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Rating the performance of NHS organisations is one of the ways in which the health service is held to account, on behalf of the public and Parliament, for the way money is spent and resources are managed.

Rating the performance of NHS trusts in England is a statutory responsibility of the Healthcare Commission, the independent health inspectorate. These ratings, covering the year ending in March 2004, are the first to be produced and published under that responsibility.

### **Why rate the performance of NHS organisations?**

NHS performance ratings provide people working in the NHS, the public and their representatives with accessible and easy to understand information about the overall performance of local health services. The public have a right to know how organisations are performing. Parliament also needs to know whether the NHS is delivering the improvements in health services, which the Government seeks.

### **What do NHS performance ratings show?**

Performance indicators are information collected to show how NHS trusts are doing in relation to some of the main targets set by the Government for the NHS, as well as other broader measures of performance. They include information from surveys of staff and patients, and other measures useful to patients and carers.

Performance ratings for mental health, primary care and ambulance trusts also take into consideration the results from clinical governance reviews, carried out by the Healthcare Commission and its predecessor, the Commission for Health Improvement. Clinical governance describes the systems and processes in a healthcare organisation, which underpin improvements in the care of patients.

A range of indicators are considered together, with clinical governance scores where appropriate, to provide an overall rating for each organisation.

Rating the performance of NHS organisations draws the attention of the local community, senior management and those responsible for delivering particular aspects of the service, to selected areas where organisations perform well or comparatively poorly. For instance, the ratings could be useful for a patient and public involvement forum when discussing aspects of performance with a trust's management.

Ratings do not provide a comprehensive picture of every aspect of an NHS organisation's performance. In particular, in their current form, they do not include many measures of the success of treatment (for example, whether there are variations between trusts in the quality of treatment or care for specific conditions). They are unlikely, therefore, on their own to provide the information a patient would need to make choices about his or her treatment.

A low rating, based on poor performance on a number of key targets and indicators, does not mean that a hospital is unsafe. It may have some very good clinical services, and staff may be working hard in difficult circumstances. It does mean, however, that performance must be improved in a number of key areas.

Similarly, a trust with a high rating may still have areas in which improvements to the care of patients can be made.

## Developments in rating NHS performance

### This year

The Government is responsible for setting priorities for the NHS. These in turn determine the indicators relating to key targets. Other indicators have this year been selected by the Healthcare Commission with advice from the Department of Health to reflect a wide range of issues relating to performance.

The method used this year to determine ratings is based on the approach taken last year by the Commission for Health Improvement. There have been some changes to individual indicators and some modifications to the methodology for calculating the overall ratings. These changes reflect feedback from those working in the NHS and from those making use of the information. The ratings also benefit from improved sources of information. In particular, the experience of patients is better reflected through a wider incorporation of indicators drawn from surveys of patients, including, for the first time, users of mental health services and those who have used ambulance services.

This year's ratings are, therefore, a more comprehensive reflection of overall performance compared with last year.

### Future years

The Healthcare Commission will continue to develop and improve the methodology before the 2004/2005 ratings of performance are published. For example, we intend to incorporate into next year's ratings a recognition of the substantial improvement made by some trusts, in difficult local circumstances, towards certain targets, even where the target has not been reached.

New approaches to the annual assessment of NHS bodies are being developed by the Healthcare Commission and will be implemented in 2005/2006. These assessments will be linked to the standards developed by the Department of Health, and more detailed and specific criteria (yardsticks), questions and information developed by the Healthcare Commission itself.

The new approach to assessment will use a wider range of information to form an overall summarised assessment, drawing on information in relation to core standards, national and local targets and the results from the Healthcare Commission's own programme of thematic reviews. We will also aim to incorporate relevant information from other regulators and a judgement about the strength of leadership in each organisation.

The summary assessment will be accompanied by results broken down to reflect particular strengths or weaknesses in the organisation, similar to this year's presentation of summary scores for each 'focus area' (the divisions into which indicators of performance other than key targets are grouped).

The Healthcare Commission will consult widely later this year on its proposals so that all those with an interest in the NHS including patients, carers, doctors, nurses, managers and politicians can contribute to the design of the method by which performance will be assessed in future.

### **This publication: NHS performance ratings 2003/2004**

Performance ratings for NHS trusts in England, covering the year ending March 2004, are the first to be produced and published by the Healthcare Commission, the new independent healthcare inspectorate. Performance ratings for all primary care trusts, mental health trusts, acute trusts, specialist trusts and ambulance trusts in England are included in this publication.

Combined trusts, those that provide services in mental health as well as acute or primary care, are rated in both sectors (acute and mental health, or primary care and mental health). Each rating is listed in its appropriate sector.

For this year, learning disability trusts are not included in the ratings.

This document summarises the performance ratings and indicator scores for each trust. The performance of each trust is shown separately for each key target and then summarised into one of four categories:

- pass – this trust has achieved a high level of performance across the set of key targets
- borderline – this trust has generally performed well across the key targets but could improve
- moderate fail – this trust has not performed well across the key targets
- fail – this trust has performed poorly across the set of key targets

Other indicators are divided into focus areas, for each of which a combined score is shown.

The ratings, together with a full breakdown of the indicators used to calculate them, the thresholds and the methodology are published in full on the Healthcare Commission's website – <http://ratings2004.healthcarecommission.org.uk>

Summary reports are available on the Healthcare Commission's website to explain to local people and those responsible for leading and managing the trust how the trust has fared in the ratings. The tables of ratings allow trusts to compare their performance against others, so they may explore good practice or the reasons for particular weaknesses.

The confirmed lists of indicators and technical specifications (or constructions) were published in advance. Lists of indicators for all trusts were published in December 2003, and detailed constructions between February and May 2004. The Healthcare Commission is committed to maintaining this transparency by publishing lists of indicators earlier for next year's ratings. The list of key targets and their technical specifications for the 2004/2005 performance ratings were published in March 2004.

## How does the performance ratings system work?

The NHS performance ratings system places NHS trusts in England into one of four categories:

- trusts with the highest levels of performance in the measured areas are awarded a rating of three stars
- trusts with mostly high levels of performance, but which are not consistent across all measured areas, are awarded a rating of two stars
- trusts where there is some cause for concern about particular areas of measured performance are awarded a rating of one star
- trusts that have shown the poorest levels of measured performance or little progress in implementing clinical governance receive a rating of zero stars

## Role of clinical governance reviews in rating performance

Information from clinical governance reviews is used in determining poorly performing (zero star) and high performing (three star) NHS organisations. A clinical governance review assesses the trust in relation to seven components of performance:

- risk management
- clinical audit
- research and education
- patient involvement
- information management
- staff involvement and staff management
- education, training and development

Each component is scored from i to iv.

After each review, an action plan to address those areas for improvement identified by the report is prepared by the trust, agreed with the Healthcare Commission (or previously the Commission for Health Improvement), and published. For trusts whose clinical governance reviews are older (published before July 2003) the Healthcare Commission, with the support of strategic health authorities, has assessed progress by reference to this action plan to ensure that any significant improvements have been taken into consideration in calculating the performance rating.

For this year, scores in clinical governance reviews have not been incorporated into performance ratings for acute and specialist trusts, since the majority of the reviews are now several years old. They do apply to all other types of trusts where the review was substantially completed before the end of March 2004.

A zero star trust is one that either fails against the key targets or, if a review has been undertaken, is considered to have poor clinical governance.

A three star trust is one that scores highly on the indicators and, if a review has been undertaken, is considered to have good clinical governance.

## Acute trusts

### Key targets

All acute trusts have been assessed on their performance during 2003/2004 against a limited number of key targets and a larger number and range of indicators. The following key targets are the most significant factors in determining overall performance ratings this year:

- 12 hour waits for emergency admission via A&E post decision to admit
- all cancers: 2 week wait
- financial management
- hospital cleanliness
- Improving Working Lives
- outpatient and elective (inpatient and day case) booking
- outpatients waiting longer than the standard
- patients waiting longer than the standard for elective admission
- total time in A&E: 4 hours or less

Performance against targets is assessed in terms of whether the target has been achieved, whether there has been some degree of underachievement or whether the target was significantly underachieved. Trust performance is considered to be of concern if there are:

- a sizeable number of targets with some degree of underachievement
- a smaller number of targets against which there have been significant levels of underachievement
- a combination of both

## Other indicators

The broader range of indicators make up a balanced scorecard to refine the judgement on ratings. This balanced scorecard approach allows a broad range of areas to be measured within a single methodology. To achieve a high overall rating, trusts must achieve good scores in a rounded set of indicators.

