

Board of Directors -Public

SUMMARY REPORT

Meeting Date: 27 March 2024

Agenda Item: 18

Report Title:	NHS Staff Survey 2023 Results	
Author(s):	Charlotte Turnbull – Head of Leadership and Organisational Development Rebecca Malone, Organisational Development (OD) Facilitator – Engagement & Wellbeing	
Accountable Director:	Caroline Parry – Executive Director of People	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	Staff Survey results in a range of formats have been shared at: Collective Leadership Group 02.02.24 People Committee 09.02.24 Collective Leadership Group received summary reports and benchmarking heat maps 15.02.24 Board Development Session 28.02.24 People Committee 12.03.24 Staff Engagement Steering Group 14.08.24
	Date:	See above
Key points/ recommendations from those meetings	Recognition that improvements have been small but steady in advocacy and other areas for 2022 and 2023. Plenty still to be done on improving our position overall. Recognition that declines in scores relating to experience discrimination are disappointing and not in line with our values and ethos of 'Everyone counts'. Further analysis is needed to gain better understanding of effectiveness of our current Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) actions.	

Summary of key points in report

This report is based upon the report presented at the People Committee on 12.03.24. Following the lifting of the national embargo on 07.03.24 this now includes additional data against our (SHSC) national comparator group of 51 Mental Health & Learning Disability Trusts.

Substantive staff – national data confirmed:

1. The final national report is available [here](#).
2. Data from a response group of 52% (1329 staff) of substantive staff was received.
3. The national embargo on data reporting was lifted 07.03.24.
4. Within this we are benchmarked nationally against 51 Mental Health and Learning Disabilities trusts for all questions on the basis of positioning 'Your organisation' on a bar chart with the 'best result',

'average result' and 'worst result' indicated (see 1.2 Position by People Promise theme).

5. From this national approach we have deduced that for our overall position we are positioned below 'the average' but above 'the worst' across the majority of the questions. The national approach deliberately does not give a positioning due to a national commitment that it is not a competition re rankings, but about focusing on your own progress. To provide an idea of how we have moved rankings, we analysed a sample of 25 key questions to understand our ranking movements for these areas (**Appendix 1**)
6. The results show we have made small but positive improvements in many key areas since 2022, the rest of our benchmarking group have also improved in their results so our national ranking has not seen major movements on this basis.
7. The question "I would recommend my organisation as a place to work" is our most improved result across all survey questions, reporting an increase of 8.1% (43.9% in 2022 to 52% in 2023). **Appendix 2** details our placement within our comparator group for this question and we have added quartile shading to show our positioning for this question. Additionally, it includes a small table from a Health Service Journal (HSJ) article showing SHSC as having the most improved results nationally for this question.
8. Much consideration was given at Collective Leadership Group and at Board level to the significant increase in the number of staff confirming they have experienced discrimination on the basis of ethnic background (15% increase). The need for ownership, accountability and action is reflected in our 3 key messages going forward. The Equality Diversity and Inclusion (EDI) Team are currently in the process of conducting further analysis of the context to this and will be engaging with the Staff Network Groups as part of their Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) forward planning. The SHSC organisational action plan and local service area action plans will be based on these key themes. This will enable a consistent approach from organisation level to service area to team approach to action.
9. This year, as part of our improvement work on utilising the staff survey results more effectively, we circulated a wider range of data in confidence to a wider range of leaders, the executive and the board. This was done in line with the embargo restrictions as the purpose is to support strategic planning. Summary reports were compiled for 9 directorates and at 20 service level areas to understand, analyse and act on their data.
10. A refreshed, simple service area action plan template with supporting sessions for managers to help them access the data and make sure effective plans are in place.
11. A new approach to monitoring progress on the staff survey action plans is being developed via the Executive Performance Quality Review (EPQR) - process in order to embed staff engagement and experience action as part of our core business. This will begin with effect from the May 2024 reviews.

Bank

- The bank survey was completed by 28% of our bank workers (77 colleagues) and details of results were shared with board on 28.02.24.
- There was no comparator group for bank provided by Quality Health as it is not completed by all trusts.
- Final national data is not released until April (date tbc).

Responding to the NHS Staff Survey 2023 results

Analysis of data has led to the proposed approach of reporting how we can respond to staff feedback on a range of areas under the 3 key messages of:

- Supporting you
- Supporting our teams
- Everyone counts

Appendices attached:

Appendix 1 SHSC Ranking Analysis of 25 Questions

Appendix 2 HSJ article ranking for 'I would recommend my organisation as a place to work'

Recommendation for the Board/Committee to consider:

Consider for Action	X	Approval		Assurance	X	Information	X
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The report is presented to Board to receive the results of the NHS Staff Survey 2023 and the action planned to improve our position following discussion with senior leaders and agreement at the People Committee. The Board is asked to take assurance from this and to confirm if any further actions should be considered.

