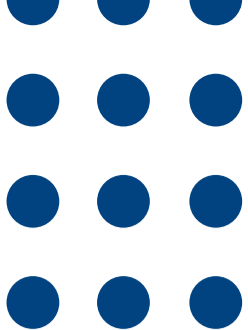


Feedback and Complaints Annual Report

For the year 31 March 2022



Contents

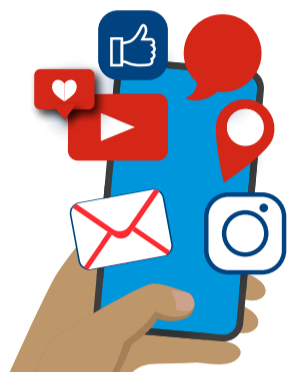
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1. At A Glance 2020-21



Customer satisfaction scores are on average 75.5%. (Up from 62.0% in the previous year). Central Legal Office (CLO), Practitioner and Counter Fraud Services (PCFS) and Programme Management Services (PgMS) continue to be leaders in customer satisfaction.



NSS received 268 instances positive feedback and compliments about our services throughout 2021-22. This is up from 190 in the previous year (an increase of 41.1%).



In 2021-22, we received 743 complaints, a 136.6% increase on previous year. This increase is driven by the inclusion of the 237 National Contact Centre (NCC) complaints which were not included previously and also increases in complaints in Scottish National Blood Transfusion Service (SNBTS) and Procurement, Commissioning and Facilities (PCF).

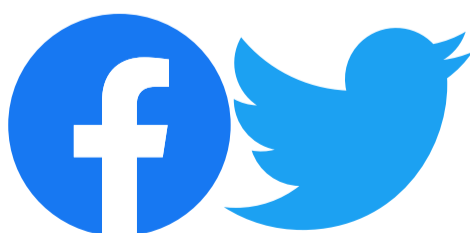


In 2021-22 the Scottish Public Services Ombudsman (SPSO) received 3665 complaints — out of those 0 related to NSS.



82% of less complex complaints were resolved within the 5 working day target.

86% of complex complaints were resolved within the 20 working day target.



The NSS Twitter account has 15.2k followers (an increase of 14.3% on the previous year) and the SNBTS Facebook page has 72.8k followers (a decline of 1.0% on the previous year).

2. Introduction

This report provides the summary of the activity surrounding feedback, comments, concerns and complaints received by NHS National Services Scotland (NSS) in the period from 1 April 2021 to 31 March 2022.

Throughout the year we have used feedback, comments and complaints to improve our services. Our management, handling and response rates remain at high levels.

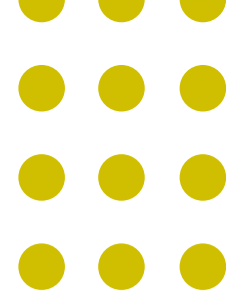
Feedback and complaints are received directly by our services in the Strategic Business Units (SBUs), the Strategy, Performance and Service Transformation Directorate, the NSS mailbox address on the NSS website and social media accounts. Those submitted on the web are routed to the generic NSS Feedback mailbox. All feedback and complaints are handled in line with the NHS model handling complaints procedure (MCHP).

This report will be reviewed by Health Improvement Scotland (HIS) and comments on it will be provided. These comments will be reported on in due course, together with any improvements required.

Empowering people to be at the centre of their care and listening to them, their carers and families is a shared priority for everyone involved in the NHS in Scotland. Feedback, comments, concerns and complaints provide a valued and vital source of information about the quality of service delivery and identifies opportunities for service improvement. This requirement has been embedded in legislation and recognised by HIS along with the SPSO, has required the NHS in Scotland to adopt a model complaints handling procedure to standardise complaints handling across the NHS and to be in line with the rest of the public sector.



3. Our purpose and our services



NSS is a Non-Departmental Public Body (NDPB), accountable to Scottish Ministers. NSS was established as the Common Services Agency in 1974 under The National Health Service (Functions of the Common Services Agency) (Scotland) Order 1974, with a mandate to provide national strategic support services and expert advice to Scotland’s health sector whilst maximising health impacts and cost savings.

In 2013, the Public Services Reform (Functions of the Common Services Agency for the Scottish Health Service) (Scotland) Order 2013 extended the remit of NSS enabling the provision of services to other bodies, including local authorities and government departments. More recently, the Public Bodies (Joint Working) Scotland Act 2014 reinforced this requirement to maximise health, financial and environmental impacts by engaging with, and offering services to, and the wider public sector in Scotland.

Key facts

Budget:	£1,351.9 million
Workforce:	3,622 (WTE)
Sites:	23
Supporting the NHS:	<p>NHSScotland Assure provides a multi-disciplinary approach supporting quality in the design, build and maintenance of major healthcare developments.</p> <p>The National Contact Centre handled over three million calls and booked over one million COVID-19 vaccination appointments.</p> <p>Robot-Assisted Surgery Systems were procured as part of a £20 million investment to improve cancer treatment.</p>
Resource efficiency:	<p>£17.4 million delivered in cash-release efficiency savings.</p> <p>NSS secured savings on behalf of NHSScotland of £38.4 million through National Procurement contracts.</p> <p>99.5% accuracy achieved of all primary care contractor payments.</p> <p>Protected £1.87 million of NHSScotland resources through prevention, detection and investigation of fraud.</p>

Our services include:



COVID-19 response

Overview, supply and distribution (inc. PPE, vaccines and boosters), manufacturing and sourcing, COVID-19 testing, convalescent plasma, NHS Louisa Jordan, digital, screening and blood donation. The implementation and delivery of the National Contact Centre (NCC) and two new warehouses.



Specialist healthcare

Providing specialist clinical services, population screening, national network management services.



National Procurement

Strategic sourcing, commercial services, procurement services, terms and conditions, warehouse operations, supply chain, distribution, fleet management and ward product management.



Programme management

Portfolio management, programme and project delivery, programme assurance and programme management office.



Facilities

Capital projects, estate asset management, sustainability, equipping services, engineering, environment and decontamination, facilities management.



Legal

Litigation, employment, commercial property, commercial contracts and policy advice.



Digital and Security

Portfolio management, programme and project delivery, programme assurance, programme management office local and national digital solutions, clinical informatics and cyber information governance.



Blood, tissues and cells

Blood tissues and cells, clinical services, research, development and innovation, training, testing, quality assurance and regulatory compliance.



Practitioner

Pharmacy, medical dental and ophthalmic services: payment, maintaining an up-to-date patient registration database, medical record transfers and clinical governance for dental.



Counter fraud

Fraud prevention, fraud detection, fraud investigation and advice.



Antimicrobial Resistance and Healthcare Associated Infection (ARHAI) Scotland

Coordination of national surveillance, reporting of healthcare associated infections, monitoring of antimicrobial resistance and antimicrobial prescribing, expert advice on infection prevention and control.



NHS Scotland Assure

Improving risk management in the built environment, full building lifecycle, and strategic assessment, building operations, maintenance and decommissioning.

4. Encouraging and Gathering Feedback

We have continued to work with the support of the Community Engagement work stream (formerly known as Scottish Health Council) of Healthcare Improvement Scotland to review and update the methods that we use to seek and gather feedback. It is recognised that as a national board we are mainly a non-patient facing organisation, the approaches taken may differ from those in a territorial NHS Board and other National Boards in Scotland.

NSS undertakes an annual customer engagement index exercise, which tracks customer satisfaction, customer advocacy and customer effort. This enables us to benchmark our performance against the industry standard. The survey is summarised as part of our planning approach and all parts of the organisation are required to deliver and implement a customer action plan based on the results of their surveys.

The Customer Experience Team has analysed the qualitative feedback received through the annual customer satisfaction survey. Themes from the survey relating to external customer feedback are split into two areas – positive feedback and areas for improvement.

We received positive feedback on team behaviours, how supportive we are, the way we respond and our efficient customer focus.

Areas that customers have asked us to improve include being more consistent, better clarity regarding roles, offering tailored support, providing more up to date information, communication, simplification and online services.



These key measures can be defined as follows:

Customer Satisfaction

Customer satisfaction measures how products or services supplied by an organisation meet or surpass a customer's expectation.

