

NSS Feedback and Complaints Annual Report

2023 - 2024

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1. Executive Summary

This report provides a summary of the service user feedback and complaints recorded by NHS National Services Scotland (NSS) in the period from 1 April 2023 to 31 March 2024.

NSS welcomes and values feedback. This feedback ensures that our services have the maximum impact for our service users and drives continuous service and quality improvement. There are currently three main measures of regular feedback:

- Customer Engagement Index (CEI) Annual Surveys
- Compliments
- Complaints

In 2023/24 five of our directorates carried out surveys with external stakeholders and customers.

For the same reporting period NSS received 368 compliments in relation to our services.

In 2023/24 NSS received 759 complaints. This compares to 754 in the previous year and represents a very slight increase of 5 (0.06%).

In 2023/24 five complaints were referred to the Scottish Public Services Ombudsman. All five of those complaints were not upheld.

NSS resolved 94% of complex complaints received within the guidelines set out by the Model Complaints Handling Procedure (MCHP). This is in line with the previous year when 93% were resolved within the guidelines. We have also retained a statistically comparable average response time from 9.8 days last year to 10.2 days this year. The information detailed in the complaints is used to help inform and improve our service delivery and quality of user experience.

2. Introduction

2.1 Introduction to NSS

NHS National Services Scotland (NSS) was established to provide services that were common to all health boards in Scotland.

NSS started operating on 1 April 1974 as a result of The National Health Service (Functions of the Common Services Agency) (Scotland) Order 1974. Our mandate was 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.

The following year, 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, the wider public sector in Scotland. NSS works across the whole of Scotland, you can learn more about our budget, workforce, and number of sites in our latest Annual Accounts.

We provide a wide range of national services.

Table 1: Key facts about NSS

Aspect	Fact
Budget:	£1,105million
Workforce:	2,745 Whole Time Equivalent (WTE) staff
Sites:	25
Services:	<ul style="list-style-type: none"> • Digital and Security • Primary Care Support • Specialist Healthcare Commissioning • Legal • Programme Management Services • NHSScotland Assure • Antimicrobial Resistance and Healthcare Associated Infection ARHAI • National Procurement • Fraud prevention • Blood, Tissues, and Cells (Includes Scottish National Blood Transfusion Service) • Corporate Shared Services (HR, Digital, Facilities, Procurement, Business Support and Finance) • Health Facilities

For more information about our services, visit our website at www.nss.nhs.scot/

2.2 Introduction to the Report

NSS has continued to work with the support of the Community Engagement work stream 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 delivering national services, inclusive of patient and donor services, the approaches taken may differ from those in a Territorial NHS Board and other National Boards in Scotland.

Throughout the year we have used feedback, comments, and complaints information to improve our services. The three main insight sources are directorate and service surveys, compliments, and complaints data. The directorate and service surveys inform the NSS service excellence reporting to the Executive Management Team.

We are also committed to following best practice approaches to service user engagement and the use of the Planning with People guidance¹ and the NHS Model Complaints Handling Procedure (MCHP).

2.3 The Model Complaints Handling Procedure

The MCHP² was introduced across Scotland from 1 April 2017.

The key aims are:

- to take a consistently person-centred approach to complaints handling across NHS Scotland
- to implement a standard process to ensure that NHS staff and people using NHS services have confidence in complaints handling
- encourage NHS organisations to learn from complaints in order to continuously improve services

The MCHP introduced nine key performance indicators (detailed in Appendix three), by which NHS Boards and their service providers should measure and report performance. These indicators, together with reports on actions taken to improve services as a result of feedback, comments and concerns provide valuable performance information about the effectiveness of the process, the quality of decision-making, learning opportunities and continuous improvement.

NSS has a different approach to the NHSScotland Territorial Board model. The leads from each directorate meet monthly to share learning and best practice, discuss improvement plans and identify common themes. This has been particularly effective in-service areas with complaints data recorded on our online ServiceNow³ portal – guiding staff to adopt and implement the NHS Model Complaints Handling Procedure. It has also improved complaints response times which is detailed further in the report. This report provides the overview of NSS wide complaints.

¹ [Care services - planning with people: guidance - gov.scot \(www.gov.scot\)](http://www.gov.scot)

² <https://www.spsso.org.uk/the-model-complaints-handling-procedures>

³ ServiceNow a cloud-based platform and solutions to deliver digital workflows

Our complaints management approach offers reassurance to complainants that their concerns are valued and will be handled appropriately. It demonstrates our commitment that complaints are actively listened to and are appropriately investigated in line with the MCHP. This approach includes learning from complaints and actions to ensure continuous quality improvement.

Engagement continues with our directorates as part of the MCHP to understand the methods for obtaining and processing feedback in these business areas of NSS where no, or very few, complaints are received. All directorates of NSS review their complaints data regularly and where appropriate will implement any necessary improvement plans.

3. Service User Feedback

3.1 Encouraging and gathering feedback

At NSS, we are committed to delivering high quality services to the people of Scotland, while protecting their health and the environment in a sustainable way. We are proud of the work that we have done and continue to do, delivering excellence in health and care.

All forms of feedback about our services are welcomed and are important to us. These insights help us to develop and shape our services based on the needs of our service users. We strive to ensure that our service users feel valued; by doing so, we follow the principles described in the MCHP and best practice provided by the Scottish Public Services Ombudsman (SPSO).