The report provides assurance that:

- The results show a small improvement in advocacy and other areas, an improved benchmark position and achievement of 52% response rate target.
- The staff survey results have been circulated to leaders in advance of the embargo to ensure we have maximum time to make use of the data to improve staff experience before the 2024 survey opens in September.
- The effective partnership working put in place with Staff Side and the Staff Network Groups to encourage participation in the survey will be continued as we review the results post-embargo and plan and implement 'You said – We will' action.
- We have improved support for wider action and ownership of the results through improved access to local data, benchmarking and support for a simple action plan that will link up organisational response around the 3 key messages.
- Improved check and challenge of progress aims to maintain momentum on this important action at service level through the EPQR.

Please identify which strategic priorities will be impacted by this report:

Effective Use of Resources	Yes	X	No	
Deliver Outstanding Care	Yes	X	No	
Great Place to Work	Yes	X	No	
Ensuring our services are inclusive	Yes	X	No	

Is this report relevant to compliance with any key standards ? State specific standard

Care Quality Commission Fundamental Standards	Yes	X	No		Staff Survey data has been requested to be part of the information used
Data Security and Protection Toolkit	Yes	X	No		GDPR
Any other specific standard?					Equality, Diversity and Inclusion standards

Have these areas been considered ? YES/NO					If Yes, what are the implications or the impact? If no, please explain why
Service User and Carer Safety, Engagement and Experience	Yes	X	No		<i>2023 Staff Survey results linked to care experience are evaluated and action taken to ensure the best care for our service users</i>
Financial (revenue & capital)	Yes	X	No		<i>Staff survey contract</i>
Organisational Development /Workforce	Yes	X	No		<i>Key element within the people strategy/plan driving OD activity</i>
Equality, Diversity & Inclusion	Yes	X	No		<i>Please complete section 4.3 in the content of your report</i>

Legal	Yes		No	X	
Environmental sustainability	Yes	X	No		The staff survey is completed on-line. Relevant data sharing with sustainability leads for action

NHS Staff Survey 2023 Results

Section 1: Analysis and supporting detail

Background

Our annual NHS Staff Survey 2023 results were announced publicly on the 7 March 2024.

The survey ran from September to November 2023, and we achieved a response rate of 52% (1329 people) of substantive staff, above the average response rate of our benchmark group at 48%, and an increase on our previous year's response rate at 48% (1239 people).

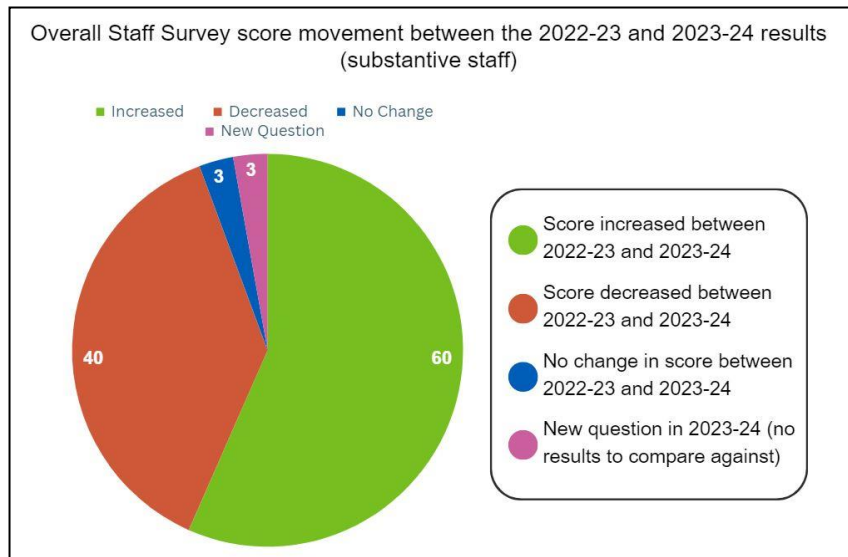
Staff Survey 2023 overall results – highlights

Our full results can be located here [Results - NHS Staff Survey](#).

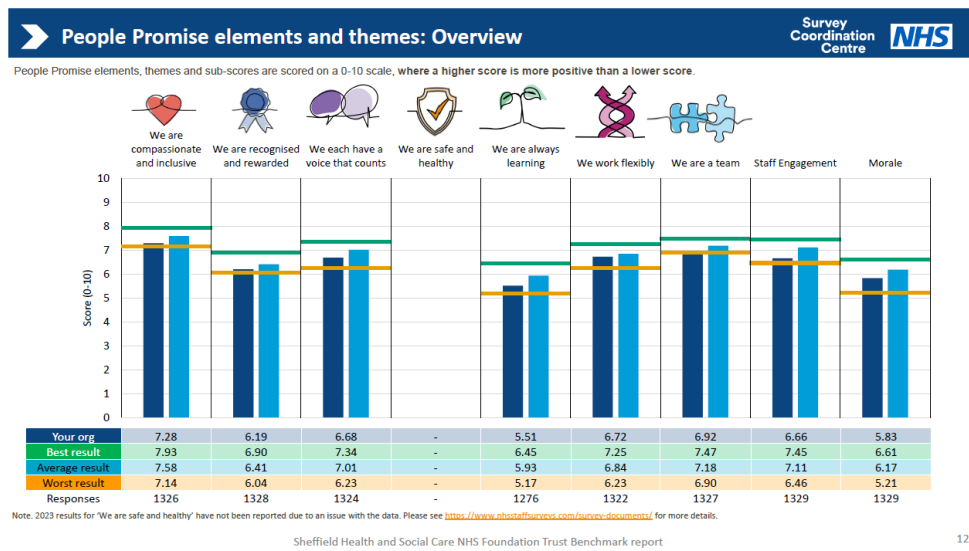
Following publication of the national staff survey results, we have revised some of our internal reporting completed while the embargo was in place, to reflect the final and weighted results. The initial reported results came from our survey provider Quality Health, considered against a smaller comparator group. There is minimal change between these data sets.