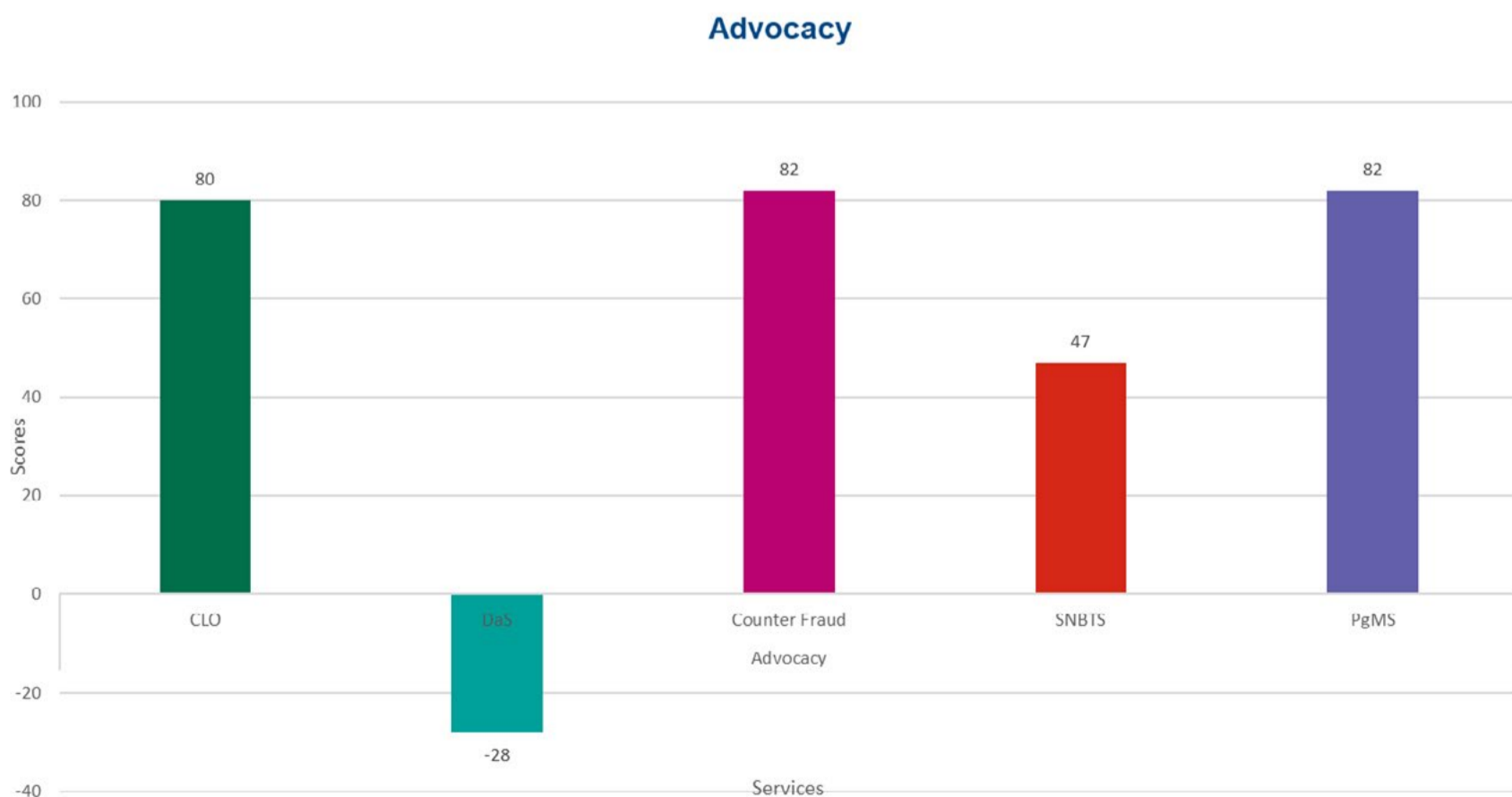
Figure 1: Customer satisfactions scores by service – NSS Target is 70%



Net Promoter Score

Net Promoter Score measures the loyalty that exists between a service provider and a consumer or service user.

Figure 2: Advocacy scores by service – NSS target is 0%



Customer Effort Score

Customer Effort Score measures how much effort is required by customers to access NSS services.

Figure 3: Customer effort by service- NSS target is 62%



The Central Legal Office (CLO) regularly achieves customer satisfaction scores in the high nineties and in 2021-22 achieved 98%. They have developed an engagement approach over a period of time that allows them to capture and act on feedback in a way that is positively received by clients. Both the Programme Management Services (PgMS) and Counter Fraud Services (CFS) maintain high levels of customer satisfaction through close working relationships with their customers and service users.

Each September CLO issues a client survey to capture feedback and comments, with each return read and reviewed by the CLO Director. If any of the comments contain constructive feedback or concerns that need to be addressed, the Director discusses it with the Head of the Department it relates to. A decision is then provided about how best to follow up and resolve any concerns – which may involve contacting the person who made the comment. Additionally, the Director also visits clients on a regular basis to discuss any additional feedback and/or points they want to raise.

Our strategic business units continue to monitor and record all feedback and compliments received. Key positive themes in the feedback received by SNBTS are; good attitude, professionalism, compassionate care and attention given to donors by the donor services teams at the donor sessions.

Compliments in detail

NSS received positive feedback and compliments about our services throughout 2021-22 with 268 compliments instances received. Compliments were received from a wide range of organisations and individuals, across the range of NSS services.

The National Contact Centre was recognised for their work during the Covid pandemic by the First Minister and the Cabinet Secretary for Health and Social Care, extract detailed below:

Thank you – Test and Protect workforce

Dear Test and Protect staff and volunteers,

Following the publication of our Test and Protect Transition Plan, we wish to offer our sincere thanks for the vital contribution you have made working in Test and Protect. At the beginning of the pandemic – before we had the benefit of vaccinations and treatments – large-scale infrastructure to test, process samples, contact trace and isolate on a population-wide scale was required to reduce transmission, alongside a range of other measures.

Test and Protect was established on 28 May 2020 and has been one of our key interventions over the last two years in Scotland to reduce the impact of COVID-19 on our health, and on the wider social and economic harms caused by the pandemic. The system was stood up at phenomenal speed and scale – and it has broken chains of transmission and saved lives.

Whether you have been with us since 2020 or joined more recently, delivering testing, sample processing, contact tracing, or supporting isolation, thank you for your contribution. The range of organisations involved, in no particular order – the Scottish Ambulance Service, Mitie, Sodexo, local authorities, NHS territorial and national boards, a range of contractors supporting the National Contact Centre, the University of Glasgow, NHS National Services Scotland, Public Health Scotland, the Scottish Microbiology and Virology Network, the Scottish Fire and Rescue Service, and the British Red Cross – in collaboration with the Scottish and UK governments, shows the colossal collective effort you have supported to deliver Test and Protect, standing up to the challenge to blunt the impact of Covid.

On behalf of the Scottish Government, our Health and Social Care system, and the people of Scotland, we want to again offer you our enduring thanks for your effort, time and commitment in the fight against this pandemic.

Nicola Sturgeon First Minister

Humza Yousaf Cabinet Secretary for Health and Social Care

Compliments received by other parts of NSS included:

PCF

I wanted to express my sincere gratitude and appreciation for all the work that you and your team have done to respond to the crisis in India. As a direct result we have been able to support patients and health professionals in the most exceptional circumstances. These are indeed unprecedented times and I very much recognise all that you have achieved on top of your very challenging day jobs.

With all my thanks and appreciation.

Chief Medical Officer

Huge congratulations from all of us here at the Grampian oxygen team. You and the team do a great job and in extremely challenging circumstances have helped steer us through the last year, offering valuable support along the way.

Nice to see your tremendous efforts are appreciated.