The report does not include information on Care Opinion. NSS is registered with Care Opinion⁴ however the stories related to our national services and programmes are the responsibility of the NHS Boards to respond to. For example, in the delivery of the national breast screening programme at a local level.

3.2 Compliments

Positive feedback enables us to understand what services and behaviours our service users value. Capturing compliments data across a large organisation with a range of different services can be challenging. This is because our staff and services receive compliments in a range of ways and there is no mandatory reporting requirement. However, our directorates have worked together to prepare the most comprehensive data possible.

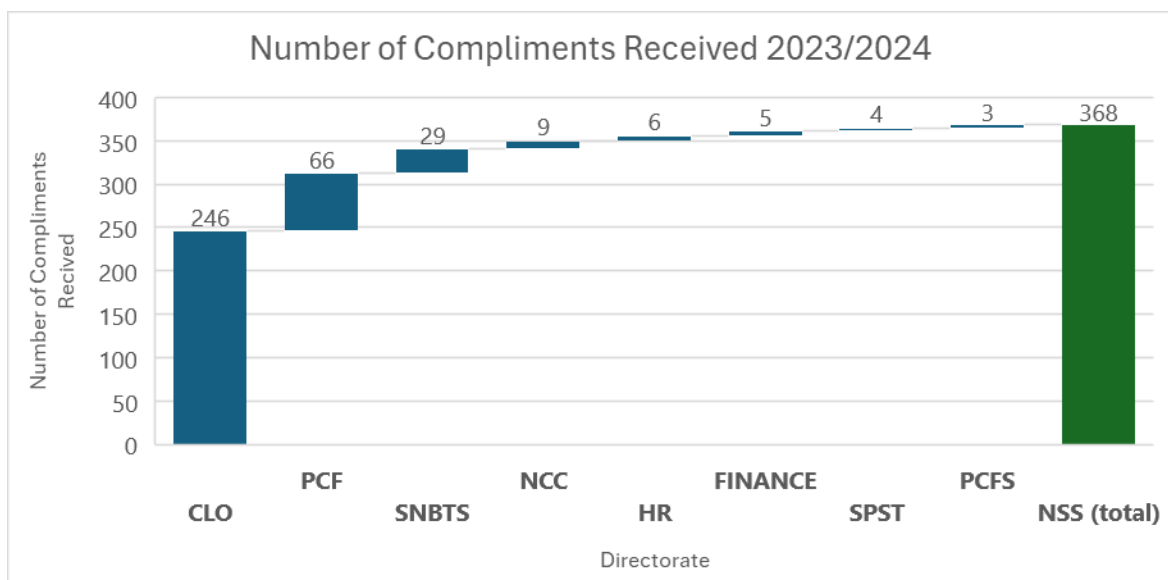
⁴ [Care Opinion](#)

In the last year, compliments about our services were recorded from a wide range of organisations and individuals. Overall, there were a total of 368 compliments. This is a slight increase from 362 on the previous year.

Key themes of our compliments are:

- staff
- speed of response
- quality of information/support and knowledge

Waterfall Chart 1: Number of Compliments received 2023/24



The table in appendix one provides some examples of the verbatim compliments NSS Directorates have recorded in the reporting period of 2023/24.

3.3 Introduction to NSS complaints

Between the 1 April 2023 and 31 March 2024, NSS received 759 complaints. This compares to 754 in the previous year and represents an increase of 5 (0.68%). This is the total combined number of stage one and stage two complaints for NSS.

The 132 complaints received by Logistics in relation to the number of orders from the NHS boards (4,626,701) for the last financial year, National Procurement will have an overall error rate of only 0.002%. Further details can be found on page 15.

Every complaint we receive is valued, fully investigated in line with the MCHP and, where relevant, improvement plans are put in place.

A total of five complaints were referred to the Scottish Public Services Ombudsman (SPSO) in 2023/24. Out of those five, none were upheld. This is compared to six complaints reported to SPSO in 2022/23.

In 2023/24 we resolved 94% of the stage 2 complex complaints within the guidelines. This compares to 86% of stage 2 complex complaints in the previous year. Additionally, the average response time for closing stage 2 complex complaints is now 10.2 days compared to 9.8 days from the previous year. This can be explained by handling more complex complaints cases in the reporting period. The MCHP requires stage 2 complex complaints to be investigated and resolved within 20 working days.