Substantive staff

1.1 Movement by questions



1.2 Scores by People Promise themes

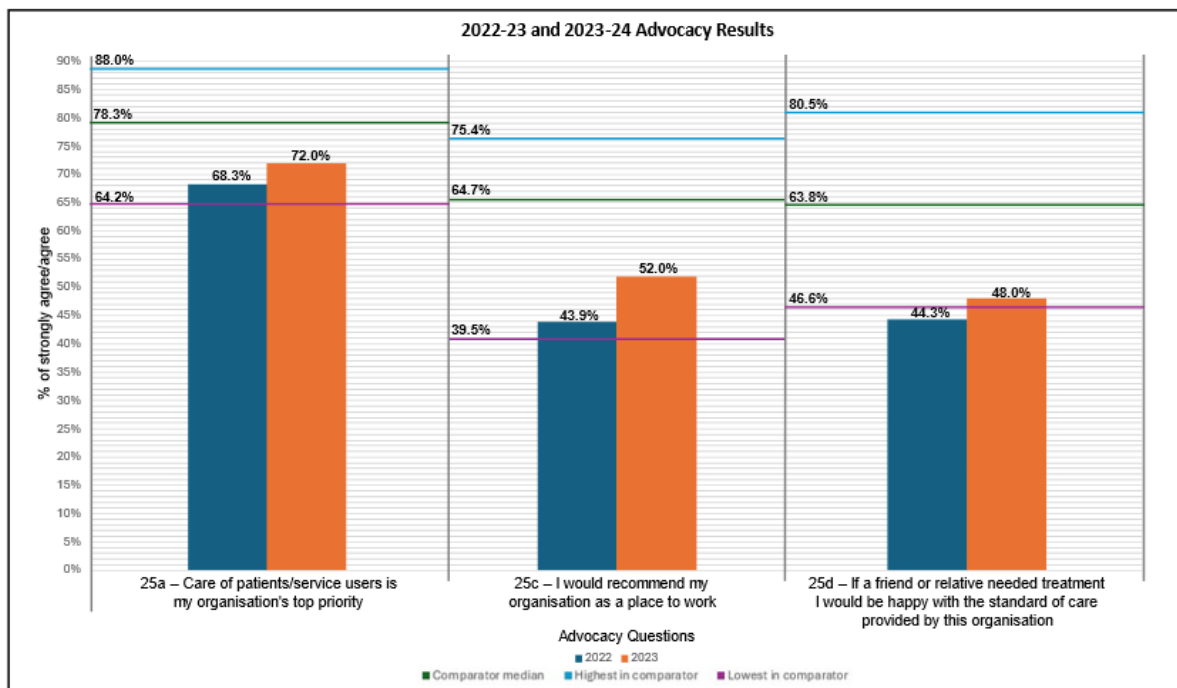


The questions in the NHS Staff Survey are aligned to the People Promise. This sets out, the things that would most improve the working experience of NHS staff and made up of 7 elements as seen above plus 2 themes (Staff Engagement and Morale). The results for Sheffield Health and Social Care are the dark blue bar on the charts and are compared with the results of our comparator group of 51 Mental Health and Learning Disability Trusts in England.

Our scores are consistently above the lowest score in the comparator group. Despite this good news, our scores are also below the average within the comparator group, which aligns with our knowledge that whilst we have had incremental improvements, there is still a lot of work to be done.

Due to an error with data processing at the national level, data related to “We are Safe and Healthy” is currently not available.