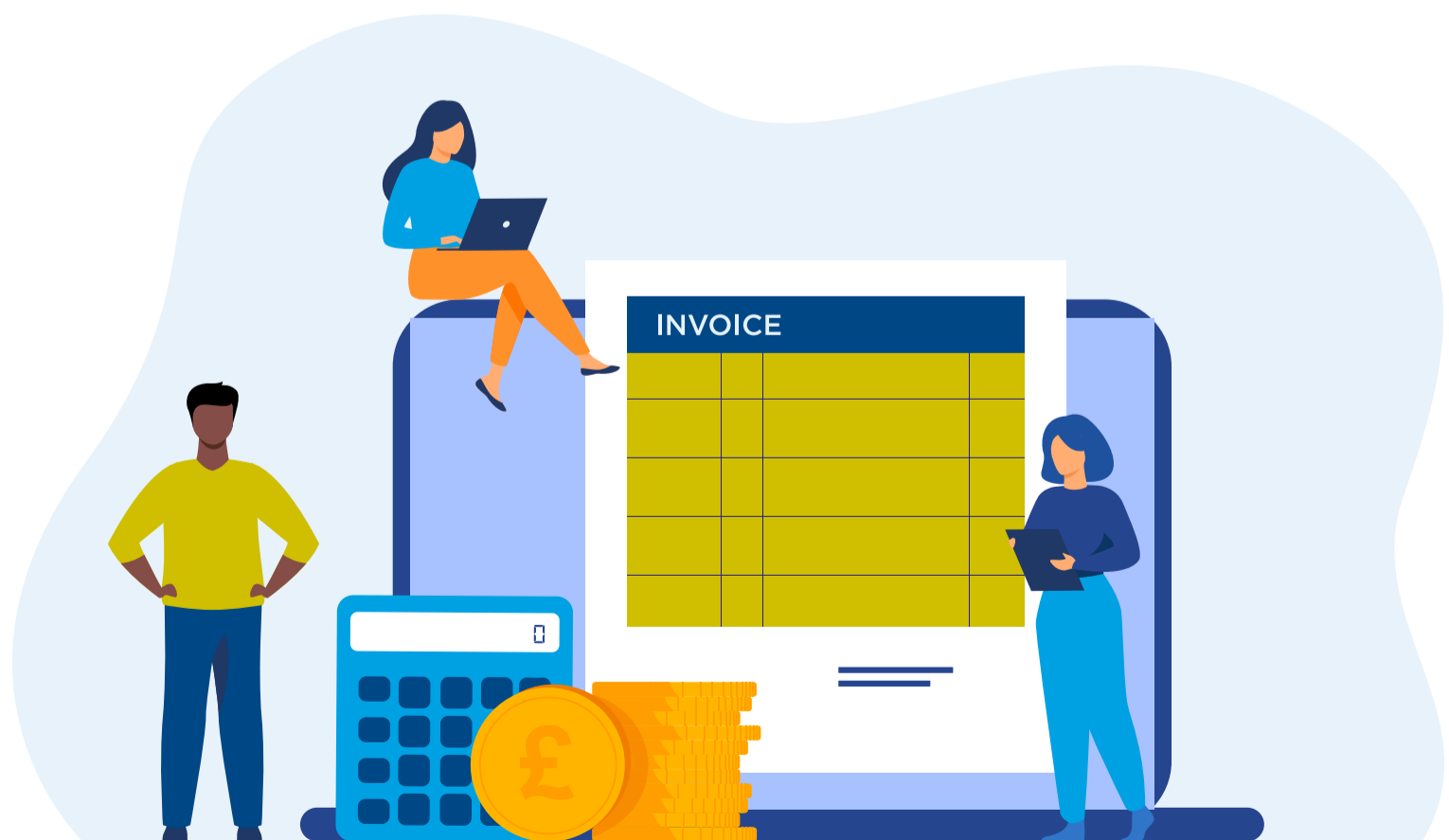
Grampian Oxygen Team

Equipping Services

We want to thank you and the team for all of the hard work that you have all been doing to get us to the point we are at now on the Aviemore site. We are entirely aware that the challenges of the working environment did not allow you all to complete the full set out of the furniture and fittings in order to protect what was on site from damages and that everything possible was done where works were not being carried out.

All of the hard work and extended hours today carried out by yourself and the team was greatly appreciated particularly when there are still areas without ceiling tiles and work continuing has been challenging. You could not have worked harder. In summary we cannot thank you and the team enough for your ongoing professionalism and support.

NHS Highland



SNBTS

Cabinet Secretary Humza Yousaf visited SNBTS following which he tweeted, 'Really impressed by range of work @givebloodscot are doing. Processing, testing, supply, research and development of blood and donor tissues and cells. It was a reminder to get myself booked in to give blood. Hope you consider doing so too if eligible'.

From a donor

It was my first donation and I was nervous to say the least. The staff were absolutely amazing and treated me amazingly. Thank you so much to the lady who pricked my finger and to the man who took out my needle. You 2 were honestly so lovely and really put me at ease.

CLO

My experience with the CLO last year regarding a case that I had with [named solicitor within Employment Team] advising from a CLO point of view was the most professional and supportive throughout. [Named solicitor within Employment Team] and the assistants were always available and the services was second to none.

NHS Ayrshire and Arran

CLO has been a close partner organisation over my lengthy career and I always feel they understand the issues and give expert advice and support.

NHS Lothian

Finance

Just a small note to say a big thank you for all of your hard work in getting the annual report and accounts to completion. I know how much effort you put into getting a quality outcome and am very grateful – especially in my first year! I know you were supported by a wider team and would appreciate if you could extend my thanks to others involved as well.

5. Encouraging and Handling Complaints

The way we respond to complaints means that the complainants feel that their complaints will be valued and handled appropriately, and that the organisation will take on board what they have to say. This report outlines the complaints received in the following NSS Strategic Business Units and Directorates:

- Scottish National Blood Transfusion Service (SNBTS)
- Procurement, Commissioning and Facilities (PCF)
- Practitioner and Counter Fraud Services (PCFS)
- Central Legal Office (CLO)
- Strategy, Performance and Service Transformation (SPST)

Engagement continues with those SBUs as part of the model complaints handling procedure to understand the methods for obtaining and processing feedback in these areas of NSS where no or very few complaints are received. Different areas of NSS will feature in the quarterly reports and improvement plans, where required, will be agreed.

There were no NSS complaints referred to the Scottish Public Services Ombudsman (SPSO) in 2021-22. This is compared to three in 2020-21.

In 2021-22 NSS resolved 86% of complex complaints received within the guidelines and the average response time was 13.3 days. Any complex complaint must be investigated within 20 working days.

The number of complaints NSS received in 2021-22 has increased from the 2020-21 period (314). In 2021-22 NSS received 743 complaints which is an increase from the previous year of 136.6%. A direct comparison with the 2020-21 report (excluding the NCC data) the total NSS complaints is 506 an increase of 61.1%.

Some of this increase may be accounted for by the inclusion of the NSS COVID-19 response data which was not recorded in the previous annual report. Rises in complaints about SNBTS and PCF has also driven the increase in numbers.

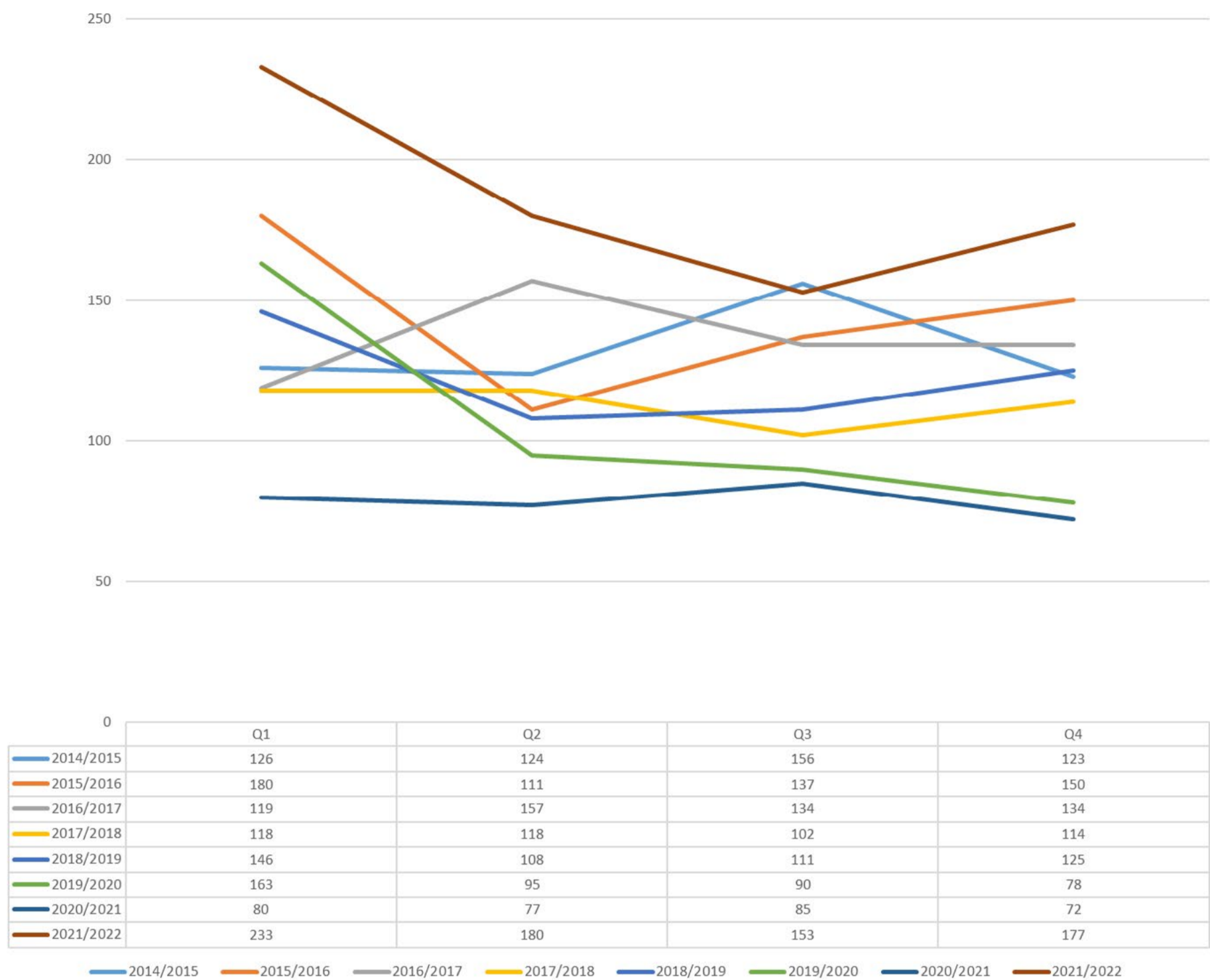
NSS SBUs have fully implemented the NHS model complaints handling procedure (MCHP) and will continue to handle complaints in accordance with this guidance.