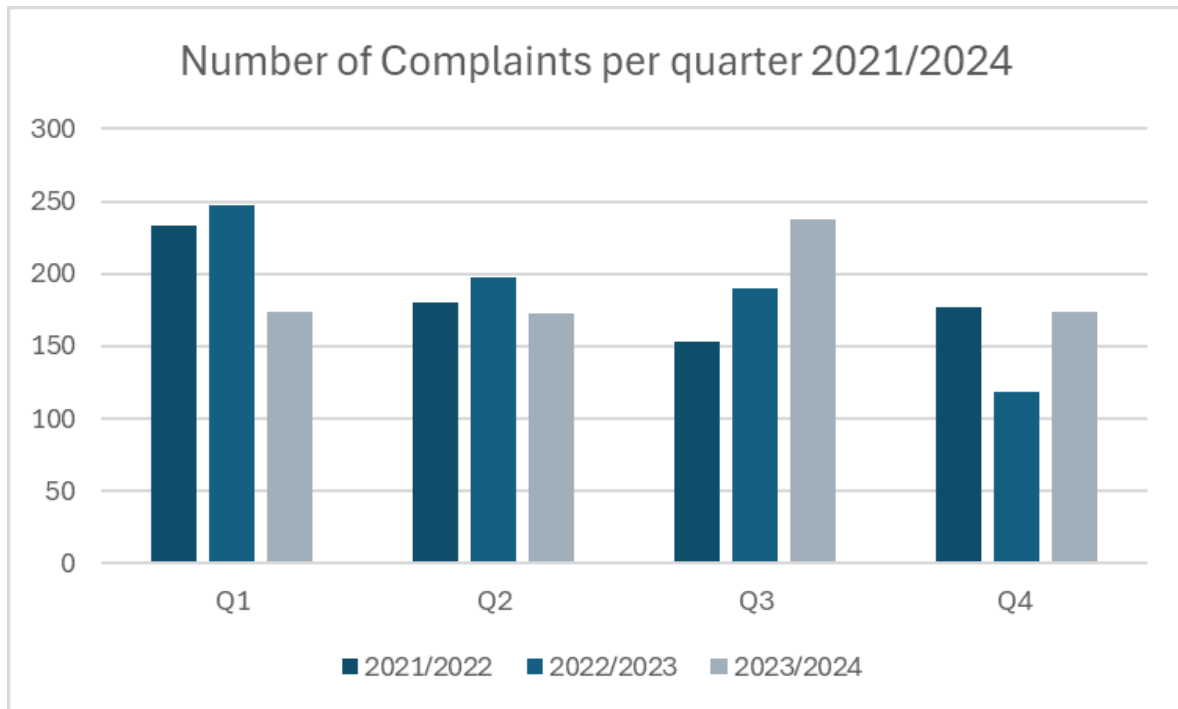
In 2023/24, complaint numbers were lower in quarters 1 & 2 than in the previous year. Complaints in quarters 3 & 4 were higher than in the previous financial year.

Table 2: Total quarterly and cumulative totals for 2023/24 with a comparator with 2022/23

	Quarterly Total 23/24	Cumulative Total 23/24	Quarterly Total 22/23	Cumulative Total 22/23
Quarter 1	174	174	247	247
Quarter 2	173	347	198	445
Quarter 3	238	585	190	635
Quarter 4	174	759	119	754

The quarterly data shows that our complaints remain at similar levels across the financial year and a further analysis is provided later in the report.

Bar Chart 1: Quarterly complaints for the period 2021 to 2024



NSS continues to commit to the requirements set out in the NHS MCHP. Our policy is that we acknowledge complaints within three working days, resolve less complex complaints within five working days and resolve more complex complaints within the 20 working-day timescale.

The table below illustrates the response times for stage 1 and stage 2 complaints.

Table 3: Handling complaints – our response times for all complaints

	Q1 2023/ 2024	Q2 2023/ 2024	Q3 2023/ 2024	Q4 2023/ 2024	Annual 2023/20 24	Annual 2022/20 23
Average response time against target response time of five working days (less complex)	3.0	3.0	2.3	4.3	3.2	4.3
Average response time against target response time of 20 working days (more complex)	8.6	8.8	13.8	8.6	10.3	9.8
% responses within target (20 working days)	95%	92%	93%	97%	94%	86%
Number of responses out with target (20 working days)	4	6	7	2	19	55

3.4 Referrals to the Scottish Public Services Ombudsman

The Scottish Public Services Ombudsman (SPSO) will look at complaints after a complainant has gone through the NHS complaints procedure. If they have already complained to the NHS and are unhappy, they can ask the SPSO to look at the complaint. This is referred to as the right to redress.

A total of five NSS complaints were referred to the Scottish Public Services Ombudsman (SPSO) in 2023/24. Out of those five, none were upheld. This means that the SPSO was satisfied that NSS handled all five complaints according to the MCHP. This is compared to six complaints reported to SPSO in 2022/23, where one was upheld.

3.5 Directorate Complaints

3.5.1 Scottish National Blood Transfusion Service (SNBTS)

Table 4: SNBTS donor complaints

Table 4 shows the number of complaints SNBTS has received from blood donors.

SNBTS Code	Complaint	Q1	Q1	Q2	Q2	Q3	Q3	Q4	Q4
		23/	22/	23/	22/	23/	22/	23/	22/
		24	23	24	23	24	23	24	23
1	Anti-HBc Lookback	0	N/A	0	N/A	0	N/A	1	N/A
2	Appointment Availability	1	5	2	0	6	6	2	5
3	Appointments	3	8	10	8	6	7	8	8
4	Adverse Events	0	4	0	0	1	2	3	4
5	Disruption	0	0	0	0	0	0	2	0
6	Documents and Records	4	4	3	1	0	9	2	4
7	Donor Communications	4	1	9	8	13	1	5	1
8	Donor Selection	7	8	2	18	2	9	5	8
9	Donor Web Portal	3	4	1	2	1	2	3	4
10	Facilities (incl. Parking)	0	1	1	1	1	2	1	1
11	Health & Safety	1	1	0	5	0	5	1	1
12	Legal claim	0	0	1	0	0	0	0	0