The indicators have been grouped into clinical, patient and capacity and capability focus areas as outlined below. In the tables, an overall score is given for each focus area. The complete breakdown of indicator scores and a full definition of each indicator are published on the Healthcare Commission's website.

### Clinical focus

- child protection
- clinical governance composite indicator
- clinical negligence
- composite of participation in audits
- deaths following a heart bypass operation
- deaths following selected non-elective surgical procedures
- emergency readmission following discharge (adults)
- emergency readmission following discharge for a fractured hip
- indicator on stroke care
- infection control
- thrombolysis – 30 minute door to needle time
- Winning Ways – processes and procedures

### **Patient focus**

- A&E emergency admission waits: 4 hours
- adult inpatient and young patient surveys: access and waiting
- adult inpatient and young patient surveys: better information, more choice
- adult inpatient and young patient surveys: building closer relationships
- adult inpatient and young patient surveys: clean, comfortable, friendly place to be
- adult inpatient and young patient surveys: safe, high quality, coordinated care
- better hospital food
- breast cancer: 1 month diagnosis to treatment
- breast cancer: 2 month GP urgent referral to treatment
- cancelled operations
- day case patient booking
- delayed transfers of care
- patient complaints
- patients waiting longer than standard for revascularisation
- six month inpatient waits
- thirteen week outpatient waits

### **Capacity and capability**

- consultant appraisal
- Hospital Episode Statistics (HES) & workforce datasets: data quality on ethnic group
- information governance
- junior doctors' hours
- staff opinion survey: health, safety and incidents
- staff opinion survey: human resource management
- staff opinion survey: staff attitudes

### **Specialist trusts**

The method for calculating ratings for specialist trusts is similar to that for acute trusts. One of the key targets – two week cancer waits – and some individual indicators are only appropriate for some individual specialist trusts. For instance, two week cancer waits are not appropriate for specialist trusts, such as Moorfields Eye Hospital, which do not provide cancer services. Similarly A&E waits do not apply to specialist hospitals without A&E services. A trust rating is allocated on the basis of those key targets and indicators that are appropriate to the specialist trust concerned.

The indicators for specialist trusts are selected, as appropriate to the functions of the individual trust, from the list detailed for acute trusts.

## Ambulance trusts

The ratings methodology for ambulance trusts is similar to that for acute trusts except that the set of key targets and indicators is smaller, reflecting the particular range of services offered by ambulance trusts.

### Key targets

- category A calls meeting 14 or 19 minute targets
- category A calls meeting 8 minute target
- financial management
- Improving Working Lives

### Clinical focus

- child protection
- clinical governance composite indicator
- clinical negligence
- participation in selected audits
- percentage of frontline ambulances with 12-lead ECG equipment

### Patient focus

- ambulance patient survey: access and waiting
- ambulance patient survey: better information, more choice
- ambulance patient survey: building closer relationships
- ambulance patient survey: clean, comfortable, friendly place to be
- ambulance patient survey: safe, high-quality, coordinated care
- call answering time
- category B/C calls meeting national 14 or 19 minute targets
- GP urgent calls meeting national 15 minute target
- patient complaints

### Capacity and capability

- data quality of computer aided dispatch (CAD) data
- staff opinion survey: health, safety and incidents
- staff opinion survey: human resource management
- staff opinion survey: staff attitudes
- transport management

## Primary care trusts (PCTs)

The ratings methodology for PCTs is similar to that for acute trusts, but the balanced scorecard indicators are grouped under unique headings to reflect the responsibilities of these organisations in public health improvement, and as providers of primary care and commissioners of primary and secondary care services.

### Key targets

- access to a GP
- access to a primary care professional
- drug misuse: treatment
- financial management
- four week smoking quitters
- Improving Working Lives
- outpatients waiting longer than the standard
- patients waiting longer than the standard for elective admission
- total time in A&E: 4 hours or less

### Access to quality services

- delayed transfers of care
- drug misuse: shared care
- NHS dentistry
- PCT commissioning of NHS Plan deliverables
- PCT patient survey: access and waiting
- PCT patient survey: better information, more choice
- PCT patient survey: building closer relationships
- PCT patient survey: clean, comfortable, friendly place to be
- PCT patient survey: safe, high-quality, coordinated care
- sexual health
- single telephone access
- six month inpatient waits

### Improving health

- cervical screening
- coronary heart disease register
- death rates from cancer, ages under 75 (change in rate)
- death rates from circulatory diseases, ages under 75 (change in rate)
- diabetic retinopathy screening
- flu vaccinations
- health equity audit
- immunisation: MMR
- infant health
- suicide audit
- teenage pregnancy

### Service provision

- child and adolescent mental health services (CAMHS)
- child protection
- community equipment
- GP appraisal
- prescribing rates of antibacterial drugs
- prescribing: mental health – prescribing rates for drugs acting on benzodiazepine receptors
- staff opinion survey: health, safety and incidents
- staff opinion survey: human resource management
- staff opinion survey: staff attitudes
- workforce datasets: data quality on ethnic group

### Mental health trusts and community trusts which provide mental health services

The ratings methodology for NHS mental health trusts is similar to that for acute trusts. The exception is in the choice of indicators and key targets; some variations having been made to reflect the specialised range of services provided by mental health trusts.

#### Key targets

- Assertive Outreach Team implementation
- Community Mental Health Team (CMHT) integration
- Care Programme Approach (CPA) systems implementation
- financial management
- hospital cleanliness
- Improving Working Lives
- mental health minimum data set (MHMDS) implementation

#### Clinical focus

- child protection
- clinical governance composite indicator
- clinical negligence
- Care Programme Approach (CPA)/complex care indicator
- psychiatric readmissions (adults)
- psychiatric readmissions (older people)
- suicide rate

#### Patient focus

- better hospital food
- missed outpatient appointments
- outpatient booking
- patient complaints
- patients with copies of their own care plan
- privacy and dignity
- service user survey: access and waiting
- service user survey: better information, more choice
- service user survey: building closer relationships
- service user survey: safe, high quality, coordinated care

- transition of care between adult services and older people's mental health services
- transition of care between child and adolescent mental health services and adult services

#### **Capacity and capability**

- child and adolescent mental health services (CAMHS): increased services
- child and adolescent mental health services (CAMHS): service mapping
- consultant appraisal
- crisis resolution team implementation
- Hospital Episode Statistics (HES) & workforce datasets: data quality on ethnic group
- junior doctors' hours
- out of catchment area treatments (adults)
- out of catchment area treatments (older people)
- physical environment
- staff opinion survey: health, safety and incidents
- staff opinion survey: human resource management
- staff opinion survey: staff attitudes

#### **Results for 2003/2004**

A total of 590 ratings have been awarded to NHS trusts in England for their performance in 2003/2004. Trusts that provide services in more than one sector have been given more than one rating. For instance, an acute trust which also provides mental health services will have a rating in the acute list and a rating in the mental health list.

The names of trusts used in this publication are those for the organisation as at 31 March 2004.

The overall results are as follows:

143 three stars  
 290 two stars  
 122 one star  
 35 zero stars

For acute trusts, the results are as follows:

61 three stars  
 55 two stars  
 28 one star  
 9 zero stars

For specialist trusts, the results are as follows:

13 three stars  
 5 two stars  
 1 one star  
 1 zero stars

For ambulance trusts, the results are as follows:

10 three stars  
 11 two stars  
 6 one star  
 4 zero stars

For primary care trusts, the results are as follows

44 three stars

181 two stars

64 one star

14 zero stars

For mental health trusts, the results are as follows:

15 three stars

38 two stars

23 one star

7 zero stars

### **Contacting the Healthcare Commission**

The Healthcare Commission welcomes constructive feedback on its work. If you have a comment or query about performance ratings, please contact:

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## Acute trusts



Organisation	Rating	Key target									Balanced scorecard			
		12 hour waits for emergency admission via A&E post decision to admit	All cancers: 2 week wait	Financial management	Hospital cleanliness	Improving Working Lives	Outpatient and elective (inpatient and daycase) booking	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Clinical focus	Patient focus	Capacity and capability focus
<b>Acute trusts</b> These trusts do not include mental health services provided by combined trusts; refer to ambulance and mental health section for this information.														
Aintree Hospitals NHS Trust	***	-	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high
Barnsley District General Hospital NHS Trust	***	✓	-	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Basildon and Thurrock University Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Bedford Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high
Birmingham Heartlands and Solihull (Teaching) NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Blackpool, Fylde and Wyre Hospitals NHS Trust	***	✓	✓	-	✓	✓	✓	✓	✓	✓	pass	high	high	medium
Bradford Teaching Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Bromley Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high
Burton Hospitals NHS Trust	***	✓	✓	-	✓	✓	✓	✓	✓	✓	pass	high	medium	high
Central Manchester and Manchester Children's University Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high
Chesterfield and North Derbyshire Royal Hospital NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
City Hospitals Sunderland NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Countess Of Chester Hospital NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
County Durham and Darlington Acute Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
Dartford and Gravesham NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Doncaster and Bassetlaw Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high
Dudley Group Of Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
East Somerset NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
Frimley Park Hospital NHS Trust	***	✓	✓	-	✓	✓	✓	✓	✓	✓	pass	high	high	high
Gateshead Health NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Gloucestershire Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Guy's and St Thomas' NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high
Hammersmith Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Harrogate Health Care NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Heatherwood and Wexham Park Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high
Homerton University Hospital NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
King's College Hospital NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Lancashire Teaching Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
North Hampshire Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
North Tees and Hartlepool NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Northern Devon Healthcare NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
Northumbria Health Care NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium

