



# NHS Herefordshire and Worcestershire ICB

2025 NHS Staff Survey

Breakdown report

Introduction	4
People Promise element and Theme results – Breakdowns 1	5
<u>Corporate Services</u>	<u>6</u>
<u>Executive Management</u>	<u>7</u>
<u>Finance, Commissioning &amp; Planning</u>	<u>8</u>
<u>Medicine, Pharmacy &amp; Policy</u>	<u>9</u>
<u>Nursing &amp; Quality</u>	<u>10</u>
<u>Operations &amp; Delivery</u>	<u>11</u>
<u>System Dev, Strategy &amp; Integration</u>	<u>12</u>

<u>Continuing Healthcare</u>	14
<u>Contracting, Financial &amp; Assurance</u>	15
<u>Corporate Services, Governance &amp; EPRR</u>	16
<u>Delegated Commissioning</u>	17
<u>Digital, Data, Analytics &amp; Tech</u>	18
<u>Elective, Cancer &amp; Diagnostics</u>	19
<u>Executive Management Team</u>	20
<u>Medicine, Pharmacy &amp; Policy Team</u>	21
<u>Mental Health &amp; LDA</u>	22
<u>Nursing &amp; Quality</u>	23
<u>Primary Care, Unplanned Care and UEC</u>	24
<u>Strategy, Comms, People &amp; Workforce</u>	25
<u>UEC &amp; Community, CYP &amp; LMNS Teams</u>	26

This breakdown report for NHS Herefordshire and Worcestershire ICB contains results by breakdown area for the People Promise element and theme results from the 2025 NHS Staff Survey. These results are compared to the unweighted average for your organisation.

**Please note:** It is possible that there are differences between the ‘Your org’ scores reported in this breakdown report and those in the benchmark report. This is because the results in the benchmark report are weighted to allow for fair comparisons between organisations of a similar type. However, in this report comparisons are made within your organisation, so the unweighted organisation result is a more appropriate point of comparison.

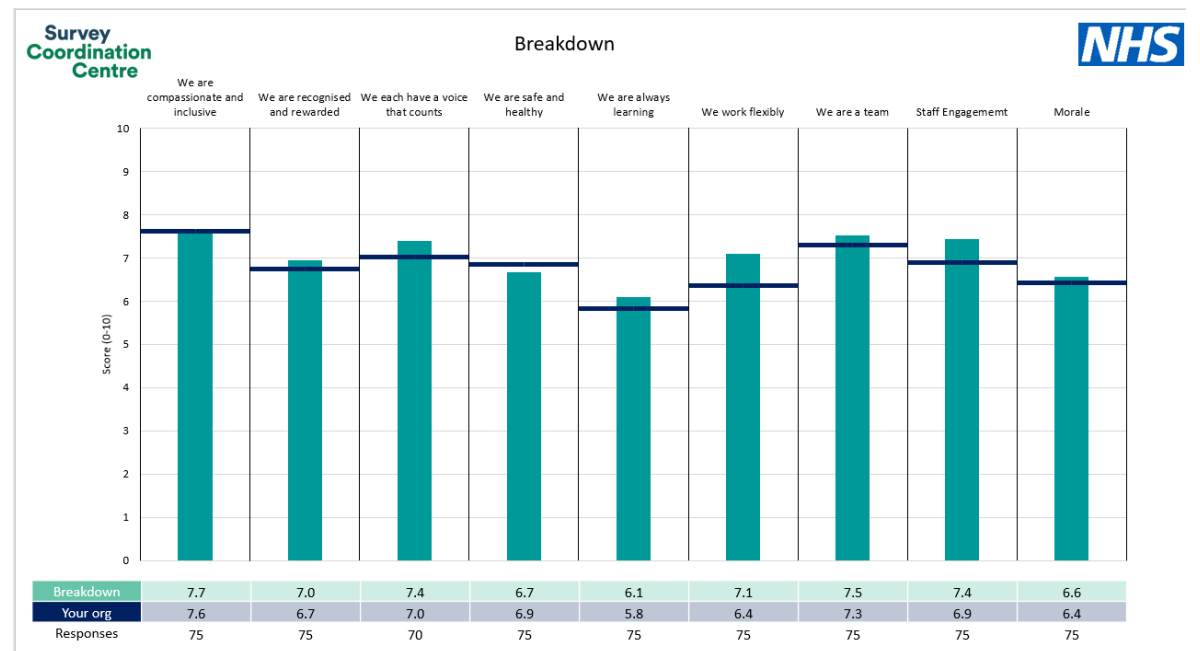
The breakdowns used in this report were provided and defined by NHS Herefordshire and Worcestershire ICB. Details of how the People Promise element and theme scores were calculated are included in the Technical Guide, available to download from the [Staff Survey website](#).