An online platform for handling complaints in the ServiceNow service portal has been further developed in 2021-22 and training provided to complaint leads in the NSS SBUs. Further development of the platform was needed in 2021-22 to meet the needs and requirements of Procurement, Commissioning and Facilities (PCF) and in particular the National Distribution Centre (NDC). Further testing and development took place in PCF however, due to the pandemic this was unable to go live as planned. The go live date for PCF is August 2022. Additionally NSS system wide developments are required to enable improved reporting.

Table 1: Total NSS quarterly and cumulative totals for 2021-22 with a comparator with 2020-21

2021-22			2020-21	
	Quarterly Total	Cumulative Total	Quarterly Total	Cumulative Total
Q1	233	233	80	80
Q2	180	413	77	157
Q3	153	566	85	242
Q4	177	743	72	314

Figure 4: Quarterly and cumulative totals for the period 2014 – 2022



NSS continues to commit to the requirements set out in the new NHS MCHP. NSS policy is to acknowledge complaints within 3 working days; resolve less complex complaints within 5 working days and resolve more complex complaints within the 20 working day timescale.

In 2021-22 NSS continued to meet the key performance indicators (KPIs) requirements set out in the NHS MCHP.

Table 2: Handling Complaints – NSS Response times

	Q1 Apr- Jun	Q2 Jul- Sep	Q3 Oct- Dec	Q4 Jan- Mar	2021- 2022 Annual	2020-21 Comparison	2019-2020 Comparison
Average Response Time against Target Response Time of 5 working days (less complex)	4.3	5	4.9	4.6	4.7	2.8	9.2
Average Response Time against Target Response Time of 20 working days (more complex)	13.6	13.7	13.5	11.9	13.3	10.9	10.8
% responses within target (20 working days)	82%	85%	89%	91%	86%	92%	97%
No. of responses out with target (20 working days)	23	17	9	6	55	27	0

Notably, the time to respond has increased in the 20-day category, and this may reflect the complexity of the cases that are being dealt with by the COVID-19 response service in an evolving pandemic. NSS continues to receive complaints and feedback from complainants that are in relation to other NHS Boards and primary care providers. This has been proactively managed in relation to the new website (as detailed in previous annual reports).

This section looks in more depth at the areas of reported complaints.

Scottish National Blood Transfusion Service

SNBTS is in contact with over 300,000 donors each year and the numbers of complaints they receive remains low. In 2021-22 there were 126,471 active blood donors in Scotland, who have all given blood within the last year - less than 4% of the eligible population of people aged 17-70.

Table 3: SNBTS donor complaints

Code / Type of Complaint		Q1 2021-22	Q1 2020-21	Q2 2021-22	Q2 2020-21	Q3 2021-22	Q3 2020-21	Q4 2021-22	Q4 2020-21
1	Opportunity to donate	3	11	3	8	8	9	5	5
2	Donor Selection	5	6	7	0	6	4	2	1
3	Opening Hours	0	0	1	0	0	4	0	1
4	Staff Attitude & Behaviour	7	7	16	7	10	10	14	6
5	Waiting Times	2	0	1	1	0	0	1	0
6	Donor Communications	10	5	7	11	2	2	5	4
7	Documents and Records	2	2	1	2	3	2	0	2
8	Health & Safety	3	2	5	0	5	1	1	1
9	Bruising	7	2	5	4	2	1	3	1
10	New Regulatory Change	0	1	0	0	0	0	0	0
11	Special Redesign/change/Disruption	0	0	6	0	0	0	0	0
12	Special Needs (DDA)	0	0	0	0	1	0	0	0
13	Vexatious	0	0	0	0	0	1	0	0

Code / Type of Complaint		Q1 2021-22	Q1 2020-21	Q2 2021-22	Q2 2020-21	Q3 2021-22	Q3 2020-21	Q4 2021-22	Q4 2020-21
14	Voluntary Organiser Attitude & Behaviour	0	0	0	0	0	0	0	0
15	Facilities (incl. Parking)	0	0	0	0	0	0	3	4
16	Legal claim	0	0	0	0	0	0	0	0
17	Appointment Availability	10	4	8	3	10	3	12	6
18	Donor web portal	10	5	10	1	1	3	2	2

Table 3 shows the number of complaints SNBTS has received from blood donors. This increased from 169 in 2020-21 to 223 in 2021-22 representing a 32% increase. There was a marginal increase in complaints attributed to bruising in Q1/Q2, which reduced in Q3/Q4. In relation to staff attitude and behaviours there were 47 complaints for 2021-22. This is an increase of 56.7% from 30 for 2020-21, which represents 0.0003% of active donors in Scotland.

An increase in complaints was also seen around the Donor Web Portal (DWP) and appointment availability. A group will review the feedback on the DWP to ensure improvements are implemented.



Table 4: SNBTS staff attitude and behaviour complaints 2020-21 and 2021-22

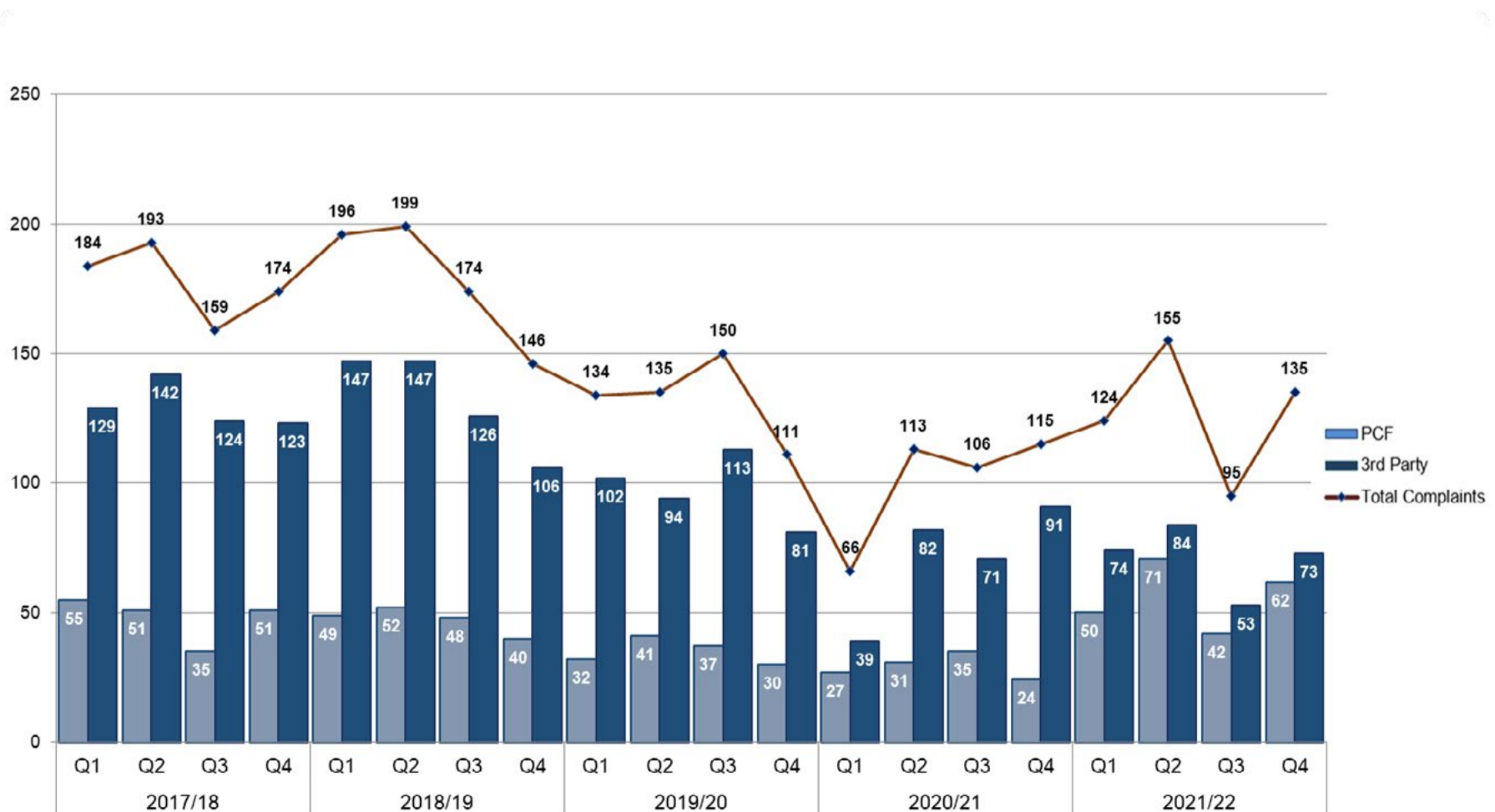
Type of Complaint	Q1 21-22	Q1 20-21	Q2 21-22	Q2 20-21	Q3 21-22	Q3 20-21	Q4 21-22	Q4 20-21
Staff attitude and behaviours	7	7	16	7	10	10	14	6
Voluntary organiser attitude and behaviour	0	0	0	0	0	0	0	0
TOTAL	7	7	16	7	10	10	14	6