**Trusts** ^ denotes a combined trust therefore also rated in the ambulance and mental health sections

**Key targets** ✓ achieved - underachieved X significantly underachieved  
n/a indicator not applicable to trust

Organisation	Rating	Key target									Balanced scorecard			
		12 hour waits for emergency admission via A&E post decision to admit	All cancers: 2 week wait	Financial management	Hospital cleanliness	Improving Working Lives	Outpatient and elective (inpatient and daycase) booking	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Clinical focus	Patient focus	Capacity and capability focus
<b>Acute trusts</b> These trusts do not include mental health services provided by combined trusts; refer to ambulance and mental health section for this information.														
Nottingham City Hospital NHS Trust	***	n/a	✓	✓	✓	✓	✓	✓	✓	n/a	pass	high	high	high
Poole Hospitals NHS Trust	***	-	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high
Portsmouth Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	high	medium	high
Queen's Medical Centre, Nottingham University Hospital NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
Rotherham General Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Royal Berkshire and Battle Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
Royal Bournemouth and Christchurch Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Royal Devon and Exeter Healthcare NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high
Salford Royal Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Salisbury Health Care NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	high	high	high
Sheffield Teaching Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
Sherwood Forest Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high
Shrewsbury and Telford Hospitals NHS Trust	***	✓	✓	-	✓	✓	✓	✓	✓	✓	pass	high	high	high
South Devon Health Care NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
South Manchester University Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
South Tyneside Health Care NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
South Warwickshire General Hospitals NHS Trust	***	✓	-	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
Southend Hospital NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high
Southern Derbyshire Acute Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium
St Mary's NHS Trust	***	✓	✓	-	✓	✓	✓	✓	✓	✓	pass	high	high	high
Stockport NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Tameside and Glossop Acute Services NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
The Newcastle Upon Tyne Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
University College London Hospitals NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
University Hospital Birmingham NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
University Hospitals Of Leicester NHS Trust	***	-	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
West Suffolk Hospitals NHS Trust	***	✓	✓	-	✓	✓	✓	✓	✓	✓	pass	high	medium	high
Wirral Hospital NHS Trust	***	✓	✓	✓	✓	✓	✓	-	✓	✓	pass	high	medium	high
Wrightington, Wigan and Leigh NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high
Addenbrooke's NHS Trust	**	✓	✓	-	✓	✓	✓	✓	✓	✓	pass	low	high	high
Airedale NHS Trust	**	✓	✓	✗	✓	✓	✓	✓	✓	✓	borderline	high	high	high
Ashford and St Peter's Hospitals NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	low

Trusts ^ denotes a combined trust therefore also rated in the ambulance and mental health sections

Key targets ✓ achieved - underachieved ✗ significantly underachieved  
n/a indicator not applicable to trust



Organisation	Key target										Balanced scorecard			
Acute trusts	Rating	12 hour waits for emergency admission via A&E post decision to admit	All cancers: 2 week wait	Financial management	Hospital cleanliness	Improving Working Lives	Outpatient and elective (inpatient and daycase) booking	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Clinical focus	Patient focus	Capacity and capability focus
Royal West Sussex NHS Trust	**	✓	✓	✗	✓	✓	✓	✓	✓	✓	borderline	high	high	medium
Sandwell and West Birmingham Hospitals NHS Trust	**	✓	✓	✗	✓	✓	✓	✓	✓	✓	borderline	high	high	high
Scarborough and North East Yorkshire Health Care NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	-	✓	pass	medium	high	medium
Southampton University Hospitals NHS Trust	**	✓	✓	✗	✓	✓	✓	✓	✓	✓	borderline	high	low	high
Southport and Ormskirk Hospital NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	low
St George's Healthcare NHS Trust	**	✓	✓	✓	✓	✓	✓	-	✓	-	borderline	high	high	low
St Helens and Knowsley Hospitals NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	✗	✓	borderline	high	high	high
Swindon and Marlborough NHS Trust	**	-	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	low	high
Taunton and Somerset NHS Trust	**	✓	-	✓	✓	✓	✓	✓	✓	✓	pass	low	high	medium
The Lewisham Hospital NHS Trust	**	✓	✓	✓	✓	✓	✓	-	✓	✓	pass	medium	medium	high
The Mid Cheshire Hospitals NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	medium
The Royal Wolverhampton Hospitals NHS Trust	**	✓	✓	✗	✓	✓	✓	✓	✓	✓	borderline	high	high	high
United Bristol Healthcare NHS Trust	**	-	✓	✓	✓	✓	✓	✓	✓	-	borderline	medium	high	high
University Hospital of North Staffordshire NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	low	high
University Hospitals Coventry and Warwickshire NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	medium	low	medium
Walsall Hospitals NHS Trust	**	✓	✓	✗	✓	✓	✓	✓	✓	✓	borderline	high	high	high
West Dorset General Hospitals NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	medium
Whipps Cross University Hospital NHS Trust	**	✓	✓	✓	✓	✓	-	✓	✓	-	borderline	high	low	high
Worthing and Southlands Hospitals NHS Trust	**	✓	-	-	✓	✓	✓	✓	✓	✓	borderline	medium	high	high
York Hospitals NHS Trust	**	✓	✓	✓	-	✓	✓	✓	✓	✓	pass	medium	medium	high
Barking, Havering and Redbridge Hospitals NHS Trust	*	✓	✓	✓	✓	✓	✓	✓	✓	✗	borderline	high	low	medium
Bolton Hospitals NHS Trust	*	✓	✓	✓	✓	✓	✓	✓	✗	-	moderate fail	medium	high	high
Buckinghamshire Hospitals NHS Trust	*	✓	✓	✗	✓	✓	✓	✓	✓	✓	borderline	low	medium	medium
Chelsea and Westminster Healthcare NHS Trust	*	✓	✓	✗	✓	✓	✓	✓	✓	✓	borderline	medium	high	low
Ealing Hospital NHS Trust	*	✓	-	✓	-	✓	✓	✓	✗	-	moderate fail	medium	low	low
East and North Hertfordshire NHS Trust	*	✓	✓	✓	✓	✓	-	-	-	✓	borderline	medium	medium	low
East Sussex Hospitals NHS Trust	*	✓	✓	✗	✓	✓	-	✓	✓	✓	moderate fail	high	low	low
Essex Rivers Healthcare NHS Trust	*	✓	✓	✗	-	✓	✓	✓	✓	✓	moderate fail	high	medium	low
Good Hope Hospital NHS Trust	*	✓	-	✗	✓	✓	✓	✓	✓	✓	moderate fail	medium	medium	high
Hull and East Yorkshire Hospitals NHS Trust	*	✓	✓	✓	✓	✓	✓	-	✗	✓	moderate fail	medium	low	high
Kings Lynn and Wisbech Hospitals NHS Trust	*	✓	✓	✗	✓	✓	✓	✓	✓	-	moderate fail	high	high	medium
Leeds Teaching Hospitals NHS Trust	*	✓	-	✓	✓	✓	✓	✗	-	-	moderate fail	high	medium	medium

Trusts ^ denotes a combined trust therefore also rated in the ambulance and mental health sections

Key targets ✓ achieved - underachieved ✗ significantly underachieved  
n/a indicator not applicable to trust