13	New Regulatory Change	17	4	2	4	4	5	1	4
14	Opening Hours	0	0	0	0	0	2	0	0
15	Opportunity to donate	5	13	5	11	4	9	7	13
16	Special Needs (DDA)	0	0	0	1	0	0	1	0
17	Special Redesign/change	2	0	0	1	0	0	0	0
18	Staff Attitude & Behaviour	4	6	9	10	2	10	9	6
19	Vexatious	1	0	0	0	0	0	0	0
20	Voluntary Organiser Attitude & Behaviour	0	0	0	0	0	0	0	0
21	Waiting Times	0	0	0	3	0	6	0	0
Total		53	59	45	73	40	75	51	59

SNBTS code their complaints' categories one to twenty-one, introducing a new type of complaint to reflect the Anti-HBc lookback programme of work.

Table 5: SNBTS Social media comments

Type of Social Media Comment	Q1 23-24	Q1 22-23	Q2 23-24	Q2 22-23	Q3 23-24	Q3 22-23	Q4 23-24	Q4 22-23
Positive	58	52	48	42	59	57	29	41
Negative	52	181	42	21	238	71	51	83
Query	3	14	16	5	10	6	7	7
Suggestion	3	0	0	3	7	2	3	1

The notable increase in complaints in Q3 relates to posts on our social media platform. SNBTS rarely respond to complaints on social media depending on the context and nature of the complaint. When a response is appropriate, they would acknowledge the individual and redirect to the Customer Services Team to handle and investigate. SNBTS experienced racist and extreme views on Facebook. This has been addressed without engaging with the individuals in question.

**Table 6: SNBTS staff attitude and behaviour complaints
2023/24 and 2022/23**

Q1 2023/202	Q1 2022	Q2 2023	Q2 2022/202	Q3 2023/202	Q3 2022/202	Q4 2023/202	Q4 2022/202
4	/	/	3	4	3	4	3
	2023	2024					
4	6	9	10	2	10	9	6

This year there have been 24 complaints relating to staff attitudes and behaviours which is the same volume as the previous year. All staff need to complete customer care training when they commence employment with SNBTS. This will be supported by the ongoing values and behaviours training that the heads of territory and senior nurses run with their teams. All teams have also had training in civility saves lives. It should be noted that the volume of complaints overall is a small proportion of the amount of donor/patient contacts across the year (0.00016% approx.)

3.5.2 Procurement, Commissioning and Facilities (PCF)

A total of 401 complaints were received within Procurement Commissioning and Facilities.

- 138 (34.4%) relate to products and services provided by PCF, of which 132 (32.9%) are related to Logistics
- 263 (65.6%) relate to the products and services provided by our 3rd party suppliers.

The 132 complaints received by Logistics in relation to the number of line orders from the NHS boards (4,626,701) for the last financial year, we will have an overall complaint rate of 0.002%. The table below provides a detailed breakdown of these complaints by cause.

Table 7: PCF Complaints 2023/24 (excluding 3rd Party)

Cause	Upheld	Not Upheld	Partially Upheld	Undetermined	Total Details from Outcome
Product Out of Date	33	4	3	0	40
Wrong/Confusing Information	15	9	4	0	28
Late/Incorrect/No Delivery	27	4	4	0	35
Health & Safety	10	0	0	0	10
Product Contaminated/ Hygiene Issue	10	0	0	0	10
Damaged Product	7	0	2	0	9
Product Substitution	1	2	0	0	3
IT/Systems/Ordering	2	0	0	0	2
Staff Conduct	1	0	0	0	1
Sub Total	106	19	13	0	138

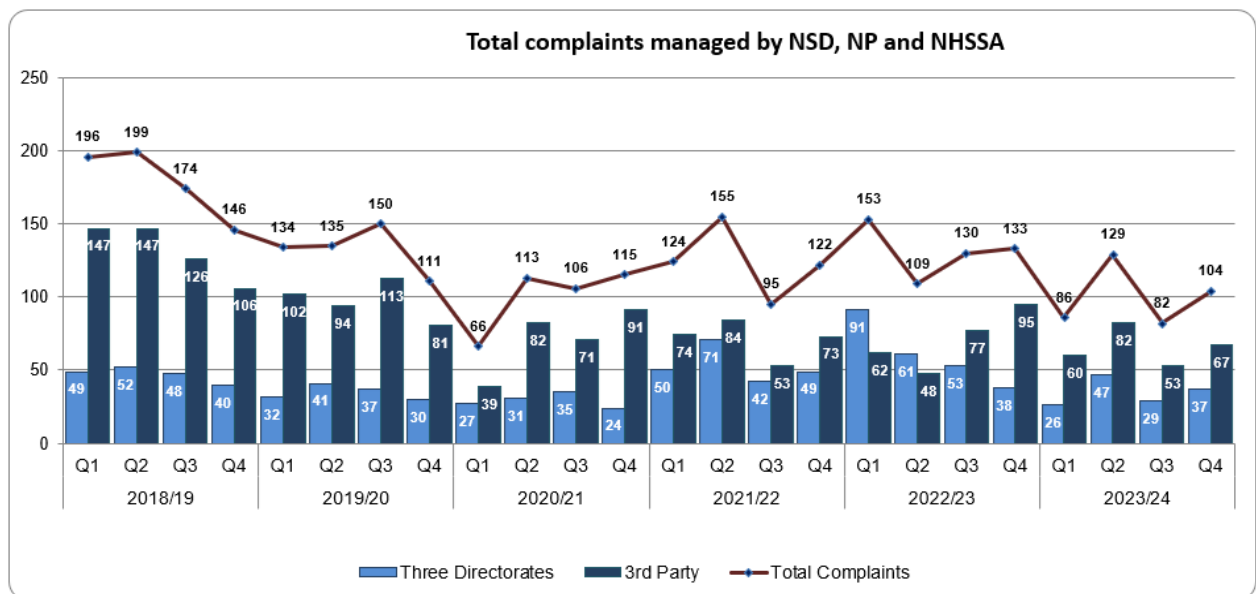
The complaint numbers over the last five years have seen some slight variation, during this period, the service provision increased through the introduction of supply to the wider social health and primary care services. Within National Procurement the top issue was in relation to out of date products being shipped to the Health Boards from the National Distribution Service (NDS) receiving 40 complaints. 28 of these complaints were received in Q1 and Q2 and a reduction was seen in Q3 and Q4 with 12 complaints.