In response to staff attitude and behaviour complaints and to improve our service delivery, the Donor & Transport Services delivered unconscious bias training and the customer standards training was refreshed.

Procurement, Commissioning and Facilities

Within PCF, the majority of complaints relate to National Procurement. The National distribution centre handled 80,000 picks in the reporting year with 97 pick related complaints received.

Figure 5: National Procurement complaints managed by PCF – NDC Complaints



In Total PCF received 225 complaints relating to their service. The most common type of complaints was for out of date product. This accounted for 118 (52.4% of all complaints). There were various reasons for this happening:

- The Health Boards did not order products at their predicted volumes.
- Human errors with the goods in operators not identifying products with less than agreed expiry dates.
- The warehouse management system does not currently allow supply chain team to determine out of date products whilst it is sitting in the warehouse. Therefore, manual checks are required to identify out of date product.
- Manual checks were not completed at the normal levels due to operational challenges and out of date stock may not have been caught
- An upgrade to the warehouse management system was postponed due to COVID-19 and the pressures of Christmas.

To improve customer experience, an upgrade of the warehouse management system is planned and live testing is planned for July 2022. One of the benefits of the upgrade, will be to improve management of out-of-date stock as expiry dates will be recorded giving the Supply Chain and Inventory Teams greater visibility & control of stock dates and stock management.

Table 5: National Procurement 3rd Party Complaints

Type of Complaint	Q1 21/22	Q1 20/21	Q2 21/22	Q2 20/21	Q3 21/22	Q3 20/21	Q4 21/22	Q4 20/21
Product Quality	26	20	38	52	15	38	27	38
Service	0	0	0	2	0	0	0	0
Transport Issues	0	0	2	0	0	0	0	0
Late/ Wrong/No Delivery	6	3	14	2	10	3	25	2
Supply Issues	3	5	1	0	2	2	0	0
Wrong/ Confusing/ Missing Information	0	1	4	1	2	1	0	1
Price	0	0	1	0	0	0	0	0
I.T/Systems	0	0	1	0	0	0	4	0

Type of Complaint	Q1 21/22	Q1 20/21	Q2 21/22	Q2 20/21	Q3 21/22	Q3 20/21	Q4 21/22	Q4 20/21
Product Unsuitably Packed (H&S Issues)	2	8	2	14	2	7	0	16
Other	37	10	21	12	22	22	17	5
Total	74	47	84	83	53	73	73	62

National Procurement (NP) monitors their complaints closely and where an adverse trend is identified, they will work with the supplier, and where appropriate the NHS Board, to develop and agree a recovery, corrective action and improvement plan. As part of any containment, corrective or preventative action process, NP will issue a product alert or recall notice to NHS boards.

Practitioner and Counter Fraud Services (PCFS)

PCFS received 38 complaints in 2021-22. These related to service delivery and complaints received from patients and practitioners. The themes identified are summarised as follows:

- Delay in getting prior approval decision on dental treatment and length of time taken to get the approval.
- Patients making complaints in relation to patient registration.
- Patients making complaints about being removed from GP practices and/or the GP practice they have been assigned to. Difficulty finding a GP.
- Dentists complaining that they were unhappy with their COVID-19 financial support payment.

There was a significant increase when comparing to the previous year 2020/21, which can be explained by the impact of the pandemic including dental services being restarted and striving to get back to some normality. Patients have found it increasingly challenging to access GP practices and this explains the increase in complaints to PCFS.

A large number of the complaints received were regarding issues that were out with PCFS control (e.g. Scottish Government policy, removal from GP practices, COVID-19 financial support payments).

Central Legal Office (CLO)

CLO receives very low numbers of complaints, with one received in 2021-22 and CLO have processes for dealing with those that relate to specific legal matters through the Scottish Legal Complaints Commission.

Strategy Performance and Service Transformation - National Contact Centre

The National Contact Centre (NCC), formerly named the National Contact Tracing Centre, was established in 2020. We are responsible for the delivery of COVID-19 services including: Contact Tracing, Border Monitoring, The National Vaccination Helpline, The COVID-19 Status Helpline, and the Testing Helpline for schools, Health & social care workers, and prisons. We have supported our partners at Public Health Scotland and The Scottish Government by establishing and managing the National Contact Centre. More than 1,200 staff have been trained to work across NCC. NSS helped train a further 2,000 staff across health boards, local authorities and commercial partners.

In 2021-22, The National Test and Protect programme, including NCC, recorded 1.726 million Index Cases from citizens who tested positive for COVID-19. Of cases with access to digital devices, 100% were contacted digitally within two hours of test result receipt. For those without digital access, 92% were reached via telephone or digital channels 2.442 million contacts of cases were identified; 99% of which were reached digitally within 24 hours.

NCC received 480,000 inbound calls relating to contract tracing and isolation support. 1.154 million travellers were provided with email advice, and the NCC successfully contacted 85% of 82,500 travellers who were randomly sampled for phone calls.

The testing helpline answered 11,250 calls, and in doing so, supported routine testing of health and social care workers, prison staff and schools.

During 2021-2022, we received 3.02 million calls to our vaccination helpline and provided 1.276 million vaccine bookings to citizens. 627,000 calls were answered by the COVID-19 status helpline since the service was launched in May 2021. 78,800 data resolution cases were completed with patients' vaccine event and demographic data corrected.

In more recent developments, we launched a new service area to support patients through the digital on boarding process for the ConnectMe self-management platform. 144 calls have been answered since the service launched in January 2022.

NCC complaints data was not included in the 2020-21 report, so this is a key contributor to the increase in this year's numbers. NCC contributed to 237 complaints this year, this accounted for 31.9% of all complaints received within NSS; and reflects the enormous workload undertaken.