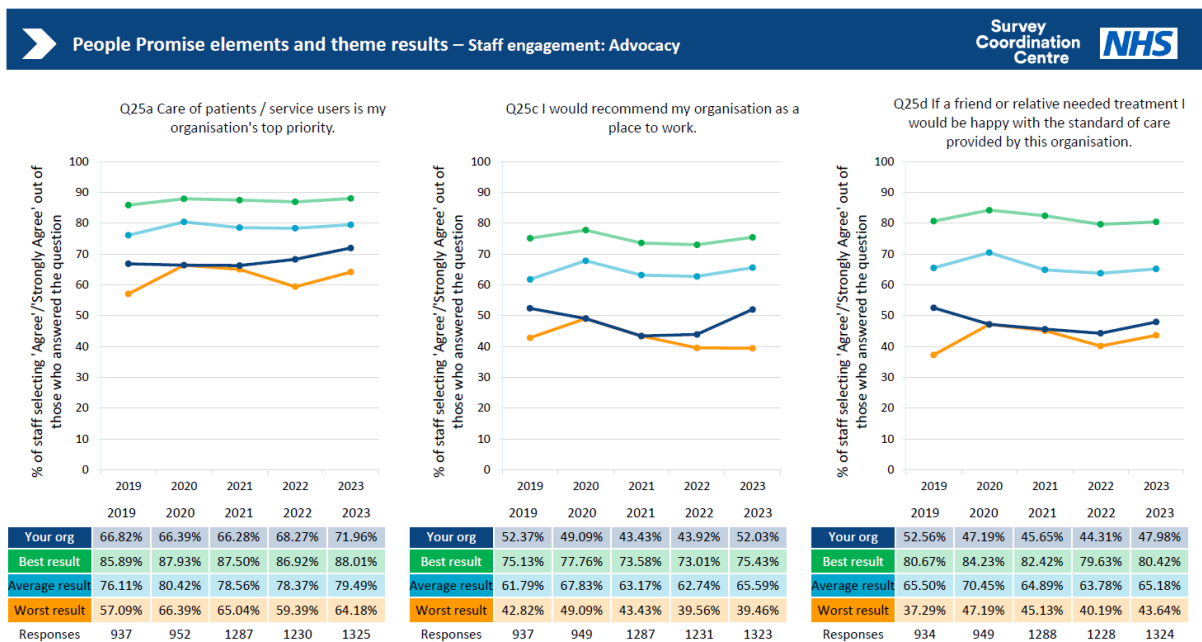
1.3 Advocacy questions - our scores in 2022 and 2023



- Continued improvement in these key areas for SHSC year on year.

- **Q25a Care of patients / service users is my organisation's top priority** has increased **3.7%** from 2022 (72% in 2023 as compared with 68.3% in 2022) – our highest score since 2019. Note: this new benchmark report has increased 0.1% from the Quality Health data).
- **Q25c Recommending SHSC as a place to work** is one of our most improved questions. The NHS England benchmark report shows this increase to be **8.1%** (52% in 2023 as compared with 43.9% in 2022). This is also the highest result since 2020.
- **Q25d Refer for care** – first step change upward in 4 years, since 2020. The NHS England benchmark report shows us at 48% in 2023 compared with 44.3% in 2022 – an increase of **3.7%**.

1.4 Advocacy scores – national benchmarking



Sheffield Health and Social Care NHS Foundation Trust Benchmark report

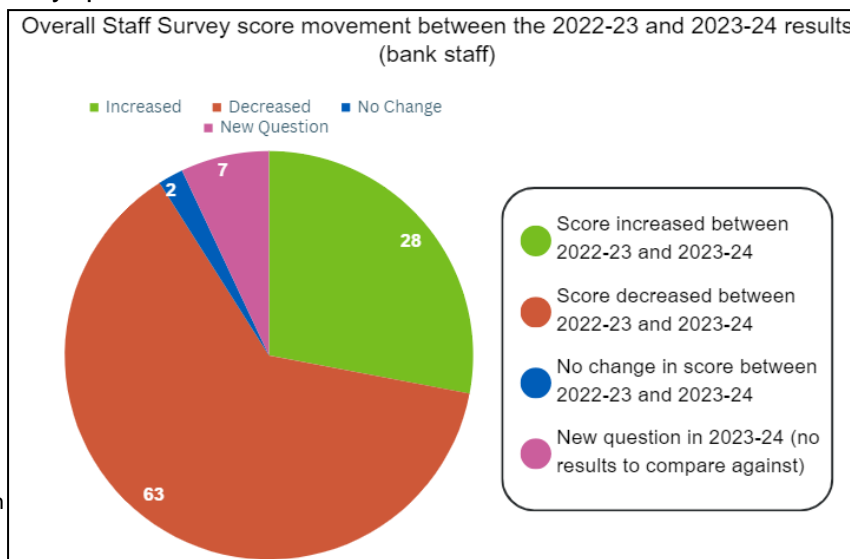
83

- We are above the 'worst result' and below 'average result' across the board
- Indicates our positive movement on a 'small but steady' gains basis.

