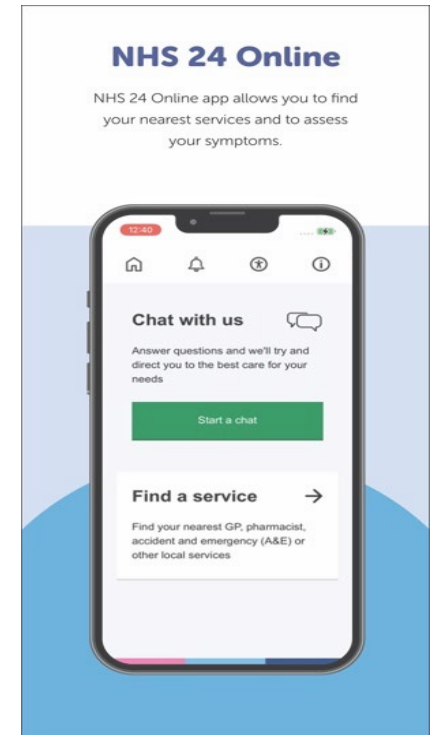
A cookie control issue has now resulted in users being able to reject tracking cookies. This was to ensure compliance with ICO but has resulted in a notable decline in activity on websites in addition to impact of AI snippets within search engines.



WEB CHAT

- 1,166 webchats answered
- NHS inform (536)
  - Breathing Space (601)
  - Quit Your Way Scotland (19)
  - Care Info Scotland (10)

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



NHS 24 app – 5,998 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

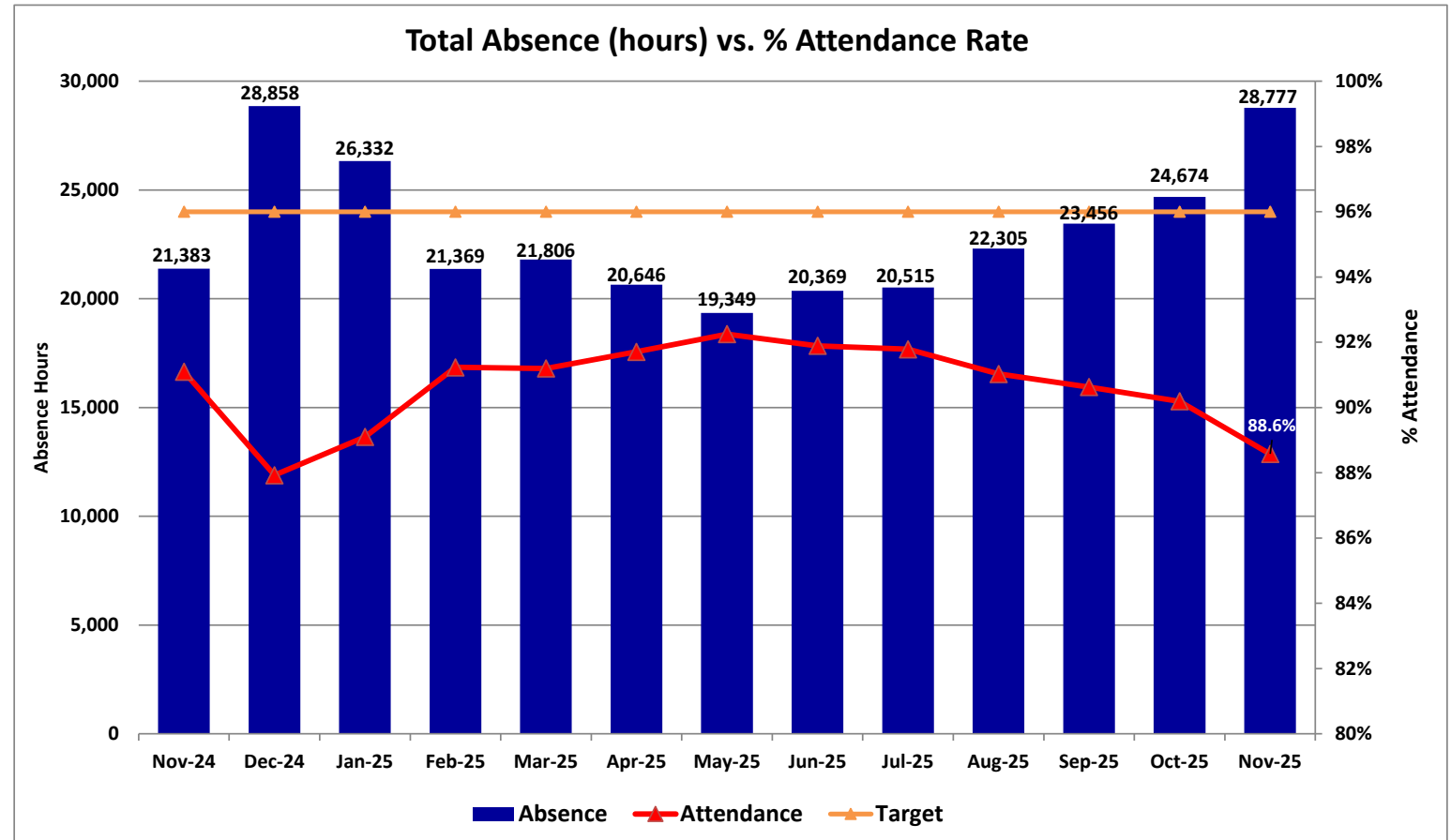
iMatter is a key initiative at NHS 24. It is a tool designed to gather valuable insights into the staff experience and staff are encouraged to participate in an annual questionnaire, consisting of 29 questions. This allows organisation to understand staff in order improve experience at work for all.

i-matter for 2025/26 – 79 – an improvement on previous years score (77)

# Workforce Attendance

## Summary

- Attendance has fallen 1.6 pts to **88.6%** against a 96% target, lowest percentage achieved since December last year (88%)
- Total absence hours in November was **28,777**, the highest number of hours since December, and 7,394 more than November 2024.
- Total hours available at 251,945 is the highest available hours recorded, 11,747 more than previous year.





**The care behind  
your care.**