To reduce the number of out-of-date products being shipped from the NDS, the Operations and Inventory teams conduct date checks at goods in and now can record the product shelf life for a high percentage of products within the despatcher (Red Prairie)⁵ system. This provides visibility of when the product is reaching near the end of its shelf life and can be removed from the supply chain.

⁵ [RedPrairie Supply Chain Management Solutions \(business-software.com\)](https://www.redprairie.com/)

In addition, National Procurement (NP) closely monitor complaints received and, where an adverse trend is identified, will work with suppliers and relevant NHS boards, to develop and agree a recovery, corrective action, and improvement plan. As part of any corrective and preventative action (CAPA) plan, NP will issue a product alert or recall notice to NHS boards.

Figure 1: Total PCF complaints 2023/24



3.5.3 Practitioner and Counter Fraud Services (P&CFS)

Practitioner and Counter Fraud Services (P&CFS) received 32 complaints in 2023/24. This compares to 13 complaints in 2022/23. The number of complaints has increased due to:

- Contractor Finance** - Processing challenges meant that for early part of 2023/24 actual and estimated payments to pharmacies were being experienced on a Health Board rotational basis. The implementation of a new pharmacy prescription item validation and pricing system, nDVCP^[1], compounded the challenge as processing time was lost during the transitional period. This meant that for a period of time, estimated payments and not payments based on actual dispensed data, were being made to all pharmacies. This led to a number of complaints being received. This has been addressed and resolved and payments have been made on the basis of actual dispensed data since February 2024.
- Medical** – the closure of two mailrooms across Practitioner Services Division with one remaining in Gyle Square. This had led to a backlog of the transfer of medical records to NHS England. There was an increase in complaints regarding the length of time it was taking records to reach their new practice. Records transfer to England **has been up to date since 28 February 2024**, when the backlog was cleared.

Table 8: Complaints breakdown by service area for 2023/24

Service area	Number of complaints	Upheld	Partially upheld	Not upheld	Breach
Contractor Finance	11	5	2	4	0
Dental	3	2	1	0	0
Dental/Contractor Finance	2	0	2	0	0
Medical	10	2	2	6	0
Counter Fraud Services	3	0	0	3	0
Counter Fraud Services/Contract or Finance	1	0	1	0	0
Primary Care Websites	2	2	0	0	1
Total	32	11	8	13	1

3.5.4 Central Legal Office (CLO)

The Central Legal Office (CLO) received seven complaints in 2023/24. CLO received 4 complaints during 2023/24 from unrepresented claimants expressing dissatisfaction related to the progress of their claims and with the communication during their claim. CLO has reiterated their legal position related to these legal cases to complainants.

CLO also received three complaints related to its website and its content. The information on the website was in the process of being updated and was improved further. In the previous year CLO had received one complaint.

3.5.5 Strategy Performance and Service Transformation – National Contact Centre

NCC received 109 complaints which represented a 41% reduction compared to 2022/23 period.

Table 9: NCC Complaints Data

NCC	Number of complaints	Upheld	Partially upheld	Not upheld
2023/2024	109	15	8	86

Table 10: Yearly Call comparison split between NCC workstreams

Helplines	2023/24	2022/23
Vaccination	509k	910k
Covid Status	15k	267k
Contact Tracing	0	37k
Testing	8k	2k
Warm Scottish Welcome	176	5k
Pulse Oximetry Monitoring	0	1k
Outbound across NCC	100k	305k
Total Call Interactions	632k	1,527k

NCC received 109 complaints, which represented a 41% reduction compared to the 2022/23 period. During 2023/24 NCC continued to deliver a number of services including:

- Covid / Flu Vaccination programme
- Testing
- Warm Scottish Welcome
- Child Health Support
- SNBTS Hep-B Lookback helpline
- Transferring staff to PSD for a 4-month period to support with the pharmacy backlog keying.

Child Health and Practitioner Services Division support did not involve phone interactions, however, all other workstreams have done so.