Bank Staff

This continues to be based on Quality Health interim data – national data will not be available until April 2024

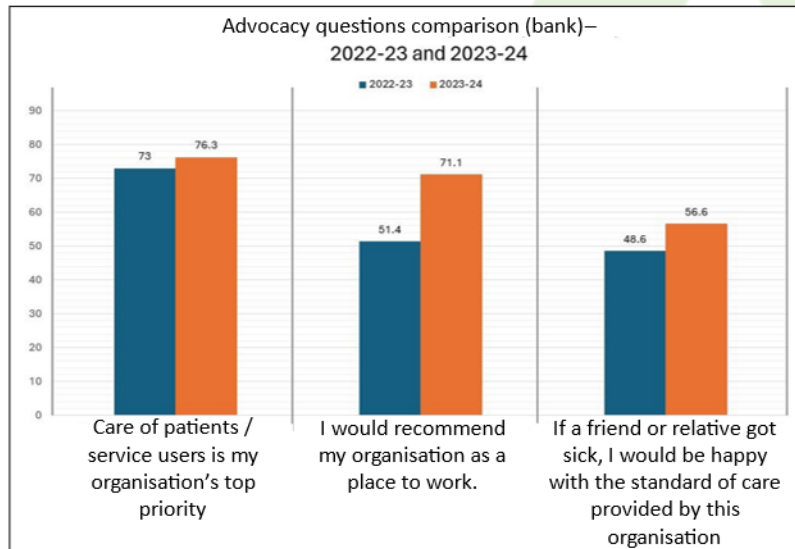
1.5 Movement by questions



- While there was a significant increase in participation, there was more negative question movement (63% declined) for bank staff than substantive (40%).

1.6 Advocacy scores – only available since bank survey introduced last year 2022.

Our Advocacy Scores – bank



There is no comparator group for the bank survey scores



- Bank results scored highly and built on 2022 results.

Responding to the staff survey results

1.7 Using the data to set clear messages for staff – ‘You said – we will’

The following key messages have been identified as the key themes we will be promoting to staff as responses to the feedback the survey has provided.

SHSC wide action – Communicating our key messages on action to staff



Key to this direction was analysis of results in some key areas:

Our manager' section

'Our Manager' section scores with sub-question examples

Theme (Substantive)	Number of Questions	Number Improved	Number Declined	Biggest changes		
Your Managers	9	-	9	My immediate manager encourages me at work		
				2022	2023	Comparator (2023)
				80.0%	76.2%	79.7%

"My immediate manager cares about my concerns"

Agree/Strongly agree: 75.6% (79% in 2022)

"My immediate manager encourages me at work"

Agree/Strongly agree: 76.2% (80% in 2022)

"My immediate manager takes a positive interest in my health and wellbeing"

Agree/Strongly Agree 77% (80% in 2022)

- Although we did not have any improvement in scores for this section the 'Immediate manager' feedback has some of the highest results across the question set at organisational level (67.4% - 83.4%), and were the closest to our interim comparator group.
- However, we have experienced a small drop in results across all 9 questions in this section (range -2.2% to -3.8%).
- So, although not major moves, 5 survey questions about 'My Immediate Manager' feature in the bottom 10 questions that have declined the most and we are keen to address this proactively.

Our Team section

'Our Team' section scores with sub-question examples

Theme (Substantive)	Number of Questions	Number Improved	Number Declined	Biggest changes		
Your Team	9	5	4	My team has enough freedom in how to do its work		
				2022	2023	Comparator (2023)
				56.8%	60.0%	75.8%
				The team I work in often meets to discuss the team's effectiveness		
				2022	2023	Comparator (2023)
72.9%	69.4%	72.1%				

"The team I work in often meets to discuss the team's effectiveness"

Agree/Strongly Agree 69.4% (72.9% in 2022)

"My team has enough freedom to do its work"

Agree/Strongly Agree 60% (56.8% in 2022)

"I feel valued by my team"

Agree/Strongly Agree 74% (73.4% in 2022)

Team working is central to our success and this year the results have shown some really positive improvements:

- I feel valued by my team has seen an increase (74% compared with 73.4% in 2022)

- Respondents report that their teams have more flexibility to do their work, hence showing more ownership and empowered teams – 60% compared with 56.8% in 2022)
- Small drops have happened, e.g. less people believe that teams meet to discuss effectiveness (69.4% compared with 72.9% 2022).

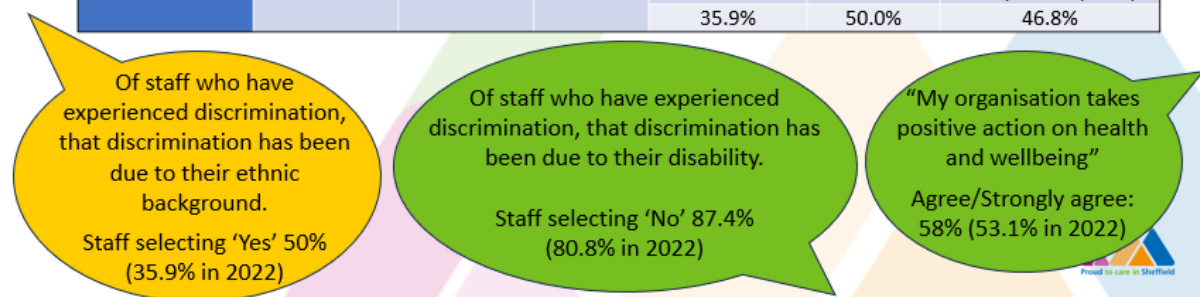
We are keen to keep building momentum on the benefits of team working to improve service-user and staff experience.