2021- 22 NCC Transactions

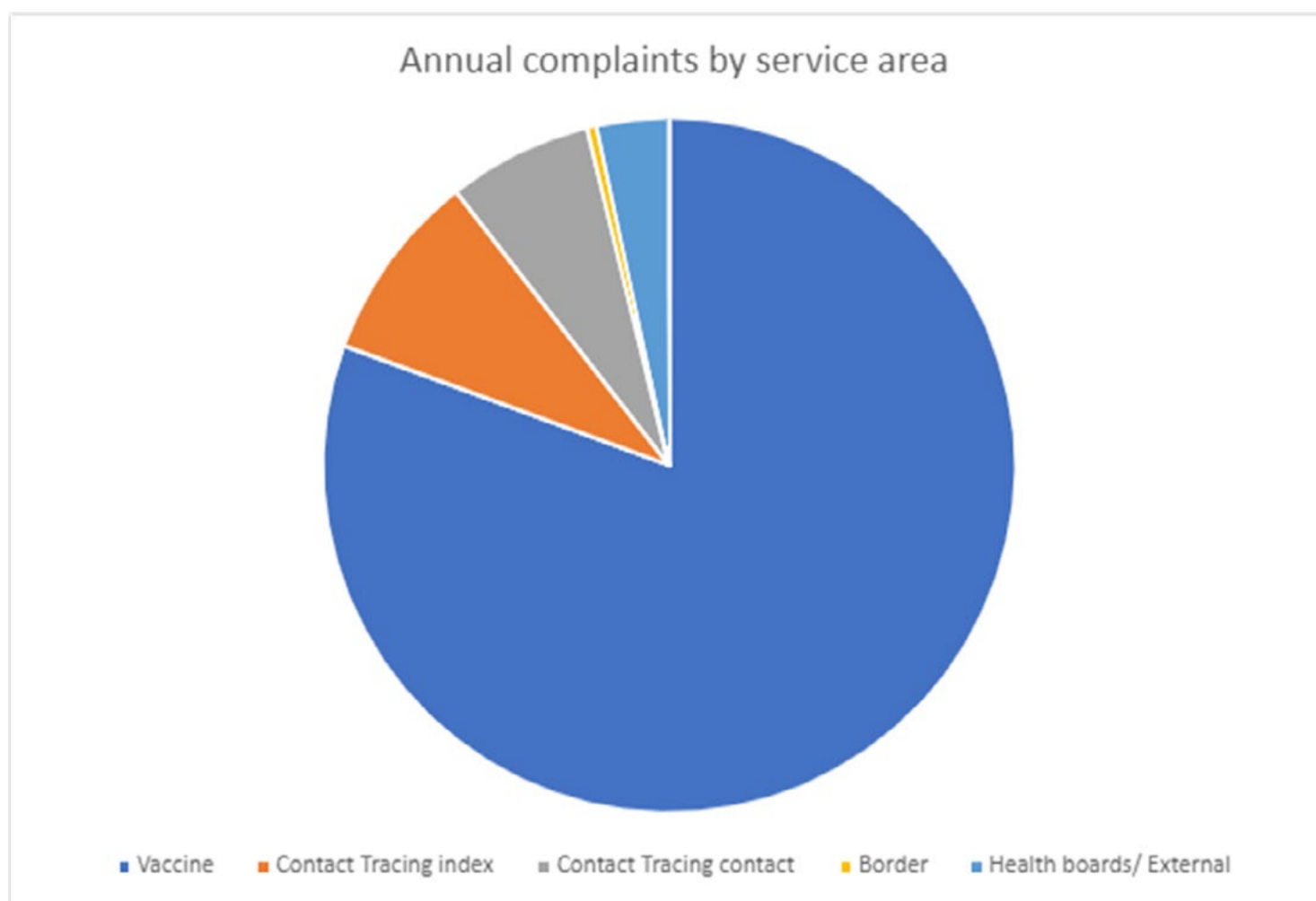
480,000	calls to the Contact Tracing Inbound helpline
1,726,000	Index Cases recorded Test and Protect wide including NCC
2,442,000	Contacts of cases recorded Test and Protect wide including NCC
3,020,000	calls to the Vaccination helpline

NCC received a total of 237 complaints across all service areas

- 55 were fully upheld (23%)
- 30 were partially upheld (12%)
- 152 were not upheld (65%)

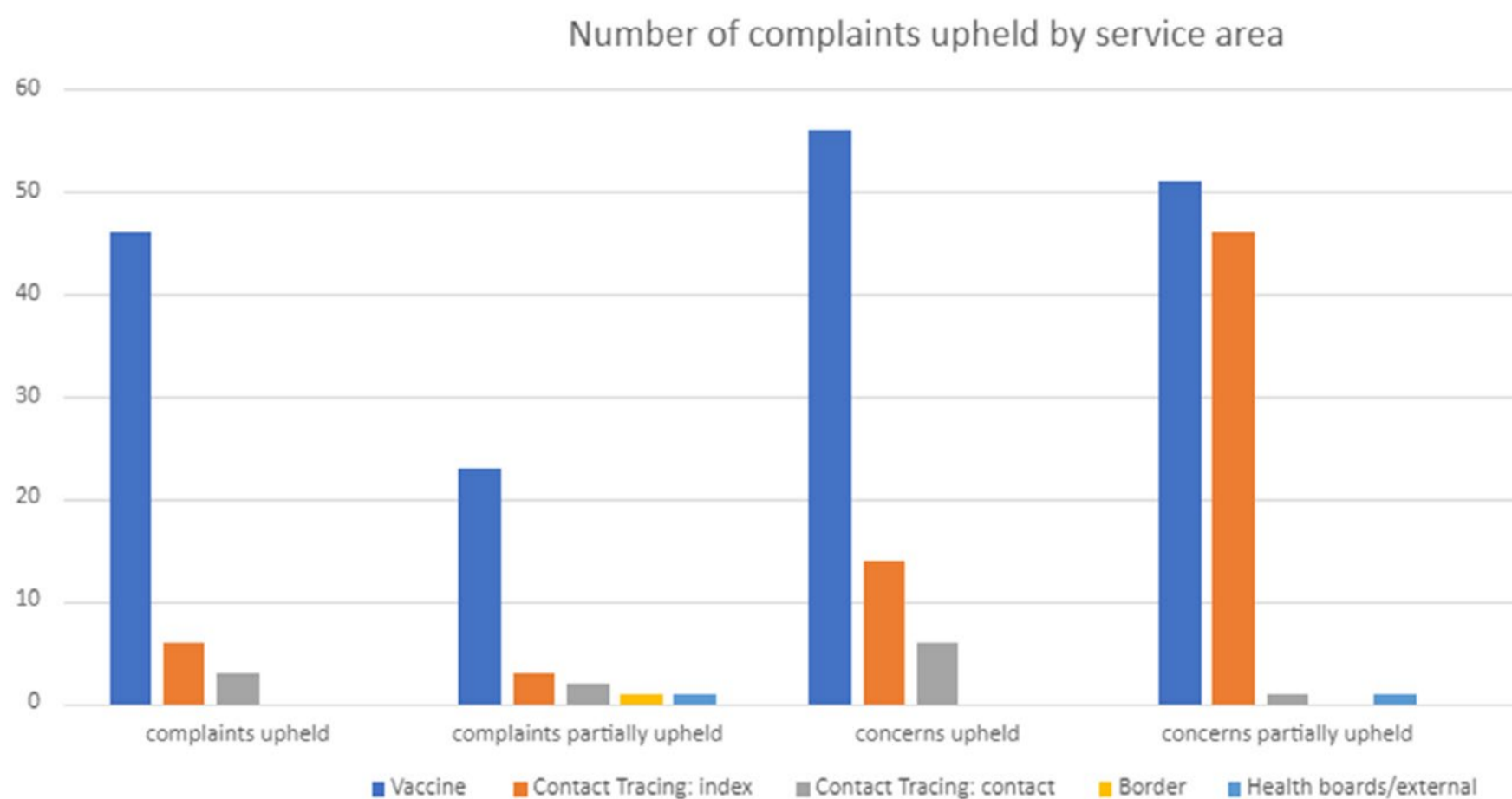
The service area receiving the most complaints was Vaccine, which accounted for 80% of all complaints received.

Figure 6: NCC complaints by service area



Vaccine also accounted for the most complaints upheld or partially upheld.