The 109 complaints NCC received represents less than 0.02% of call interactions across NCC compared to 186 complaints (rate 0.0002%) during the previous year.

The NCC introduced a call quality review (CQR) process in August 2023, which allowed the teams to analyse the data from every call that was monitored. The operational managers were provided with the findings from the analysis of the data which informed training for staff and improvements to the scripts for the calls. The aim of the improvements is to increase the quality of the calls and improve service user experience. During quarters two, three and four NCC reviewed 1,828 calls and the CQR compliance rate during this time had risen from 87% to 94 % by the end of March 2024. The CQR process will be reviewed on a regular basis.

3.5.6 Human Resources (HR)

Human Resources provide a range of shared corporate services to Public Health Scotland and Occupational Health Services to NHS Health Improvement Scotland, The Scottish Ambulance Service and NHS Education Scotland. The information in this section provides a short summary in relation to the complaints received for the reporting year 2023/24.

Human Resources (HR) received a small number of complaints with regards to externally delivered services, five in total during 2023/24 on a range of issues. There were a number of positive lessons learnt because of the complaints. Examples of actions that were taken forward include:


- Review of the drop-down menus on the HR Contact Us e-form to ensure these are as intuitive as possible.
- Process changes regarding expenses approval raised as part of the Joiners Movers and Leavers Working Group involving HR and Finance.
- Automatic invite to interview emails were being monitored, following an incident where a job applicant did not receive an interview invite.

3.5.7 Digital and Security (DaS)

Digital and Security (DaS) provide external digital shared services, desktop IT, networking, web hosting and information security to the NHS Boards in Scotland, Public Health Scotland, and Healthcare Improvement Scotland.

DaS provides a management service and continuous quality improvement for major national digital services including:

- The Community Health Index
- The GP Patient Referral System
- The eESS HR system

- The COVID-19 / Flu vaccine scheduling system
- Strategic consultancy
- Delivery management and assurance on major national delivery programmes which include eRostering, Child Health, DPDP,  SNOMED CT⁶ and GPIT.

DaS has received two complaints in this reporting period. These related to the transfer of an email address and the other to the carbon footprint of a monitor.

We seek to continually improve our services and has undertaken service redesign and implemented changes to its operating model this year. These have provided insights which has enabled improvements in the ease and speed of access to our services. Additionally, we have implemented an internal assurance process for project and programme delivery which will increase delivery confidence and quality of outputs.

3.5.8. Finance

The Finance department received four complaints in the 2023/24 period, compared to five in 2022/23. Of these, two involved fraudulent wage arrestment which were submitted through the website, while the other two were related to issues with credit note approvals and a lack of response to an ex-staff email regarding incorrect pension amounts sent to the Scottish Public Pensions Agency (SPPA).

In response to these complaints, the issues with credit note approvals and incorrect pension amounts were addressed by reviewing and enhancing internal processes. Additionally, Finance has reminded staff to regularly check their junk email folders to ensure all communications are promptly addressed. These actions are aimed at reducing the likelihood of similar complaints in the future, improving service delivery, and enhancing stakeholder satisfaction.

Table 11: Number of Complaints Finance 2023/24

Finance	Number of complaints	Upheld	Partially upheld	Not upheld
2023/2024	4	1	0	3

The Customer Engagement Index scores and findings are detailed in appendix two on page 28.

⁶ [ISD Services | Terminology Services and Clinical Coding | SNOMED CT Resources | ISD Scotland](#)

4. Improvement Activity

4.1 Good practice

Understanding the views and experiences of our service users continues to be a powerful way to ensure that our services are fit for purpose and deliver value added benefit for the people of Scotland. To welcome and respond to feedback and complaints ensures that our service users feel valued.

To continue our commitment to the Customer Engagement Index (CEI) survey and the Model Complaints Handling Procedure (MCHP) all directorates of NSS will feature in the quarterly reports and agreed improvement plans will be adopted and implemented as part of the quality improvement service model.

There is no centralised complaints team in NSS, therefore the leads from each directorate meet monthly to ensure we continue to adopt best practice, discuss improvement plans and to look for common themes across our complaints and feedback data.

4.2 Improvement

To value all feedback, both positive and negative is a key driver in developing service plans and informing quality improvement activities.

To improve the quality of the feedback we receive from our service user surveys, some of our directorates now collect feedback throughout the year following the delivery of specific services. Digital and Security (DaS), Human Resources (HR), and Finance have now adopted this approach.

The online platform for handling complaints in the ServiceNow service portal has been further developed. All directorates now record complaints using this one platform. NSS dashboards are available to monitor complaints activity across the organisation. Training on the online portal has been provided to complaint leads across the organisation.

Real-time monitoring and reporting of complaints will not be possible for all our services as some directorates are not able to record and update the system in real time. This is due to the nature of the service and a lack of access to the online tool or secure internet connection in some locations where they interact with service users. For example, if a complaint were to occur in a mobile blood donation unit in a remote location the complaint could not be logged in the moment if there is no secure internet access.

The NSS directorate and service complaint leads meet monthly to discuss good practice, share learning, and are provided with tools, guidance, and templates to ensure that there is a consistent approach across NSS. The meetings provide the

leads with an opportunity to network and creates a community of interest for those leading on complaints reporting for their area.