## Key features

Breakdown type and **breakdown name** are specified in the header.

Breakdown results are presented in the context of the (unweighted) **organisation average (‘Your org’)**, so it is easy to tell if a breakdown area is performing better or worse than the organisation average. For all People Promise element and theme results, a higher score is a better result than a lower score.

The **number of responses** feeding into each measure and sub-scores for the **given breakdown** are specified below the table containing the breakdown and trust scores.



**! Note:** When there are fewer than 10 responses in a group, results are suppressed to protect staff confidentiality. For some organisations this could mean that all breakdown results are suppressed.

# Breakdowns 1

NHS Herefordshire and Worcestershire ICB  
2025 NHS Staff Survey



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



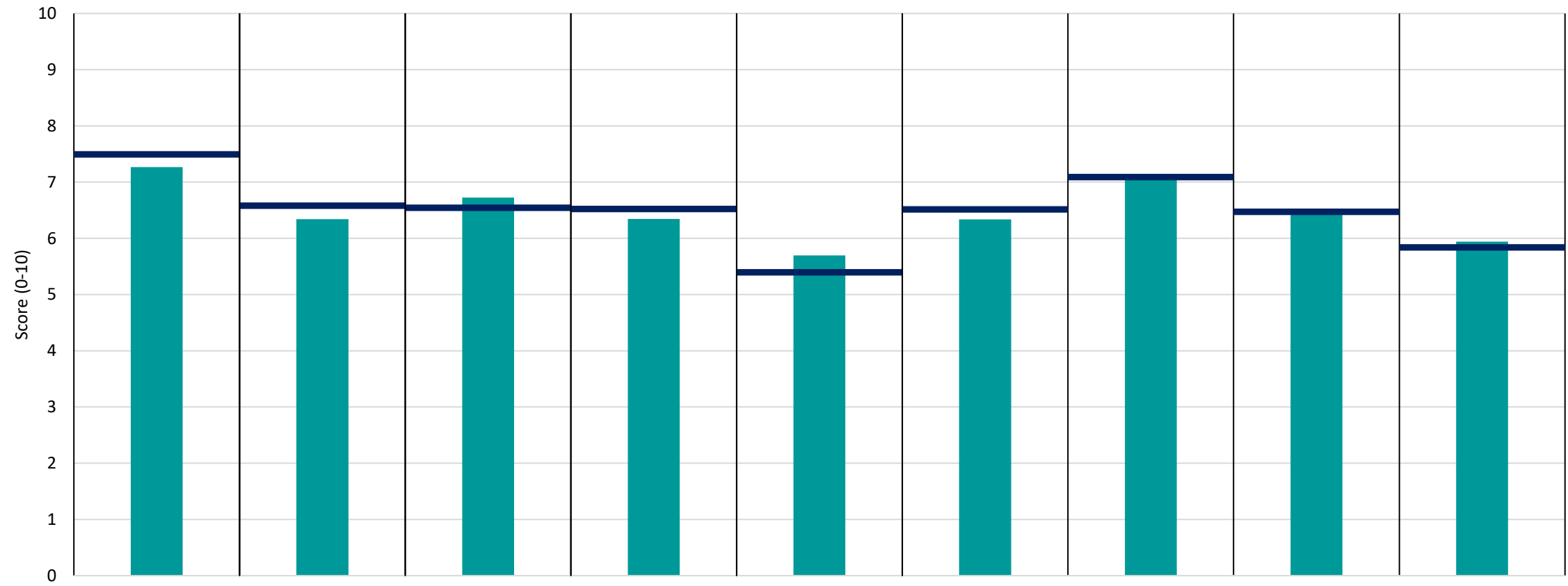
We are a team



Staff Engagement



Morale



Breakdown	7.27	6.34	6.73	6.35	5.70	6.34	7.13	6.53	5.94
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	20	19	20	20	19	19	20	20	20