Organisation	Rating	Key target									Balanced scorecard			
		12 hour waits for emergency admission via A&E post decision to admit	All cancers: 2 week wait	Financial management	Hospital cleanliness	Improving Working Lives	Outpatient and elective (inpatient and daycase) booking	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Clinical focus	Patient focus	Capacity and capability focus
<b>Acute trusts</b> These trusts do not include mental health services provided by combined trusts; refer to ambulance and mental health section for this information.														
Norfolk and Norwich University Hospital NHS Trust	*	✓	✓	✓	✓	✓	-	✓	✗	✓	moderate fail	medium	medium	medium
North Bristol NHS Trust	*	✓	✓	✓	✓	✓	✓	-	✗	moderate fail	high	low	medium	
North Cumbria Acute Hospitals NHS Trust	*	✓	-	✗	✓	✓	✓	-	✓	moderate fail	medium	medium	high	
Northampton General Hospital NHS Trust	*	✓	-	✗	✓	✓	✓	✓	-	moderate fail	medium	low	medium	
Plymouth Hospitals NHS Trust	*	✓	✓	✗	✓	✓	✓	✓	✓	borderline	medium	low	low	
Queen Mary's Sidcup NHS Trust	*	✓	✓	✗	-	✓	✓	✓	✓	moderate fail	high	high	high	
Royal United Hospital Bath NHS Trust	*	✓	✓	✗	✓	✓	✓	-	-	moderate fail	low	medium	low	
South Tees Hospitals NHS Trust	*	✓	✓	-	✓	✓	✓	✗	-	moderate fail	high	medium	high	
The Hillingdon Hospital NHS Trust	*	✓	✓	-	-	✓	✓	✗	✓	moderate fail	high	medium	medium	
The Princess Alexandra Hospital NHS Trust	*	✓	✓	-	✓	✓	✓	-	✓	borderline	high	low	low	
The Whittington Hospital NHS Trust	*	✓	✓	✗	✓	✓	✓	✓	-	moderate fail	low	medium	medium	
Trafford Healthcare NHS Trust	*	✓	✓	-	✓	✓	✓	✓	✗	moderate fail	low	high	medium	
United Lincolnshire Hospitals NHS Trust	*	✓	✗	✓	-	✓	✓	✓	✓	moderate fail	medium	medium	high	
West Middlesex University NHS Trust	*	✓	-	✓	✓	✓	✓	✓	-	borderline	high	medium	low	
Winchester and Eastleigh Healthcare NHS Trust	*	✓	✓	✓	✓	✓	✗	✓	✓	moderate fail	high	low	high	
Worcestershire Acute Hospitals NHS Trust	*	✓	-	✗	✓	✓	✓	✓	-	moderate fail	high	low	low	
Barnet and Chase Farm Hospitals NHS Trust		✓	✓	✗	✓	✓	✓	-	-	moderate fail	low	low	low	
Brighton and Sussex University Hospitals NHS Trust		✓	✓	✗	✓	✓	✗	✓	✓	fail	low	low	medium	
Maidstone and Tunbridge Wells NHS Trust		-	✓	✗	-	-	✗	✗	-	fail	high	low	low	
Mid Staffordshire General Hospitals NHS Trust		✓	-	-	✓	✓	✓	✗	✗	fail	high	medium	high	
Mid Yorkshire Hospitals NHS Trust		✓	-	✗	✓	✓	✓	-	✓	moderate fail	low	low	low	
Royal Surrey County Hospital NHS Trust		✗	✓	✗	✓	✓	✓	✓	✗	fail	high	medium	medium	
Surrey and Sussex Healthcare NHS Trust		✗	-	✗	-	✓	✓	✓	-	fail	low	low	medium	
West Hertfordshire Hospitals NHS Trust		-	✗	-	-	✓	✓	✓	-	fail	low	low	low	
Weston Area Health NHS Trust		-	✓	✗	✓	✓	✓	✓	-	fail	low	high	high	

<b>Trusts</b>	^ denotes a combined trust therefore also rated in the ambulance and mental health sections
<b>Key targets</b>	✓ achieved      - underachieved      ✗ significantly underachieved n/a indicator not applicable to trust

## Specialist trusts





## Ambulance trusts



Organisation	Rating	Key target					Balanced scorecard			Clinical governance
		Category A calls meeting 14 or 19 minute targets	Category A calls meeting 8 minute target	Financial management	Improving Working Lives	Key target	Clinical focus	Patient focus	Capacity and capability focus	
<b>Ambulance trusts</b>										
Bedfordshire and Hertfordshire Ambulance and Paramedic Service NHS Trust	***	✓	✓	✓	✓	pass	high	high	high	✓
East Anglian Ambulance NHS Trust	***	✓	✓	✓	✓	pass	medium	high	high	n/a
Greater Manchester Ambulance Service NHS Trust	***	✓	✓	✓	✓	pass	high	medium	high	n/a
Hereford and Worcester Ambulance Service NHS Trust	***	✓	✓	✓	✓	pass	high	high	medium	n/a
Isle of Wight Healthcare NHS Trust ^	***	✓	✓	✓	✓	pass	high	high	high	✓
Lancashire Ambulance Service NHS Trust	***	✓	✓	✓	✓	pass	high	high	high	✓
North East Ambulance Service NHS Trust	***	✓	✓	✓	✓	pass	high	high	medium	✓
Staffordshire Ambulance Service NHS Trust	***	✓	✓	✓	✓	pass	high	high	high	✓✓
Two Shires Ambulance Service NHS Trust	***	✓	✓	✓	✓	pass	high	high	high	✓
Warwickshire Ambulance Service NHS Trust	***	✓	✓	✓	✓	pass	high	high	high	✓
Cumbria Ambulance Service NHS Trust	**	-	✓	✓	✓	borderline	high	medium	high	-
Dorset Ambulance NHS Trust	**	-	✓	✓	✓	borderline	high	high	high	-
East Midlands Ambulance Service NHS Trust	**	✓	✓	✓	✓	pass	high	low	low	✓
Essex Ambulance Service NHS Trust	**	✓	✓	✓	✓	pass	high	high	high	-
Gloucestershire Ambulance Service NHS Trust	**	✓	-	✓	✓	borderline	medium	high	high	-
London Ambulance Service NHS Trust	**	-	✓	✓	✓	borderline	high	medium	medium	✓
Mersey Regional Ambulance Service NHS Trust	**	-	✓	✓	✓	borderline	high	medium	high	-
Royal Berkshire Ambulance NHS Trust	**	✓	✓	✓	✓	pass	medium	medium	high	-
Surrey Ambulance Service NHS Trust	**	✓	✓	✓	✓	pass	low	high	high	✓
West Midlands Ambulance Service NHS Trust	**	✓	✓	✓	✓	pass	medium	high	low	-
Westcountry Ambulance Services NHS Trust	**	✓	✓	✓	✓	pass	high	high	high	-
Kent Ambulance NHS Trust	*	✓	-	✓	-	moderate fail	low	medium	high	✓
Oxfordshire Ambulance NHS Trust	*	-	✓	✓	✓	borderline	low	high	medium	✓
South Yorkshire Metropolitan Ambulance Service NHS Trust	*	-	-	✓	✓	moderate fail	high	medium	high	-
Sussex Ambulance Service NHS Trust	*	✓	-	-	✓	moderate fail	medium	medium	medium	-
Tees East and North Yorkshire Ambulance Service NHS Trust	*	✓	-	✓	✓	borderline	medium	medium	medium	-
West Yorkshire Metropolitan Ambulance Service NHS Trust	*	-	-	✓	✓	moderate fail	medium	medium	medium	-
Avon Ambulance Service NHS Trust		✗	-	✓	✓	fail	high	low	high	-
Hampshire Ambulance Service NHS Trust		-	-	✗	✗	fail	low	low	medium	-
Lincolnshire Ambulance and Health Transport Service NHS Trust		✓	✓	✓	✓	pass	high	high	low	✗
Wiltshire Ambulance Service NHS Trust		-	✗	✓	✗	fail	low	medium	low	✗

<b>Trusts</b>	^	denotes a combined trust therefore also rated in the acute and mental health sections				
<b>Key targets</b>	✓	achieved	-	underachieved	✗	significantly underachieved
<b>Clinical governance</b>	✓✓	significant strengths	✓	many strengths	-	strengths
	✗	significant areas of weakness			n/a	not applicable