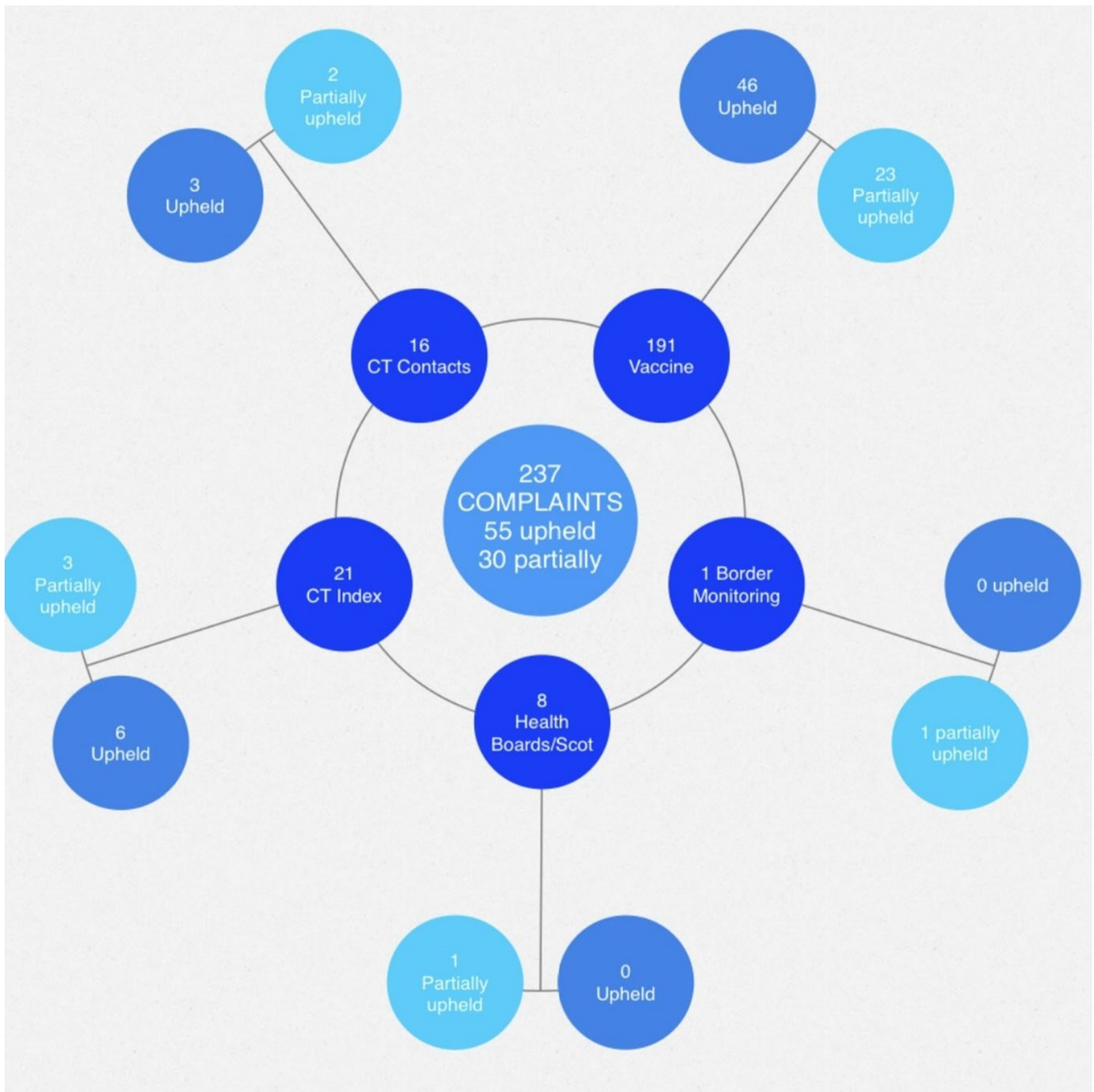
Figure 7: NCC complaints upheld by service area



Of the 237 complaints received:

- 191 were Vaccine related
- 21 were Contact Tracing index cases
- 16 were Contact Tracing contact cases
- 1 was Border Monitoring
- 8 were external agencies, including Health Boards and the Scottish government

Figure 8: NCC complaints upheld and partially upheld complaints



6. The culture including staff training and development

Scottish National Blood Transfusion Service

SNBTS has taken part in the Civility Safe Lives programme delivered by NSS Organisational Development and were provided with support on how to interact with each other better. Staff have participated in unconscious bias training and the customer service training has been refreshed and implemented.

NSS Values Programme

In 2018, we began the relaunch of the NSS Values and are inviting everyone to bring fresh commitment and energy to creating a 21st century NSS culture of collaboration, innovation and compassion. This common set of values, endorsed by Staff Governance, helps us all create a better NSS community, whilst honouring the traditions and good work of our Strategic Business Units (SBUs) and Directorates.

Our values are outlined below:

- Committed to each other
- Customer focus
- Integrity
- Openness
- Respect and care
- Excel and improve

Staff continue to work within the NSS Values programme.

Great Place to Work Plan

Building a great place to work is incredibly important for any organisation including NSS. A great workplace can have a very positive effect on our wellbeing and can enhance our performance and help us deliver even more for our customers.

This is why NSS invests in our very own Great Place to Work plan. It's underpinned by the NSS Strategy, our values and the NHSScotland Staff Governance Standard. Every year our iMatter results, and other employee feedback, helps define our key areas for improvement – ultimately the building blocks that make up our Great Place to Work plan.

The plan is our organisation's way of ensuring it plays its part, alongside every one of us, to make the experience of work feel great.

Take a look at the infographic below to find out more about the plan's six key themes and find out more in our Great Place to Work plan.

Figure 9: Great place to work plan summary

The making of a great place to work

Working to build a great place to work is incredibly important for any organisation including us. A great workplace can have a very positive effect on our wellbeing and can enhance our performance and help us deliver even more for our customers.

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The plan is our organisation's way of ensuring it plays its part, alongside every one of us, to make the experience of work feel great.

Making NSS a great place to work helps us deliver our best for the people of Scotland.



Here's an overview of the six key themes in our Great Place to Work plan and what they mean.

Employee engagement

In engaging employees our aim is to create the right conditions for everyone to be able to contribute to the success of our organisation by making sure we feel involved, informed and listened to.

This part of the plan includes how we manage change and performance, as well as ensuring we are working in partnership, listening and responding to our employee feedback.

A key opportunity to gather our feedback is through the iMatter survey, plus our subsequent team action plans and discussions.



Benefits and rewards

We want to promote the range of benefits available to us all so we can make the most of them. This not only benefits each and every one of us as employees, but it drives a multitude of benefits for the overall organisation too.

In a competitive environment, our benefits and rewards can also help attract people to come and work for our organisation as well as recognise and reward loyalty and excellence through initiatives such as the Staff Excellence and Long Service awards.

We will review our benefits and rewards by looking at the uptake, and listening to feedback from employees to HR including Exit interviews.



Fair and valued

Everyone should be aware of our organisational values and why they are important – because when put into practice, they help NSS drive ahead as a good organisation to work with and for, and one that has the capacity to evolve and grow. After all, great values underpin a great place to work.

Alongside our values and behaviours plan we also have an organisational Equality and Diversity plan which sets out the standard expected of all of us to ensure that everyone we interact with – our colleagues, customers, stakeholders and service users – are treated fairly.

We check how we are getting on in achieving these standards with our employees using their feedback. This can also impact improvements that we focus on. After all if we get it right for us, we have the best possible chance of getting it right for everyone we interact with.



Respect and Care
Excel and Improve
Integrity

Openness
Committed to each other

Customer Focus

Health, safety and wellbeing

Striving for excellent health and wellbeing is something we are all mindful of, and as a responsible employer, we work hard to ensure we are supporting employee health, safety and wellbeing in everything we do. Plans and projects like the Wellbeing project, Occupational Health, Safety, Wellbeing and Fire Action Plan and the Occupational Health, Safety and Advisory Committee (OHSAC) are in place to help us do this.

Through initiatives like our Wellbeing project, we are aiming to listen, understand and continually improve what more we can do to help support employee safety, health and wellbeing.



Policy

Fairness is an important aspect to everyone, and it often has a significant impact on how we feel about things or towards things. Fairly treated. Fair decision making. Fairly included.

That's why our policies exist. They are there to ensure that there is guidance and processes that are not only fit for purpose but are promoting an approach that is free of discrimination.

We continually monitor and assess how best practice is carried out and where we need to support and enable colleagues to navigate policy and do the right thing when it comes to implementing them.



Learning and development

Organisational Development and Learning offers a wide range of consultancy, development and learning opportunities to enable everyone to reach their potential, now and for the future. It includes our own NSS specific on line modules right through to NHSScotland-wide leadership initiatives such as Project Lift. We use data from a range of sources such as NSS Workforce plans, NSS strategic initiatives, business need and HR Data to inform our learning and development priorities.

This allows us to make continual improvements and evaluate the impact of Learning and development for developing and delivering solutions for NSS, including organisational development with a focus on change management, culture and people capability development.



Find out more on HR Connect by searching 'Great Place to Work'