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



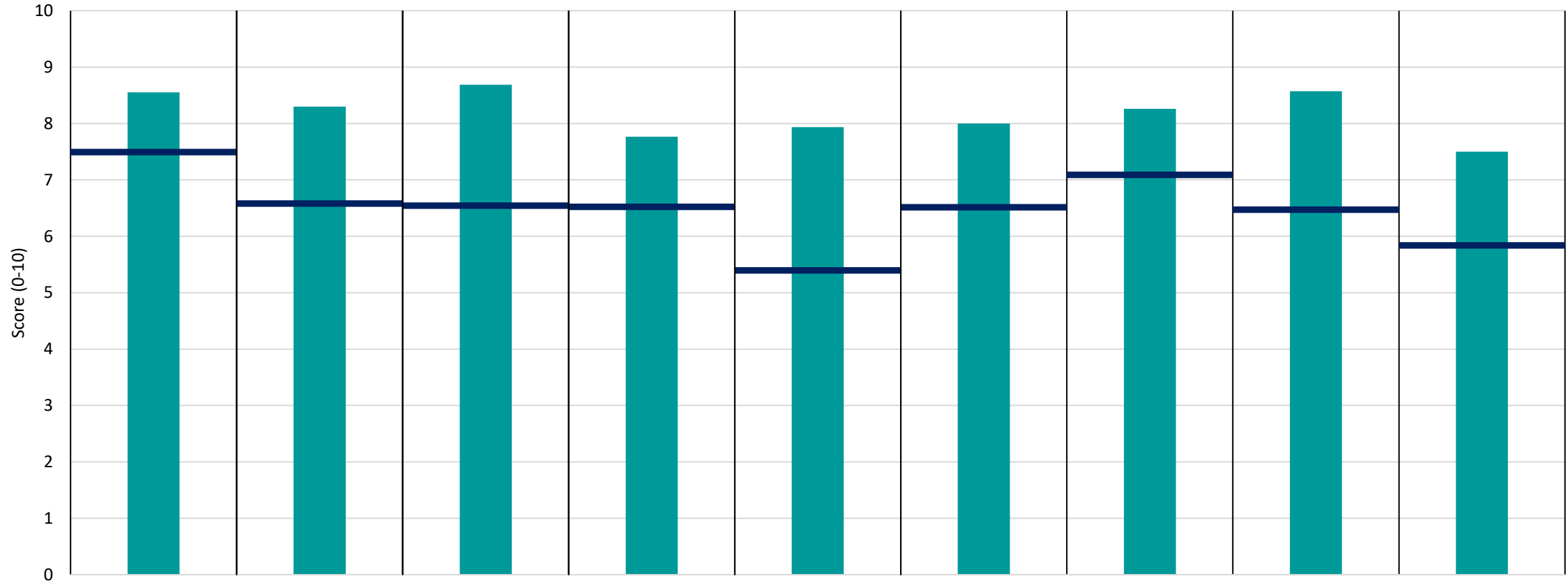
We are a team



Staff Engagement



Morale



Breakdown	8.55	8.30	8.69	7.77	7.93	8.00	8.26	8.57	7.50
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	15	15	15	15	14	15	15	15	15