## Primary care trusts











Organisation	Rating	Key target									Balanced scorecard				
		Access to a GP	Access to a primary care professional (PCP)	Drug misuse: treatment	Financial management	Four week smoking quitters	Improving Working Lives	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Access to quality services	Improving health	Service provision	Clinical governance
<b>Primary care trusts</b> These ratings do not include mental health services provided by combined trusts; refer to mental health section for this information.															
High Peak and Dales Primary Care Trust	**	✓	✓	-	✓	-	✓	✓	✓	✓	borderline	high	high	medium	n/a
Hinckley and Bosworth Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	low	high	high	n/a
Horsham and Chanctonbury Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	high	medium	medium	n/a
Huddersfield Central Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	low	n/a
Huntingdonshire Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	low	medium	medium	-
Isle of Wight Primary Care Trust	**	✓	✓	✗	✓	✓	✓	✓	✓	✓	borderline	high	medium	high	-
Islington Primary Care Trust	**	-	✓	✓	✓	-	✓	✓	✓	-	borderline	high	low	high	n/a
Kingston Primary Care Trust	**	✓	✓	□	✓	✓	✓	✓	✓	✓	pass	high	medium	high	✓
Knowsley Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	-	✓	pass	medium	low	medium	n/a
Lambeth Primary Care Trust	**	✓	✓	✓	✓	✗	✓	✓	✓	✓	borderline	high	low	high	n/a
Langbaugh Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✗	✓	✓	borderline	high	high	high	n/a
Leeds North West Primary Care Trust	**	✓	✓	✓	✓	✓	✓	-	✓	-	borderline	high	medium	high	n/a
Leicester City West Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	low	high	high	n/a
Lewisham Primary Care Trust	**	✓	✓	✓	✓	-	✓	✓	✓	✓	pass	high	low	high	n/a
Luton Primary Care Trust	**	-	-	✓	✓	✓	✓	✓	✓	✓	borderline	high	low	high	✓
Maldon and South Chelmsford Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high	n/a
Melton, Rutland and Harborough Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high	n/a
Mid Devon Primary Care Trust	**	●	●	✓	✓	✓	✓	✓	✓	✓	borderline	high	high	medium	✓
Middlesbrough Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✗	✓	✓	borderline	high	high	high	n/a
Mid-Hampshire Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	medium	high	high	n/a
Morecambe Bay Primary Care Trust ^	**	✓	✓	✓	✓	-	✓	✓	✓	✓	pass	high	low	low	-
Newbury and Community Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	-
North Birmingham Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	low	n/a
North Devon Primary Care Trust	**	✓	✓	✓	✗	✓	✓	✓	✓	✓	borderline	high	medium	high	n/a
North Dorset Primary Care Trust ^	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium	n/a
North East Lincolnshire Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	-
North East Oxfordshire Primary Care Trust	**	-	✓	✓	-	✓	✓	✓	✓	-	borderline	high	high	high	n/a
North Hampshire Primary Care Trust	**	-	✓	✓	-	✓	✓	✓	✓	✓	borderline	medium	high	high	n/a
North Hertfordshire and Stevenage Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	-	✓	pass	high	high	medium	-
North Kirklees Primary Care Trust	**	✓	✓	✓	✓	-	✓	✓	✓	✓	pass	high	high	medium	n/a

<b>Trusts</b>	^	denotes a combined trust therefore also rated in the mental health section
<b>Key targets</b>	✓	achieved
	-	underachieved
	✗	significantly underachieved
	□	data not available (not the trust's fault)
	●	data not returned (trust penalised)
<b>Clinical governance</b>	✓✓	significant strengths
	✓	many strengths
	✗	significant areas of weakness
	-	strengths
	n/a	not applicable

Organisation	Rating	Key target									Balanced scorecard				
		Access to a GP	Access to a primary care professional (PCP)	Drug misuse: treatment	Financial management	Four week smoking quitters	Improving Working Lives	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Access to quality services	Improving health	Service provision	Clinical governance
<b>Primary care trusts</b> These ratings do not include mental health services provided by combined trusts; refer to mental health section for this information.															
North Lincolnshire Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	-
North Liverpool Primary Care Trust	**	-	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	low	n/a
North Norfolk Primary Care Trust	**	✓	✓	✓	-	-	✓	✓	-	✓	borderline	medium	high	medium	n/a
North Peterborough Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	low	high	low	n/a
North Sheffield Primary Care Trust	**	✓	✓	✓	✓	-	✓	✓	✓	✓	pass	medium	high	high	✓
North Surrey Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high	n/a
North Tyneside Primary Care Trust	**	✓	✓	✓	-	✓	✓	✓	✓	✓	pass	high	high	medium	n/a
Northamptonshire Heartlands Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	medium	high	low	n/a
Norwich Primary Care Trust	**	✓	✓	✓	✓	-	✓	✓	-	✓	borderline	high	high	medium	-
Nottingham City Primary Care Trust	**	✓	-	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high	-
Oldbury and Smethwick Primary Care Trust	**	✓	-	✓	✓	✓	✓	✓	✓	✓	pass	low	low	high	n/a
Oxford City Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	high	low	high	n/a
Plymouth Primary Care Trust ^	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	low	n/a
Poole Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	low	medium	✓
Portsmouth City Primary Care Trust ^	**	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	medium	medium	high	n/a
Preston Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium	n/a
Reading Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high	-
Redditch and Bromsgrove Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	low	high	high	n/a
Richmond and Twickenham Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high	-
Rochdale Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	low	n/a
Sedgefield Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✗	✓	✓	borderline	high	high	high	n/a
Sheffield West Primary Care Trust	**	✓	✓	✓	✓	✗	✓	✓	✓	✓	borderline	high	high	high	-
Shepway Primary Care Trust	**	-	✓	✓	✓	-	✓	✓	✓	✓	borderline	high	high	medium	n/a
Shropshire County Primary Care Trust ^	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	low	medium	n/a
Slough Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	medium	low	n/a
Somerset Coast Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium	n/a
South and East Dorset Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	low	medium	high	✓
South Birmingham Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	low	n/a
South Cambridgeshire Primary Care Trust	**	✓	✓	✓	✓	-	✓	✓	✓	✓	pass	medium	high	high	n/a
South East Oxfordshire Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	-	pass	high	high	medium	n/a

<b>Trusts</b>	^	denotes a combined trust therefore also rated in the mental health section		
<b>Key targets</b>	✓	achieved	-	underachieved
	□	data not available (not the trust's fault)		✗
	●	data not returned (trust penalised)		
<b>Clinical governance</b>	✓✓	significant strengths	✓	many strengths
	✗	significant areas of weakness		-
	n/a	not applicable		



Organisation	Rating	Key target									Balanced scorecard				
		Access to a GP	Access to a primary care professional (PCP)	Drug misuse: treatment	Financial management	Four week smoking quitters	Improving Working Lives	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Access to quality services	Improving health	Service provision	Clinical governance
<b>Primary care trusts</b> These ratings do not include mental health services provided by combined trusts; refer to mental health section for this information.															
Trafford North Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	-	✓	pass	high	high	low	n/a
Trafford South Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	medium	low	n/a
Uttlesford Primary Care Trust	**	✓	✓	✓	✓	✓	✓	-	✓	✓	pass	medium	high	high	n/a
Walsall Primary Care Trust ^	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	low	n/a
Waveney Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	low	n/a
West Hull Primary Care Trust	**	✓	-	✓	✓	✓	✓	✓	-	✓	borderline	high	medium	high	-
West Lancashire Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	high	n/a
West Norfolk Primary Care Trust ^	**	✓	✓	✓	✓	-	✓	✓	✓	-	borderline	high	medium	medium	n/a
Western Sussex Primary Care Trust	**	-	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	medium	n/a
Windsor, Ascot and Maidenhead Primary Care Trust	**	✓	✓	✓	✓	-	✓	✓	✓	✓	pass	high	high	low	n/a
Witham, Braintree and Halstead Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	medium	n/a
Woking Area Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	medium	n/a
Wokingham Primary Care Trust	**	✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	-
Wolverhampton City Primary Care Trust ^	**	✓	✓	✓	X	✓	✓	✓	✓	✓	borderline	high	high	medium	n/a
Wyre Primary Care Trust	**	-	-	✓	✓	✓	✓	✓	✓	✓	borderline	high	high	low	n/a
Yorkshire Wolds and Coast Primary Care Trust	**	-	✓	✓	✓	✓	✓	✓	-	✓	borderline	high	high	low	-
Amber Valley Primary Care Trust	*	X	-	-	✓	✓	✓	✓	✓	✓	moderate fail	high	high	high	n/a
Billericay, Brentwood and Wickford Primary Care Trust	*	-	✓	✓	✓	✓	✓	✓	✓	-	borderline	low	low	medium	n/a
Bolton Primary Care Trust	*	✓	✓	✓	✓	✓	✓	✓	X	-	moderate fail	high	medium	high	n/a
Brent Primary Care Trust	*	✓	✓	✓	✓	X	✓	-	✓	-	moderate fail	medium	low	medium	n/a
Cambridge City Primary Care Trust	*	✓	✓	✓	X	-	✓	✓	✓	✓	moderate fail	medium	high	high	n/a
Camden Primary Care Trust	*	-	✓	✓	✓	-	✓	✓	✓	✓	borderline	medium	low	high	n/a
Cannock Chase Primary Care Trust	*	✓	✓	✓	✓	✓	✓	X	-	✓	moderate fail	low	low	low	n/a
Central Cornwall Primary Care Trust	*	✓	✓	✓	X	✓	✓	✓	✓	✓	borderline	medium	high	low	n/a
Central Derby Primary Care Trust	*	-	✓	X	✓	✓	✓	✓	✓	✓	moderate fail	medium	high	high	n/a
Central Manchester Primary Care Trust	*	X	X	✓	✓	✓	✓	✓	✓	✓	moderate fail	medium	low	high	n/a
Central Suffolk Primary Care Trust	*	✓	✓	✓	X	-	✓	✓	✓	✓	moderate fail	medium	high	high	n/a
City and Hackney Primary Care Trust	*	X	X	✓	✓	✓	✓	✓	✓	✓	moderate fail	high	low	high	-
Dacorum Primary Care Trust	*	✓	✓	✓	✓	X	✓	-	✓	-	moderate fail	medium	medium	high	n/a
Dartford, Gravesham and Swanley Primary Care Trust	*	✓	✓	✓	X	✓	✓	✓	X	✓	moderate fail	medium	medium	high	✓