7. Accountability and Governance

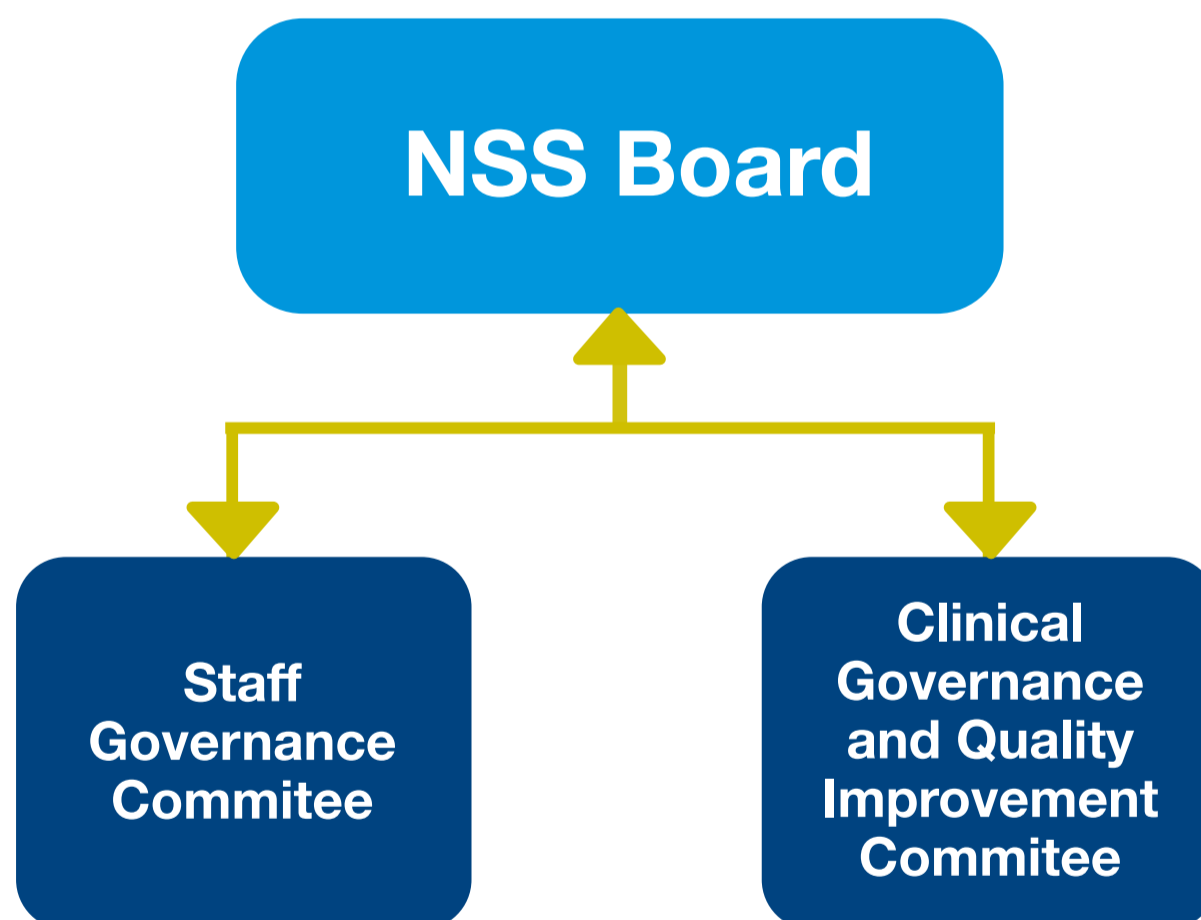
The executive lead for feedback and complaints is the Director of Strategy Performance and Service Transformation, who is supported by the customer insights team. The team aim to ensure visibility of feedback and complaints is at the highest level in the Board in order that performance and risk can be assessed and mitigated.

Complaints relating to clinical services or the professional behaviour/ practice of NSS clinical staff are reviewed by the Clinical Directorate Team and reported by exception to the Clinical Governance and Quality Improvement Committee (CGQIC) where appropriate.

The staff-related complaints are integrated into the people report presented to the Staff Governance Committee. The Executive Management Team receive the performance figures against the NHS model complaints handling procedure key performance indicators.

The Audit and Risk Committee receive complaints by exception and receive the annual report.

Figure 10: Hierarchy of governance arrangements in NSS for feedback and complaints reporting



8. Appendices

Appendix I: Summary of Customer Feedback and Suggestions

CLO – Customer Feedback and Suggestions			
Customer Satisfaction	98%	Positive Feedback	Expertise Timely responses Teams (accessible, approachable and professional) Quality of advice
Net Promoter	80%	Areas for Improvement	Recharge process
Customer Effort Score	98%	Customer Requirement	

DaS – Customer Feedback and Suggestions			
Customer Satisfaction	55%	Positive Feedback	Staff professional positive and responsive Expectations managed Prompt service
Net Promoter	28%	Areas for Improvement	Service portal difficult to use Capacity Customer focus
Customer Effort Score	43%	Customer Requirement	Ability to track progress of requests To feel valued as a customer

Counter Fraud Services – Customer Feedback and Suggestions			
Customer Satisfaction	100%	Positive Feedback	Fraud Awareness on line training Responsive, professional advice Fraud risk awareness
Net Promoter	82%	Areas for Improvement	Dedicated support for FLO role Awareness of cyber risks
Customer Effort Score	100%	Customer Requirement	Cyber security online training Once for Scotland fraud policy

SNBTS – Customer Feedback and Suggestions			
Customer Satisfaction	92%	Positive Feedback	Helpful, approachable, knowledgeable staff Timely service
Net Promoter	47%	Areas for Improvement	Consistency, turnaround times, systems compatibility
Customer Effort Score	88%	Customer Requirement	Manage expectations on turnaround times, investigate systems development

PgMS– Customer Feedback and Suggestions			
Customer Satisfaction	100%	Positive Feedback	Professional expertise, Proactive, flexible staff
Net Promoter	82%	Areas for Improvement	Staff turnaround Knowledge of wider public health systems
Customer Effort Score	100%	Customer Requirement	Improved staff turnaround

Appendix II: Scottish Government performance indicator form which all NHS Boards are required to submit on the 30th September 2022. NSS submission 2021-22

NHS National Services Scotland (NSS)

Annual Report on Feedback and Complaints Performance Indicator Data collection 2021-22

Performance Indicator Four:

4. Summary of total number of complaints received in the reporting year

Number of complaints received in the reporting year	
4a. Number of complaints received by the NHS Territorial Board or NHS Special Board Complaints and Feedback Team	743
4b. Number of complaints received by NHS Primary Care Service Contractors (Territorial Boards only)	n/a
4c. Total number of complaints received in the NHS Board area	743

NHS Board - sub-groups of complaints received

NHS Board Managed Primary Care services;	
4d. General Practitioner	n/a
4e. Dental	n/a
4f. Ophthalmic	n/a
4g. Pharmacy	n/a
Independent Contractors - Primary Care services;	
4h. General Practitioner	n/a
4i. Dental	n/a
4j. Ophthalmic	n/a
4k. Pharmacy	n/a
4l. Total of Primary Care Services complaints	n/a

NHS Board Managed Primary Care services;	
4m. Total of prisoner complaints received (Boards with prisons in their area only) Note: Do not count complaints which are unable to be concluded due to liberation of prisoner / loss of contact.	n/a

Performance Indicator Five

5. The total number of complaints closed by NHS Boards in the reporting year (do not include contractor data, withdrawn cases or cases where consent not received).

Number of complaints closed by the NHS Board	Number	As a % of all NHS Board complaints closed (not contractors)
5a. Stage One	350	46.2
5b. Stage two – non escalated	387	53.4
5c. Stage two - escalated	5	0.4
5e. Total complaints closed by NHS Board	742	(Should = 100%)

Performance Indicator Six

6. Complaints upheld, partially upheld and not upheld

Stage one complaints

	Number	As a % of all complaints closed by NHS Board at stage one
6a. Number of complaints upheld at stage one	255	72.9

	Number	As a % of all complaints closed by NHS Board at stage one
6b. Number of complaints not upheld at stage one	68	19.4
6c. Number of complaints partially upheld at stage one	27	7.7
6e. Total stage one complaints outcomes	350	(Should = 100%)

Stage two complaints

Non-escalated complaints	Number	As a % of all complaints closed by NHS Boards at stage two
6f. Number of non-escalated complaints upheld at stage two	202	52.2
6g. Number of non-escalated complaints not upheld at stage two	107	27.6
6h. Number of non-escalated complaints partially upheld at stage two	78	20.2
6j. Total stage two, non-escalated complaints outcomes	387	(Should = 100%)

Stage two escalated complaints

Escalated complaints	Number	As a % of all escalated complaints closed by NHS Boards at stage two
6k. Number of escalated complaints upheld at stage two	2	40.0
6l. Number of escalated complaints not upheld at stage two	3	60.0
6m. Number of escalated complaints partially upheld at stage two	0	0.0
60. Total stage two escalated complaints outcomes	5	(Should = 100%)

Performance Indicator Eight

8. Complaints closed in full within the timescales

This indicator measures complaints closed within 5 working days at stage one and 20 working days at stage two.

	Number	As a % of complaints closed by NHS Boards at each stage
8a. Number of complaints closed at stage one within 5 working days.	276	44.5
8b. Number of non-escalated complaints closed at stage two within 20 working days	341	55.0
8c. Number of escalated complaints closed at stage two within 20 working days	3	0.5
8d. Total number of complaints closed within timescales	620	(Should = 100%)

Performance Indicator Nine

9. Number of cases where an extension is authorised

This indicator measures the number of complaints not closed within the Complaints Handling Procedure (CHP) timescale, where an extension was authorised*.

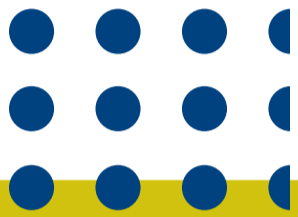
	Number	As a % of complaints closed by NHS Boards at each stage
9a. Number of complaints closed at stage one where extension was authorised	0	0%



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