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



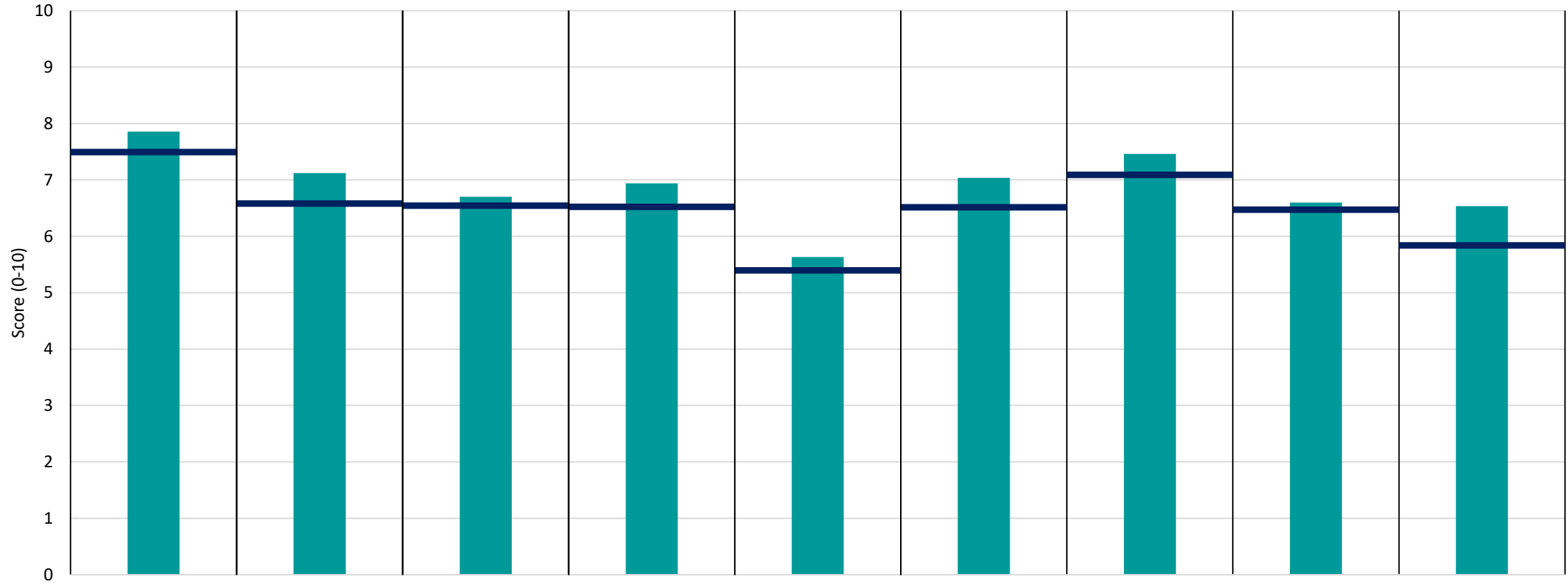
We are a team



Staff Engagement



Morale



Breakdown	7.85	7.12	6.70	6.94	5.63	7.04	7.46	6.60	6.53
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	45	45	44	45	44	44	45	45	45