<b>Trusts</b>	^	denotes a combined trust therefore also rated in the mental health section
<b>Key targets</b>	✓	achieved
	-	underachieved
	☐	data not available (not the trust's fault)
	X	significantly underachieved
	●	data not returned (trust penalised)
<b>Clinical governance</b>	✓✓	significant strengths
	✓	many strengths
	X	significant areas of weakness
	-	strengths
	n/a	not applicable

Organisation	Rating	Key target									Balanced scorecard				
		Access to a GP	Access to a primary care professional (PCP)	Drug misuse: treatment	Financial management	Four week smoking quitters	Improving Working Lives	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Access to quality services	Improving health	Service provision	Clinical governance
<b>Primary care trusts</b> These ratings do not include mental health services provided by combined trusts; refer to mental health section for this information.															
Derbyshire Dales and South Derbyshire Primary Care Trust	*	X	✓	-	✓	✓	✓	✓	✓	✓	moderate fail	high	high	high	n/a
Eastbourne Downs Primary Care Trust	*	-	-	✓	X	-	✓	✓	✓	✓	moderate fail	high	high	medium	n/a
Eastern Leicester Primary Care Trust	*	-	-	✓	✓	✓	✓	✓	✓	✓	borderline	low	high	medium	n/a
Enfield Primary Care Trust	*	✓	✓	✓	✓	-	✓	✓	✓	-	borderline	low	low	high	✓
Fareham and Gosport Primary Care Trust	*	X	✓	✓	✓	✓	✓	✓	✓	-	moderate fail	medium	high	medium	n/a
Halton Primary Care Trust	*	X	✓	✓	✓	✓	✓	✓	-	✓	moderate fail	low	low	low	n/a
Hammersmith and Fulham Primary Care Trust	*	✓	✓	✓	X	X	✓	✓	✓	✓	moderate fail	low	low	high	n/a
Haringey Teaching Primary Care Trust	*	●	●	✓	✓	-	✓	✓	✓	-	moderate fail	high	low	high	✓
Harrow Primary Care Trust	*	✓	✓	✓	-	✓	✓	-	-	-	moderate fail	high	medium	high	n/a
Heart of Birmingham Teaching Primary Care Trust	*	-	X	✓	✓	✓	✓	✓	✓	✓	moderate fail	low	low	low	n/a
Heywood and Middleton Primary Care Trust	*	-	X	✓	✓	✓	✓	✓	✓	✓	moderate fail	high	high	high	n/a
Hillingdon Primary Care Trust ^	*	✓	-	✓	-	-	✓	-	✓	-	moderate fail	medium	medium	medium	n/a
Ipswich Primary Care Trust	*	✓	✓	✓	X	-	✓	✓	✓	✓	moderate fail	high	high	high	n/a
Kennet and North Wiltshire Primary Care Trust	*	✓	✓	✓	X	✓	✓	✓	✓	✓	borderline	high	medium	low	n/a
Kensington and Chelsea Primary Care Trust	*	-	✓	✓	-	X	✓	✓	✓	✓	moderate fail	high	low	high	n/a
Leeds North East Primary Care Trust	*	-	-	✓	✓	-	✓	-	✓	-	moderate fail	high	medium	medium	n/a
Leeds West Primary Care Trust	*	✓	✓	✓	✓	-	✓	-	-	-	moderate fail	high	medium	medium	n/a
Medway Primary Care Trust	*	✓	✓	✓	✓	-	✓	✓	X	✓	moderate fail	low	medium	medium	n/a
Newcastle-under-Lyme Primary Care Trust	*	X	-	✓	✓	✓	✓	✓	✓	✓	moderate fail	low	high	high	n/a
Newham Primary Care Trust	*	-	X	✓	✓	✓	✓	✓	✓	-	moderate fail	low	medium	high	-
North and East Cornwall Primary Care Trust	*	✓	✓	✓	X	✓	✓	✓	✓	✓	borderline	low	high	low	n/a
North Eastern Derbyshire Primary Care Trust	*	-	-	-	✓	X	✓	✓	✓	✓	moderate fail	high	high	low	-
North Manchester Primary Care Trust	*	-	X	✓	✓	✓	✓	✓	✓	✓	moderate fail	high	low	high	n/a
North Stoke Primary Care Trust	*	X	X	✓	✓	✓	✓	✓	✓	✓	moderate fail	low	medium	high	-
North Tees Primary Care Trust	*	✓	✓	✓	✓	✓	✓	X	✓	✓	borderline	medium	low	medium	-
North Warwickshire Primary Care Trust ^	*	X	✓	✓	✓	✓	✓	✓	✓	✓	borderline	medium	medium	low	n/a
Northampton Primary Care Trust	*	-	✓	✓	✓	✓	✓	✓	✓	-	borderline	low	high	low	n/a
Northumberland Care Trust	*	-	✓	✓	X	✓	✓	✓	✓	✓	moderate fail	high	medium	medium	n/a
Oldham Primary Care Trust	*	X	-	✓	✓	✓	✓	✓	✓	✓	moderate fail	medium	high	medium	n/a
Royston, Buntingford and Bishop's Stortford Primary Care Trust	*	X	-	✓	✓	✓	✓	✓	✓	✓	moderate fail	medium	medium	high	n/a

<b>Trusts</b>	^	denotes a combined trust therefore also rated in the mental health section
<b>Key targets</b>	✓	achieved
	-	underachieved
	□	data not available (not the trust's fault)
	X	significantly underachieved
	●	data not returned (trust penalised)
<b>Clinical governance</b>	✓✓	significant strengths
	✓	many strengths
	X	significant areas of weakness
	-	strengths
	n/a	not applicable