Our Health & Wellbeing

‘Our Health, Wellbeing and Safety at Work’ section scores with sub-question examples

NHS
Sheffield Health
and Social Care
NHS Foundation Trust

Theme (Substantive)	Number of Questions	Number Improved	Number Declined	Biggest changes		
Your Health, Wellbeing and Safety	44 (3 new for 2023 so cannot be compared)	22	19	On what grounds have you experienced discrimination (staff not selecting disability)		
				2022	2023	Comparator (2023)
				80.8%	87.4%	87.4%
				On what grounds have you experienced discrimination (staff selecting ethnic background)		
2022	2023	Comparator (2023)				
35.9%	50.0%	46.8%				



- We are concerned that one of our most significant negative changes is an increase of people reporting discrimination based on ethnic background. This equates to an increase of 15%. This question is reliant on question before it, making it a complex figure, which is currently being analysed by our Equality, Diversity and Inclusion (EDI) team.
- Responses to the questions relating to Health, Wellbeing and Safety at Work were really positive, with questions featuring in the ten most improved questions and our 10 highest scoring questions.
- Positive to see an increase of nearly 5% of survey respondents believing SHSC takes positive action on health and wellbeing – 58% this year compared with 53.1% in 2022.
- Staff are also telling us that there are opportunities for flexible working patterns – up 5.2% from last year (68.5% in 2023 compared with 63.3% in 2022). We were above the interim comparator group average of 67.1%.
- We have witnessed a positive drop in errors, near misses or incidents that could have hurt staff and / or patients / service users (with people answering ‘yes’ to the question “In the last month, have you seen any errors, near misses, or incidents that could cause harm?” dropping to 67.4%, compared with 70.7% 2022).

Belonging and feeling that **everyone counts** is essential to wellbeing. We are committed to continuing to learn more from the final data and explore it from different perspectives as it is a diverse picture to ensure that ‘Everyone counts’. The EDI Team will lead on this as part of their Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) analysis work.

Next steps

1.10 Sharing the data. Data shared as at 14.2.24:

- Personalised Summary reports (directorate and service level)
- Heatmaps (directorate and service level score compared to organisation)
- People Promise reports (directorate, service and team level)
- All questions breakdown reports (directorate, service and team level)

1.11 Driving action at team level:

- Service area 5-point action plans (based on the 3 key messages and up to 2 more actions specific to their results) will be requested from all clinical and non-clinical service areas.
- Highlight data provided to all service areas, plus sessions to support team leads in accessing and understanding their data to be held February/March 2024.
- On-going support for clinical General Managers and corporate leads.
- Progress on action plan achievements and challenges to be monitored within new Executive Performance and Quality Reviews.

Section 2: Risks

2.1

People Committee BAF Risks	
Number	Descriptor
BAF 0013	There is a risk that the Trust does not have appropriate measures and mechanisms in place to support staff wellbeing resulting in absence continuing to rise, that gaps in health inequalities in the workforce grow and their experience at work is poor with a knock-on impact on service user/patient care.
BAF 0014	There is a risk of failure to undertake effective workforce planning (train, retain and reform) to support recruiting, attracting, and retaining staff to meet current and future needs caused by the absence of a long-term workforce plan that considers training requirements, flexible working, and development of new roles.
BAF 0020	There is a risk of failure to move our culture sufficiently to address any closed subcultures, behavioural issues and not reflecting and respecting diversity and inclusion, resulting in poor engagement, ineffective leadership and poor staff experience in turn impacting on quality-of-service user experience.

All activity supports minimising risk against BAF 0013, 0014 and 0020 as well as corporate risk 4078.

Section 3: Assurance

Benchmarking

- 3.1 Benchmarking provided via Quality Health for interim comparator group and nationally via the NHS Survey Co-ordination Centre. Integrated Care System (ICS) Level benchmarking and peer learning will occur post embargo.

Triangulation

- 3.4 We are building relationships across SHSC to align staff survey data with incident and other safety reporting.

Section 4: Implications

Strategic Priorities and Board Assurance Framework

1. Effective Use of Resources
 2. Delivery of Outstanding Care
 3. Great Place to Work
 4. Ensuring our services are inclusive
- 4.1 Organisational level results inform all people activity. Local application of staff survey results support improvement plans, staff experience and partnership working.

Equalities, diversity and inclusion

4.2 Staff survey results link directly to SHSC action on Workforce Race Equality Standard and Workforce Disability Equality Standard. Full analysis and responding action will be undertaken by the Head of Equality, Diversity and Inclusion (EDI) and the EDI Team, and reported via the Inclusion and Equality Assurance Group.

Culture and People

- 4.3 Staff survey results are embedded into the People Plan and will be shared with the external experts leading on this first phase of the values into behaviours work and review of the communications strategy.