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



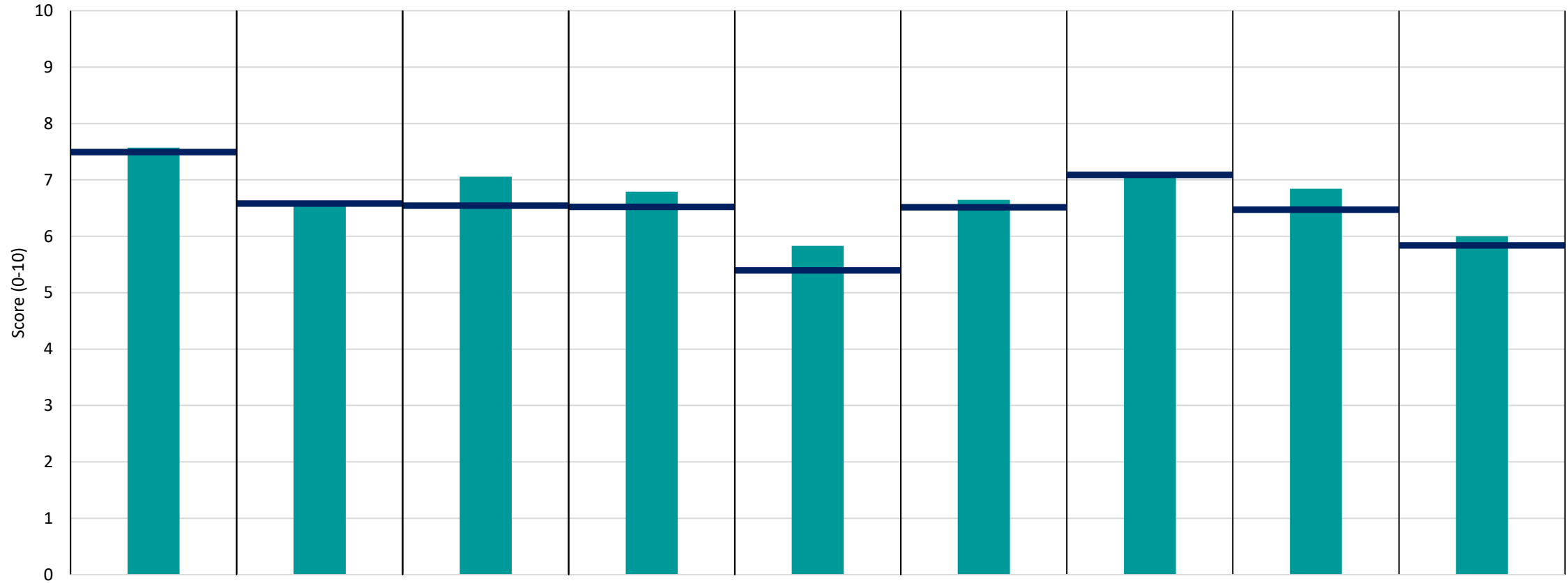
We are a team



Staff Engagement



Morale



Breakdown	7.57	6.55	7.06	6.79	5.83	6.65	7.11	6.84	6.00
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	22	22	22	22	22	21	22	22	22