Organisation	Rating	Key target									Balanced scorecard				
		Access to a GP	Access to a primary care professional (PCP)	Drug misuse: treatment	Financial management	Four week smoking quitters	Improving Working Lives	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Access to quality services	Improving health	Service provision	Clinical governance
<b>Primary care trusts</b> These ratings do not include mental health services provided by combined trusts; refer to mental health section for this information.															
Sheffield South West Primary Care Trust	*	✓	-	✓	✓	✗	✓	✓	✓	✓	moderate fail	medium	high	high	-
South East Hertfordshire Primary Care Trust	*	✓	✓	✓	✓	-	✓	-	✓	✓	borderline	high	low	medium	-
South Stoke Primary Care Trust	*	●	●	✓	✓	✓	✓	✓	✓	✓	borderline	low	high	medium	-
South West Kent Primary Care Trust	*	✓	✓	✓	✓	✓	✓	-	✗	-	moderate fail	high	medium	high	-
South Western Staffordshire Primary Care Trust	*	✓	✓	✓	✓	✓	✓	-	-	✓	borderline	low	high	low	n/a
South Wiltshire Primary Care Trust	*	✓	✓	✓	✗	✓	✓	✓	✓	-	moderate fail	high	high	high	-
Southampton City Primary Care Trust	*	✓	✓	✓	✓	✗	✓	✓	✓	✓	borderline	low	medium	high	n/a
St Albans and Harpenden Primary Care Trust	*	✓	✓	✓	✓	✗	✓	✓	✓	-	moderate fail	high	medium	high	n/a
Staffordshire Moorlands Primary Care Trust	*	✗	-	✓	✓	✓	✓	✓	✓	✓	moderate fail	low	high	high	n/a
Suffolk West Primary Care Trust	*	✓	✓	✓	✗	✓	✓	✓	✓	✓	borderline	low	medium	low	n/a
Swale Primary Care Trust	*	-	✓	✓	✓	✓	✓	✓	✗	✓	moderate fail	low	medium	low	n/a
Waltham Forest Primary Care Trust	*	-	✗	✓	✓	✓	✓	✓	✓	-	moderate fail	low	low	high	n/a
Wandsworth Primary Care Trust	*	✓	✓	✓	✓	-	✓	✓	✓	-	borderline	medium	low	high	n/a
Watford and Three Rivers Primary Care Trust	*	✓	✓	✓	✓	✗	✓	-	✓	-	moderate fail	high	medium	medium	n/a
Wednesbury and West Bromwich Primary Care Trust	*	-	✗	✓	✓	✓	✓	✓	✓	✓	moderate fail	medium	low	high	n/a
Welwyn Hatfield Primary Care Trust	*	✓	✓	✓	✓	✓	✓	-	-	✓	borderline	high	low	medium	-
West Cumbria Primary Care Trust	*	✗	-	✓	✓	✓	✓	✓	✓	✓	moderate fail	high	high	low	-
West of Cornwall Primary Care Trust	*	✓	✓	✓	✗	✓	✓	✓	✓	✓	borderline	low	high	low	n/a
Westminster Primary Care Trust	*	✗	-	✓	✓	✓	✓	✓	✓	✓	moderate fail	high	low	high	n/a
Barking and Dagenham Primary Care Trust		-	✗	✓	✓	✓	✓	✓	✓	✗	fail	low	medium	high	-
Barnet Primary Care Trust		-	-	✓	✓	✗	✓	-	✓	-	fail	medium	low	high	-
Chelmsford Primary Care Trust		✓	✗	✓	✗	✓	✓	✓	-	✓	fail	high	low	high	n/a
Ealing Primary Care Trust		✗	✗	✓	✓	✓	✓	✓	-	-	fail	low	low	high	n/a
Hertsmere Primary Care Trust		✓	✓	✓	✓	✗	✓	✗	✓	-	fail	low	medium	medium	✓
Hounslow Primary Care Trust		✗	✗	✓	-	✓	✓	✓	✓	-	fail	low	medium	high	n/a
Maidstone Weald Primary Care Trust		-	-	✓	✓	-	✓	-	✗	-	fail	medium	high	high	n/a
New Forest Primary Care Trust		✗	-	✓	✗	✗	✓	✓	✓	✓	fail	medium	high	low	n/a
North Somerset Primary Care Trust		✓	✓	✓	✗	✓	✗	✓	✓	-	fail	high	high	low	n/a
Redbridge Primary Care Trust		-	✗	✓	✓	✓	✓	✓	✓	✗	fail	low	medium	medium	n/a
Rugby Primary Care Trust		✗	✗	✓	✓	✓	✓	✓	✓	-	fail	low	high	medium	n/a

<b>Trusts</b>	^	denotes a combined trust therefore also rated in the mental health section
<b>Key targets</b>	✓	achieved
	-	underachieved
	✗	significantly underachieved
	□	data not available (not the trust's fault)
	●	data not returned (trust penalised)
<b>Clinical governance</b>	✓✓	significant strengths
	✓	many strengths
	✗	significant areas of weakness
	-	strengths
	n/a	not applicable

Organisation	Key target										Balanced scorecard			Clinical governance	
<b>Primary care trusts</b> These ratings do not include mental health services provided by combined trusts; refer to mental health section for this information.	Rating	Access to a GP	Access to a primary care professional (PCP)	Drug misuse: treatment	Financial management	Four week smoking quitters	Improving Working Lives	Outpatients waiting longer than the standard	Patients waiting longer than the standard for elective admission	Total time in A&E: 4 hours or less	Key target	Access to quality services	Improving health		Service provision
Tower Hamlets Primary Care Trust		✗	✗	✓	✓	✓	✓	✓	✓	-	fail	low	low	high	-
Warrington Primary Care Trust		✗	✗	✓	✓	-	✓	✓	✗	✓	fail	high	medium	low	n/a
West Wiltshire Primary Care Trust		✓	✓	✓	✓	✓	✓	✓	✓	✓	pass	low	high	low	✗

Trusts	^	denotes a combined trust therefore also rated in the mental health section	
Key targets	✓	achieved	- underachieved
	✗	data not available (not the trust's fault)	✗ significantly underachieved ● data not returned (trust penalised)
Clinical governance	✓✓	significant strengths	✓ many strengths
	✗	significant areas of weakness	- strengths n/a not applicable

## Mental health trusts



Organisation	Rating	Key target							Balanced scorecard			Clinical governance	
		Assertive Outreach Team implementation	CMHT integration	CPA systems implementation	Financial management	Hospital cleanliness	Improving Working Lives	MHMS implementation	Key target	Clinical focus	Patient focus		Capacity and capability focus
<b>Mental health trusts</b> These trusts include mental health services provided by combined trusts. For acute and primary care services provided by combined trusts refer to acute or primary care sections.													
Cornwall Partnership NHS Trust	***	-	✓	✓	✓	✓	✓	✓	pass	high	high	high	n/a
Dorset Health Care NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	n/a
Gloucestershire Partnership NHS Trust	***	-	✓	✓	✓	✓	✓	✓	pass	high	high	high	n/a
Isle of Wight Healthcare NHS Trust ^	***	-	✓	✓	✓	✓	✓	✓	pass	high	high	high	n/a
North Dorset Primary Care Trust ^	***	✓	✓	✓	✓	✓	✓	-	pass	high	high	high	n/a
North Staffordshire Combined Healthcare NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	✓
Nottinghamshire Healthcare NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	n/a
Oxleas NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	pass	medium	medium	high	✓✓
Sheffield Care Trust	***	✓	✓	✓	✓	-	✓	✓	pass	high	high	high	✓
Shropshire County Primary Care Trust ^	***	✓	✓	-	✓	✓	✓	✓	pass	high	high	high	n/a
South Essex Partnership NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	✓✓
South London and Maudsley NHS Trust	***	✓	✓	✓	✓	-	✓	✓	pass	high	high	high	✓
South Staffordshire Healthcare NHS Trust	***	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	✓
South Warwickshire Primary Care Trust ^	***	✓	✓	✓	✓	✓	✓	✓	pass	high	high	high	n/a
Tavistock and Portman NHS Trust	***	n/a	n/a	✓	✓	n/a	✓	✓	pass	high	high	high	✓
5 Boroughs Partnership NHS Trust	**	✓	✓	-	✓	✓	✓	✓	pass	medium	medium	low	n/a
Avon and Wiltshire Mental Health Partnership NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high	✓
Birmingham and Solihull Mental Health NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	pass	medium	medium	low	✓
Bradford District Care Trust	**	✓	-	✓	✓	✓	✓	✓	pass	high	low	medium	n/a
Camden and Islington Mental Health and Social Care Trust	**	✓	✓	✓	✓	✓	✓	-	pass	low	high	high	n/a
Central and North West London Mental Health NHS Trust	**	✓	✓	✓	✓	✓	✓	-	pass	medium	high	high	✓
County Durham and Darlington Priority Services NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	medium	✓
Craven, Harrogate and Rural District Primary Care Trust ^	**	✓	✓	-	✓	✓	✓	-	borderline	high	high	high	n/a
Devon Partnership NHS Trust	**	✓	✓	-	✓	✓	✓	✓	pass	high	high	high	-
East Kent NHS and Social Care Partnership Trust	**	-	✓	-	-	✓	✓	✓	borderline	high	medium	high	-
East London and The City Mental Health NHS Trust	**	-	✓	✓	✓	✓	✓	-	borderline	high	low	high	-
Hertfordshire Partnership NHS Trust	**	✓	✓	-	✓	-	✓	✓	borderline	high	low	high	-
Hillingdon Primary Care Trust ^	**	✓	✓	✓	-	✓	✓	-	borderline	high	high	high	n/a
Hull and East Riding Community Health NHS Trust	**	✓	✓	-	✓	✓	✓	✓	pass	high	high	medium	✓
Leeds Mental Health Teaching NHS Trust	**	-	✓	-	✓	✓	✓	✓	borderline	high	high	high	-

<b>Trusts</b>	^	denotes a combined trust therefore also rated in the acute, ambulance or primary care trust sections				
<b>Key targets</b>	✓	achieved	-	underachieved	✗	significantly underachieved
	n/a	indicator not applicable to trust				
<b>Clinical governance</b>	✓✓	significant strengths	✓	many strengths	-	strengths
	✗	significant areas of weakness			n/a	not applicable