Section 5: List of Appendices

Appendix 1 SHSC Ranking Analysis of 25 Questions

Appendix 2 HSJ article ranking for 'I would recommend my organisation as a place to work'

Staff Survey – SHSC Ranking Analysis of 25 Questions

National comparator group of 51 Mental Health & Learning Disability Trusts

Theme and Question Text	Q No (2022)	Q No (2023)	Ranking out of 51 (2022)	Ranking out of 51 (2023)
Involvement I am able to make suggestions to improve the work of my team / department.	3d	3d	Not reported	41
Involvement I am involved in deciding on changes introduced that affect my work area / team / department.	3e	3e	Not reported	35
Involvement I am able to make improvements happen in my area of work.	3f	3f	Not reported	42
I am able to meet all the conflicting demands on my time at work	3g	3g	51	49
There are enough staff at this organisation for me to do my job properly	3i	3i	49	50
I feel that my role makes a difference to patients / service users.	6a	6a	45	47
My organisation takes positive action on health and well-being.	11a	11a	49	43
Relationships at work are strained ("Relationships are rarely/never strained")	5c	5c	49	48
PDR - It helped me to improve how I do my job.	21b	23b	48	50
PDR - It left me feeling that my work is valued by my organisation.	21d	23d	50	50
Advocacy Care of patients / service users is my organisation's top priority.	23a	25a	48	47
Advocacy I would recommend my organisation as a place to work.	23c	25c	50	49
Advocacy If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.	23d	25d	49	50
Morale I often think about leaving this organisation.	24a	26a	50	50

Morale I will probably look for a job at a new organisation in the next 12 months.	24b	26b	47	47
Morale As soon as I can find another job, I will leave this organisation.	24c	26c	41	38
How often, if at all, do you feel burnt out because of your work? (“I often/always feel burnt out”)	12b	12b	49	44
How often, if at all, do you feel that every working hour is tiring for you? (“I often/always feel that every working hour is tiring”)	12f	12f	41	23
On what grounds have you experienced discrimination – Ethnic Background	16c1	16c1	19	36
On what grounds have you experienced discrimination - Gender	16c2	16c2	26	25
On what grounds have you experienced discrimination – Religion	16c3	16c3	17	46
On what grounds have you experienced discrimination – Sexual orientation	16c4	16c4	43	37
On what grounds have you experienced discrimination – Disability	16c5	16c5	26	21
On what grounds have you experienced discrimination - Age	16c6	16c6	23	17
On what grounds have you experienced discrimination - Other	16c7	16c7	6	24

**HSJ Article 07.03.24 – "I would recommend my organisation as a place to work"
All Mental Health Trusts (51 in comparator group)**

	Trust	2019	2020	2021	2022	2023	Change 2022 to 2023 (p. points)	Change 2019 to 2023 (p. points)	
1	Berkshire Healthcare	70.7%	77.8%	73.6%	73.0%	75.4%	2.4%	4.7%	Quartile 1
2	Lincolnshire Partnership	72.7%	75.0%	72.4%	69.0%	75.1%	6.1%	2.4%	
3	Oxleas	67.4%	70.9%	68.7%	71.8%	75.0%	3.2%	7.5%	
4	Midlands Partnership	62.8%	71.8%	69.4%	71.3%	74.7%	3.3%	11.8%	
5	Gloucestershire Health and Care		71.1%	68.3%	69.9%	73.4%	3.5%	-	
6	Solent	69.0%	75.7%	73.5%	72.7%	72.6%	-0.1%	3.6%	
7	Hertfordshire Partnership University	73.8%	76.3%	70.8%	72.0%	72.6%	0.6%	-1.2%	
8	Derbyshire Healthcare	64.7%	75.2%	72.1%	68.0%	71.8%	3.8%	7.1%	
9	Northamptonshire Healthcare	73.8%	76.1%	72.0%	70.0%	71.5%	1.4%	-2.4%	
10	Surrey and Borders Partnership	63.7%	71.9%	69.4%	70.7%	71.2%	0.9%	7.9%	
11	North Staffordshire Combined Healthcare	62.5%	70.0%	69.4%	70.7%	71.2%	0.5%	8.8%	
12	Cheshire and Wirral Partnership	65.6%	68.9%	63.0%	65.7%	71.2%	5.5%	5.5%	
13	East London					70.9%	-	-	
14	South West Yorkshire Partnership	61.5%	69.1%	64.7%	66.6%	70.5%	3.9%	9.0%	Quartile 2
15	Dorset Healthcare University	73.2%	75.7%	68.8%	66.7%	70.4%	3.7%	-2.8%	
16	North East London	62.9%	70.9%	67.6%	68.6%	69.9%	1.3%	7.0%	
17	Pennine Care	61.9%	68.6%	59.1%	66.1%	69.7%	3.6%	7.8%	
18	Oxford Health	64.0%	68.8%	66.7%	65.4%	69.1%	3.7%	5.1%	
19	Central and North West London	60.2%	66.2%	65.4%	63.5%	68.4%	5.0%	8.3%	
20	West London	65.9%	68.8%	66.0%	62.0%	68.0%	5.2%	2.1%	
21	Leeds and York Partnership	66.7%	71.3%	65.5%	63.8%	67.4%	3.5%	0.7%	
22	Rotherham Doncaster and South Humber	64.4%	68.4%	67.0%	69.9%	67.3%	-2.6%	3.0%	
23	Humber Teaching	48.8%	61.1%	59.5%	62.8%	67.0%	4.2%	18.2%	
24	Cornwall Partnership	61.8%	63.2%	53.7%	59.5%	66.5%	7.0%	4.7%	
25	Lancashire and South Cumbria	53.0%	61.7%	59.8%	60.7%	66.3%	5.6%	13.3%	
26	Devon Partnership	60.5%	65.0%	62.3%	63.7%	65.6%	1.9%	5.1%	
27	South West London and St George's Mental Health	58.0%	63.8%	60.0%	58.1%	64.7%	6.6%	6.7%	Quartile 3
28	Essex Partnership University	59.2%	67.9%	63.4%	62.5%	64.4%	1.9%	5.2%	
29	Cumbria, Northumberland, Tyne and Wear	63.9%	70.3%	64.1%	65.2%	63.4%	-1.8%	-0.5%	
30	Southern Health	60.9%	66.2%	60.1%	59.9%	63.4%	3.4%	2.5%	
31	Leicestershire Partnership	54.6%	63.0%	60.6%	60.8%	63.3%	2.5%	8.6%	
32	Birmingham and Solihull Mental Health	59.7%	66.4%	62.5%	57.1%	62.9%	5.8%	3.1%	