4.3 Accountability and Governance

The executive lead for feedback and complaints is the Director of Strategy, Performance and Service Transformation (SPST).

All NSS complaints are reviewed in the directorates, the Executive Management Team (EMT) meetings and the complaints reports are scrutinised at the Audit and Risk Committee.

Staff related complaints are integrated into the people report presented to our Staff Governance Committee. The EMT receive the performance figures against the NHS Model Complaints Handling Procedure Key Performance Indicators. The Audit and Risk Committee receives the annual report.

Those relating to clinical services or the professional behaviour/ practice of NSS clinical staff are reviewed by the Clinical directorate team. The Clinical Governance Committee (CGC) review clinical complaints.

Figure 2: Hierarchy of governance arrangements for feedback and complaints reporting



5. Appendices

5.1 Appendix one: Table 1: Examples of Compliments received 2023/24

Directorate	Compliment
Commercial Contracts & Property (CLO)	Commercial Contracts & Property - "The CLO provide good, tailored advice to the public sector and have a broad range of experience. They are also reasonable in their approach compared to external advisors who tend to be unreasonably risk averse and tend to put commercial interests first" (NSS)
CLO	Financial Services - "Our contact at CLO was extremely helpful in taking us through a situation we had limited knowledge. The individual, was both patient and extremely helpful in getting us to the desired goal" (PHS (Public Health Scotland))
CLO	Employment Law – "always able to speak to someone even when named person not available, good service provided" (Dumfries and Galloway)
National Procurement (NP)	ISO9001 Re-Assessment - "Well done everyone and many thanks to [name] for co-ordinating and ensuring everything ran smoothly" (NHSAA Director)
NP	Technology Services - "I just wanted to highlight to you what a great job the guys have done in supporting us in developing a viable workaround for GJNH for the PECOS interface errors. NP Technology Services team have been tenacious and shared their knowledge freely with our PoC team/Genesis in order to produce a workable solution for HB (Health Board).

	Hopefully, this can be used as evidence in their EOY (end of year) reviews as it demonstrates many of the core skills” (Scan for Safety Implementation Programme Manager)
NSSScotland Assure	<p>Authorising Engineers NHSSA - “I would like to take this opportunity to thank you and your team at NHSScotland Assure for your help and advice over the last 12 months. Your team have been a massive support to NHSL Maintenance Services providing excellent AE assistance at a crucial time, covering Confined Spaces, High & Low Voltage, Ventilation and Water.</p> <p>I look forward to continuing to work with you and build on what is already a well-established working relationship” (Head of Maintenance Property & Support Services Division NHS Lanarkshire)</p>
NP	<p>Customer Service Team – “Thank you for the update. I would like to take the opportunity to thank you and all the staff for the great support today to ensure that Hairmyres stock was received in time to be delivered today to all the critical areas to cover the New Year public holidays.” (Assistant General Procurement Manager NHS Lanarkshire)</p>
SNBTS	Blood Donation – “Friendly and helpful staff” (Donor)
SNBTS	Blood Donation – “Just wanted to say thank-you to the nurses and healthcare staff on shift last Tuesday afternoon. You made me feel safe, relaxed and were happy to answer all my questions. I was not sure I could donate blood anymore (as my blood moved too slowly the last time) but you took the time to explain how I could overcome that so now I can donate regularly again! Thanks for the amazing work you do!” (Donor)
SPST- National Contact Centre	As recorded by National Vaccination helpline - “just wanted to tell me how happy she was with the staff at the

	Eddlewood vaccination Centre and how kind they all were to her" (Citizen)
SPST- National Contact Centre	Vaccination Helpline - "Agent was extremely pleasant and very polite. he was able to book me an appointment without any fuss and he is a true credit to the company. A very polite young man. Thank you" (Citizen)
SPST- National Contact Centre	"You've cheered me up, you are such a cheery person on the phone and kind" Citizen called about a call he had on 26/06/2024 with NCC agent. He was very thankful for her arranging his account and sending out testing kits. He was also very grateful that she was concerned about his cough and went the extra mile to provide information about where to go for more medical advice to help him. She showed great compassion, and it made an impression on him
HR	"Great to have this level of dedicated support. [Name] was fantastic and so knowledgeable and helpful. It felt like we were working as a team together" (Customer)
HR	New start assigned to wrong department - "thanks to all HR for being so helpful in my first week at PHS" (Customer)
Finance	Payroll – "I would like to compliment [Name] I sent in an urgent request regarding my payslips. [Name] picked up my query quickly and understood the importance of having this updated. [Name] responded to and resolved my query within 50 minutes of me sending in the request! Super impressed with this service. Thanks. (Customer)
PCFS	"Just a brief note to thank you so very much for your help and understanding with this matter. You have been extremely supportive of me over the last year, and I just wanted to let you know how much I appreciate your kindness. It has been a very difficult time for me. It has

	<p>been a comfort to know that you are always ready to advise.</p>
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Thank you to you and your colleague” (Patient)

5:2 Appendix two: Customer Engagement Index Scores

A customer engagement score is a quantitative measure used to assess the level of interaction, involvement, and satisfaction of individual customers with our brand, products, and services. This following is a summary of the directorates scores who have completed an annual survey in 2023/24. There is not as much detail available for this report compared to 2022/23.