Organisation	Rating	Key target							Balanced scorecard			Clinical governance	
		Assertive Outreach Team implementation	CMHT integration	CPA systems implementation	Financial management	Hospital cleanliness	Improving Working Lives	MHMS implementation	Key target	Clinical focus	Patient focus		Capacity and capability focus
<b>Mental health trusts</b> These trusts include mental health services provided by combined trusts. For acute and primary care services provided by combined trusts refer to acute or primary care sections.													
Leicestershire Partnership NHS Trust	**	-	✓	✓	✓	✓	✓	✓	pass	high	low	medium	✓
Mersey Care NHS Trust	**	✓	✓	-	✓	-	✓	-	borderline	medium	high	medium	n/a
Milton Keynes Primary Care Trust ^	**	✓	✓	✓	-	✓	✓	✓	pass	low	medium	high	n/a
Norfolk Mental Health Care NHS Trust	**	✓	✓	-	✓	✓	✓	-	borderline	low	high	high	✓
North Essex Mental Health Partnership NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	pass	medium	medium	high	✓
North West Surrey Mental Health NHS Partnership Trust	**	✓	✓	✓	✗	✓	✓	✓	borderline	low	high	high	n/a
Northamptonshire Healthcare NHS Trust	**	✓	✓	✓	✓	✓	✓	-	pass	low	high	low	-
Oxfordshire Mental Healthcare NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	pass	high	high	low	-
Pennine Care NHS Trust	**	✓	-	✓	✓	✓	✓	✓	pass	high	medium	low	n/a
Plymouth Primary Care Trust ^	**	✓	✓	✓	✓	✓	✓	-	pass	low	high	high	n/a
Portsmouth City Primary Care Trust ^	**	-	✓	✓	✓	✓	✓	-	borderline	high	high	high	n/a
Sandwell Mental Health NHS and Social Care Trust	**	✓	✓	✓	✓	✓	✓	✓	pass	high	medium	high	-
Selby and York Primary Care Trust ^	**	✓	✓	✓	✓	✓	✓	-	pass	high	high	medium	n/a
Somerset Partnership NHS and Social Care Trust	**	✓	✓	✓	✓	✓	✓	✓	pass	low	high	high	n/a
South Downs Health NHS Trust	**	✓	✓	-	✓	✓	✓	-	borderline	high	low	high	-
South of Tyne and Wearside Mental Health NHS Trust	**	✓	✓	-	✓	✓	✓	✓	pass	high	high	medium	n/a
South West London and St George's Mental Health NHS Trust	**	-	✓	-	✓	✓	✓	✓	borderline	high	medium	high	✓
South West Yorkshire Mental Health NHS Trust	**	✓	✓	-	✓	✓	✓	✓	pass	medium	low	high	n/a
Surrey Hampshire Borders NHS Trust	**	✓	✓	-	✓	-	✓	✓	borderline	high	high	high	n/a
Surrey Oaklands NHS Trust	**	✓	✓	-	✓	✓	✓	✓	pass	medium	high	medium	n/a
Tees and North East Yorkshire NHS Trust	**	-	-	✓	✓	✓	✓	✓	borderline	high	high	high	✓
West Hampshire NHS Trust	**	-	✓	✓	✓	✓	✓	✓	pass	high	medium	medium	✓
West Sussex Health and Social Care NHS Trust	**	✓	✓	✓	✓	✓	✓	✓	pass	medium	high	low	n/a
Barnet, Enfield and Haringey Mental Health NHS Trust	*	-	-	-	-	-	✓	✓	moderate fail	high	high	low	-
Barnsley Primary Care Trust ^	*	✓	✓	✗	✓	✓	✓	-	moderate fail	high	high	high	n/a
Bedfordshire and Luton Community NHS Trust	*	-	✗	✓	✓	✓	✓	✓	moderate fail	high	high	medium	n/a
Berkshire Healthcare NHS Trust	*	-	✓	✓	-	✓	✓	-	borderline	low	high	low	-
Bolton, Salford and Trafford Mental Health NHS Trust	*	-	-	✗	✓	✓	✓	✓	moderate fail	low	low	high	-
Cambridgeshire and Peterborough Mental Health Partnership NHS Trust	*	✓	✓	-	✓	-	✓	✓	borderline	medium	high	low	✓✓
Cheshire and Wirral Partnership NHS Trust	*	✓	✓	✗	✓	✓	✓	-	moderate fail	medium	high	high	-

<b>Trusts</b>	^	denotes a combined trust therefore also rated in the acute, ambulance or primary care trust sections
<b>Key targets</b>	✓	achieved
	n/a	indicator not applicable to trust
	-	underachieved
	✗	significantly underachieved
<b>Clinical governance</b>	✓✓	significant strengths
	✓	many strengths
	-	strengths
	n/a	not applicable
	✗	significant areas of weakness

Organisation	Rating	Key target								Balanced scorecard			Clinical governance
		Assertive Outreach Team implementation	CMHT integration	CPA systems implementation	Financial management	Hospital cleanliness	Improving Working Lives	MHMDS implementation	Key target	Clinical focus	Patient focus	Capacity and capability focus	
<b>Mental health trusts</b> These trusts include mental health services provided by combined trusts. For acute and primary care services provided by combined trusts refer to acute or primary care sections.													
Coventry Primary Care Trust ^	*	✓	✓	-	✓	✓	✓	-	borderline	high	low	medium	n/a
Derbyshire Mental Health Services NHS Trust	*	-	✓	✓	✓	✓	✓	-	borderline	medium	medium	low	-
Doncaster and South Humber Healthcare NHS Trust	*	-	✓	✗	✓	✓	✓	-	moderate fail	high	medium	high	n/a
Dudley Beacon and Castle Primary Care Trust ^	*	✓	✗	-	✓	✓	✓	✓	moderate fail	high	medium	high	n/a
Hambleton and Richmondshire Primary Care Trust ^	*	✓	✓	✗	✓	✓	✓	-	moderate fail	medium	high	high	n/a
Herefordshire Primary Care Trust ^	*	✓	✗	✓	✓	✓	✓	-	moderate fail	high	medium	high	n/a
Lancashire Care NHS Trust	*	-	✗	✓	✓	✓	✓	-	moderate fail	medium	high	low	n/a
Lincolnshire Partnership NHS Trust	*	✓	✓	✗	✓	✓	✓	-	moderate fail	high	high	medium	-
Newcastle, North Tyneside and Northumberland Mental Health NHS Trust	*	-	✗	✓	✓	✓	✓	✓	moderate fail	medium	high	high	✓
North Cumbria Mental Health and Learning Disabilities NHS Trust	*	-	✗	-	✓	✓	✓	✓	moderate fail	high	medium	low	-
North East London Mental Health NHS Trust	*	-	✓	✓	✓	✓	✓	-	borderline	medium	low	high	✓
North Warwickshire Primary Care Trust ^	*	✓	✓	✗	✓	-	✓	-	moderate fail	high	low	medium	n/a
Walsall Primary Care Trust ^	*	-	✗	✓	✓	✓	✓	-	moderate fail	low	low	medium	n/a
West Kent NHS and Social Care Trust	*	-	-	-	✓	✓	✓	-	moderate fail	medium	high	low	✓
West London Mental Health NHS Trust	*	-	✓	✓	✗	✓	✓	✓	moderate fail	low	low	high	-
West Norfolk Primary Care Trust ^	*	✓	✓	✗	✓	✓	✓	-	moderate fail	low	high	high	n/a
Buckinghamshire Mental Health NHS Trust		✓	✓	✗	✗	✓	✓	✓	fail	medium	medium	low	✗
East Sussex County Healthcare NHS Trust		-	✓	-	✗	✓	✓	-	fail	medium	medium	medium	n/a
Local Health Partnerships NHS Trust		✓	✗	-	-	✓	✓	-	fail	low	high	low	-
Manchester Mental Health and Social Care Trust		-	✓	-	✗	-	✓	✓	fail	medium	high	medium	n/a
Morecambe Bay Primary Care Trust ^		-	✗	✗	✓	✓	✓	-	fail	low	low	medium	-
Wolverhampton City Primary Care Trust ^		-	✗	✓	✗	✓	✓	✓	fail	high	low	high	n/a
Worcestershire Mental Health Partnership NHS Trust		✗	✗	-	✓	-	✓	✓	fail	low	low	medium	-

Trusts	^	denotes a combined trust therefore also rated in the acute, ambulance or primary care trust sections		
Key targets	✓	achieved	-	underachieved
	n/a	indicator not applicable to trust		
Clinical governance	✓✓	significant strengths	✓	many strengths
	✗	significant areas of weakness	-	strengths
			n/a	not applicable









**Healthcare Commission**

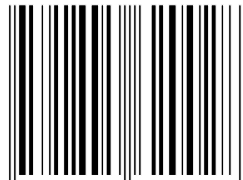
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