33	Herefordshire and Worcestershire Health and Care	67.7%	68.1%	63.1%	60.1%	62.7%	2.6%	-5.0%	
34	South London and Maudsley	59.2%	65.2%	64.6%	61.8%	62.5%	0.7%	3.3%	
35	Bradford District Care	58.1%	66.4%	63.2%	64.0%	62.3%	-1.7%	4.2%	
36	Coventry and Warwickshire Partnership	59.5%	65.3%	60.8%	57.7%	61.0%	3.3%	1.5%	
37	Sussex Partnership	63.8%	68.7%	63.6%	61.6%	60.4%	-1.2%	-3.4%	
38	Cambridgeshire and Peterborough	59.0%	62.2%	58.9%	57.3%	60.4%	3.0%	1.3%	
39	Mersey Care			59.5%	58.0%	59.2%	1.2%	-	
40	Avon and Wiltshire Mental Health Partnership	51.2%	57.6%	54.8%	54.7%	59.2%	4.4%	8.0%	
41	Nottinghamshire Healthcare	53.0%	67.9%	60.1%	60.6%	59.1%	-1.5%	6.1%	
42	Isle of Wight (mental health sector)	42.8%	55.0%	60.3%	61.7%	58.8%	-2.9%	16.0%	Quartile 4
43	Black Country Healthcare		65.5%	61.1%	61.1%	58.3%	-2.8%	-	
44	Camden and Islington	61.7%	66.2%	63.3%	60.2%	58.2%	-2.0%	-3.5%	
45	Barnet, Enfield and Haringey Mental Health	56.4%	60.7%	58.3%	56.6%	58.0%	1.4%	1.6%	
46	Kent and Medway NHS and Social Care Partnership	60.6%	64.0%	60.2%	57.4%	57.7%	0.3%	-2.9%	
47	Tees, Esk and Wear Valleys	62.4%	65.3%	52.9%	54.5%	57.2%	2.8%	-5.1%	
48	Greater Manchester Mental Health	57.7%	64.9%	56.3%	45.7%	53.1%	7.5%	-5.6%	
49	Sheffield Health and Social Care	52.4%	49.1%	43.4%	43.9%	52.0%	8.1%	-0.3%	
50	Norfolk and Suffolk	46.1%	51.5%	49.3%	47.3%	47.5%	0.2%	1.4%	
51	Tavistock and Portman	68.2%	62.9%	47.1%	39.6%	39.5%	-0.1%	-28.8%	

Most improved 5 in England 2022 to 2023 (From HSJ article)

Trust	2019	2020	2021	2022	2023	Change 2022 to 2023 (p. points)	Change 2019 to 2023 (p. points)
Sheffield Health and Social Care	52.4%	49.1%	43.4%	43.9%	52.0%	8.1%	-0.3%
Greater Manchester Mental Health	57.7%	64.9%	56.3%	45.7%	53.1%	7.5%	-5.6%
Cornwall Partnership	61.8%	63.2%	53.7%	59.5%	66.5%	7.0%	4.7%
South West London and St George's Mental Health	58.0%	63.8%	60.0%	58.1%	64.7%	6.6%	6.7%
Lincolnshire Partnership	72.7%	75.0%	72.4%	69.0%	75.1%	6.1%	2.4%