Table one: Counter Fraud Services (CFS) Customer Engagement Index results

CEI measure	CEI score
Customer Satisfaction	100%
Net Promoter Score	90%
Customer Effort Score	100%

Table two: Central Legal Office Customer Engagement Index Results

CEI measure	CEI score
Customer Satisfaction	98%
Net Promoter Score	82%
Customer Effort Score	98%

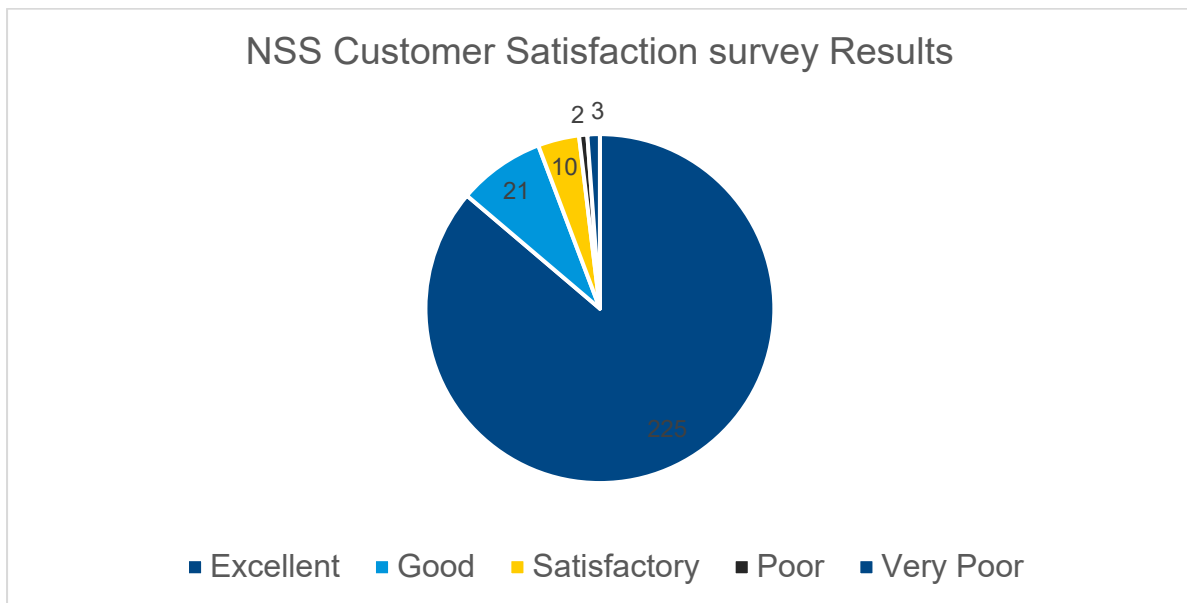
Table three: Human Resources Customer Engagement Index results

CEI measure	CEI score
Customer Satisfaction	88%
Net Promoter Score	64%
Customer Effort Score	87%

Table four: Digital and Security Customer Engagement Index Results

Customer Satisfaction Score	Number of Responses	Customer
Excellent	225	PHS
Good	21	PHS
Satisfactory	10	PHS
Poor	2	PHS
Very Poor	3	PHS

Figure 1: DaS- PHS Customer Satisfaction Survey Results



5.3 Summary of Finance Customer Engagement Surveys

This section provides the information on Finance’s customer engagement index survey scores, the nature of the feedback received, and a summary of the lessons learned, and improvements implemented as a result of the feedback received.

The customer satisfaction scores have significantly improved due to the proactive measures taken by Finance to address the shortcomings identified in previous years. Key issues included customers’ frustration with long response times and unresolved issues.

Finance has continued and expanded upon actions initiated last year, achieving the following improvements:

- Regular drop-in sessions with the Management Accounting team were established to explain and answer queries related to the dashboard information for NSS and PHS budget holders.
- Launched the PHS budget holder site to provide ongoing support to budget holders.
- A short instructional video on “How to raise a ticket” in ServiceNow is now available on the front end to make navigation easier for our customers.
- A SharePoint site, Finance Hub, has been launched to help finance staff deliver effective and efficient services to customers.
- A new “Submit a Payroll Query” option has been added to the Finance landing portal enabling direct contact with the payroll team.
- Catalogue forms such as purchase order request form and E-expense CMV request form have been updated to better meet customer’s needs.

- Additional options have been added to the “Submit an enquiry” drop-down, helping customers select the correct assignment group in the first instance.

Customer satisfaction results slightly increased from 86% to 89% in 2023/24.

Additionally, ticket resolution time has also decreased reflecting improved service efficiency. Customers have expressed greater satisfaction with our services, and the efficiency of finance teams has improved based on feedback received:

- Usual great prompt service
- Finance member of staff was as efficient and helpful as always
- First-rate service in raising credit notes and new invoices so quickly. Huge thanks
- Easy to use form
- Prompt helpful clear response.
- The call was dealt with promptly and an update was provided.

Based on the recent annual survey, the service improvement team has gathered customer feedback and reported back to each team to identify further actions. The monthly follow-up on post-query survey feedback involves contacting customers, raising actions with the appropriate teams, and addressing specific concerns. These initiatives reflect our ongoing commitment to enhancing customer satisfaction and operational efficiency.

**For an alternative formats please contact
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