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



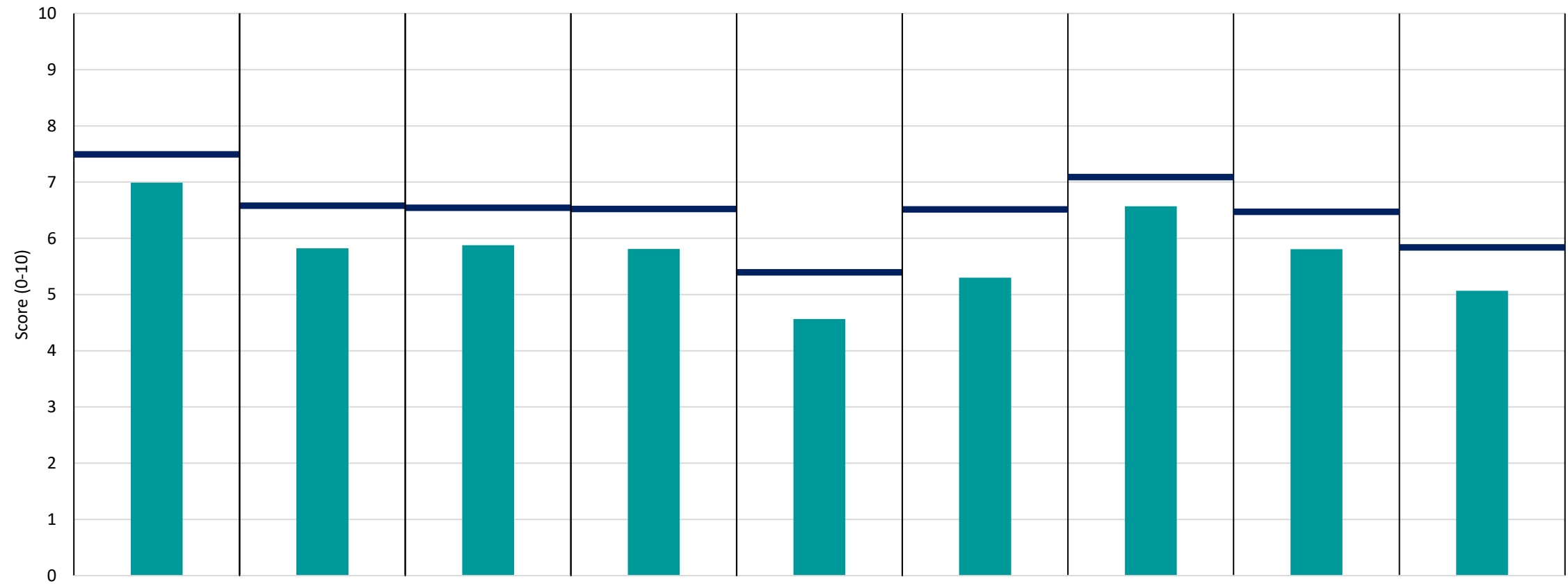
We are a team



Staff Engagement



Morale



Breakdown	6.99	5.82	5.88	5.81	4.57	5.30	6.57	5.81	5.07
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	90	90	87	89	88	90	89	90	90



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



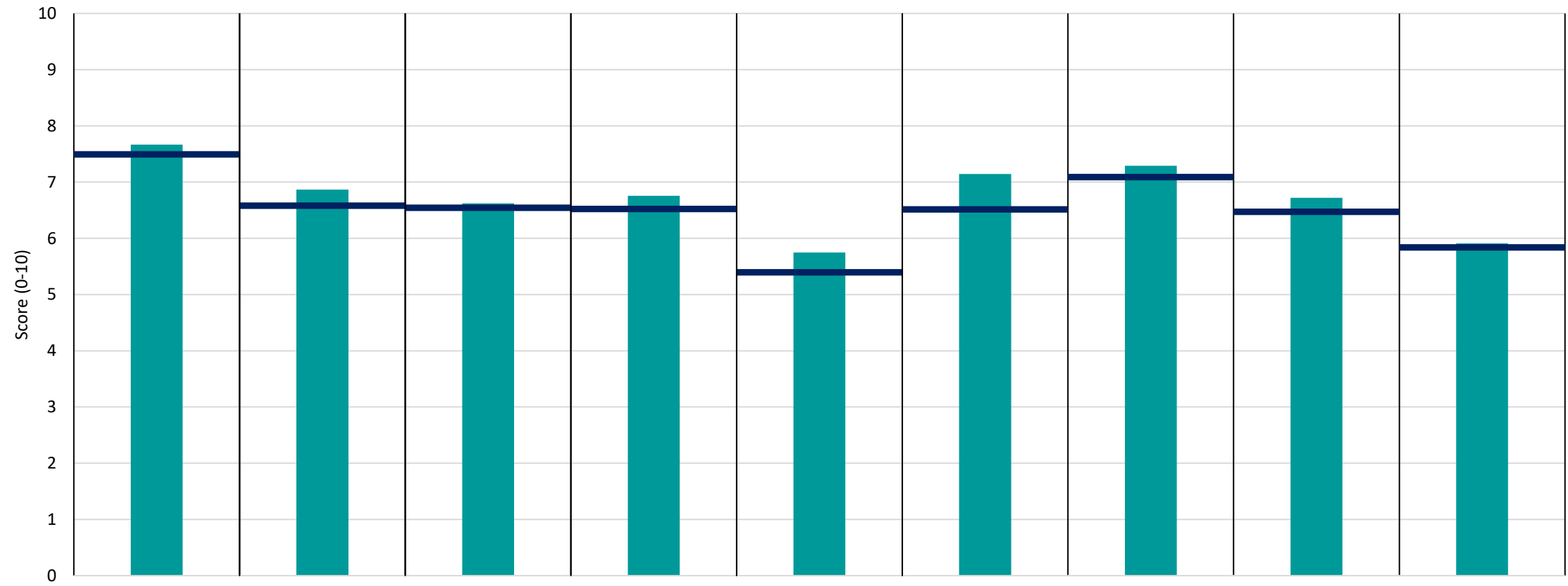
We are a team



Staff Engagement



Morale



Breakdown	7.66	6.87	6.62	6.76	5.75	7.14	7.29	6.72	5.91
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	62	61	61	62	61	61	62	62	62



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



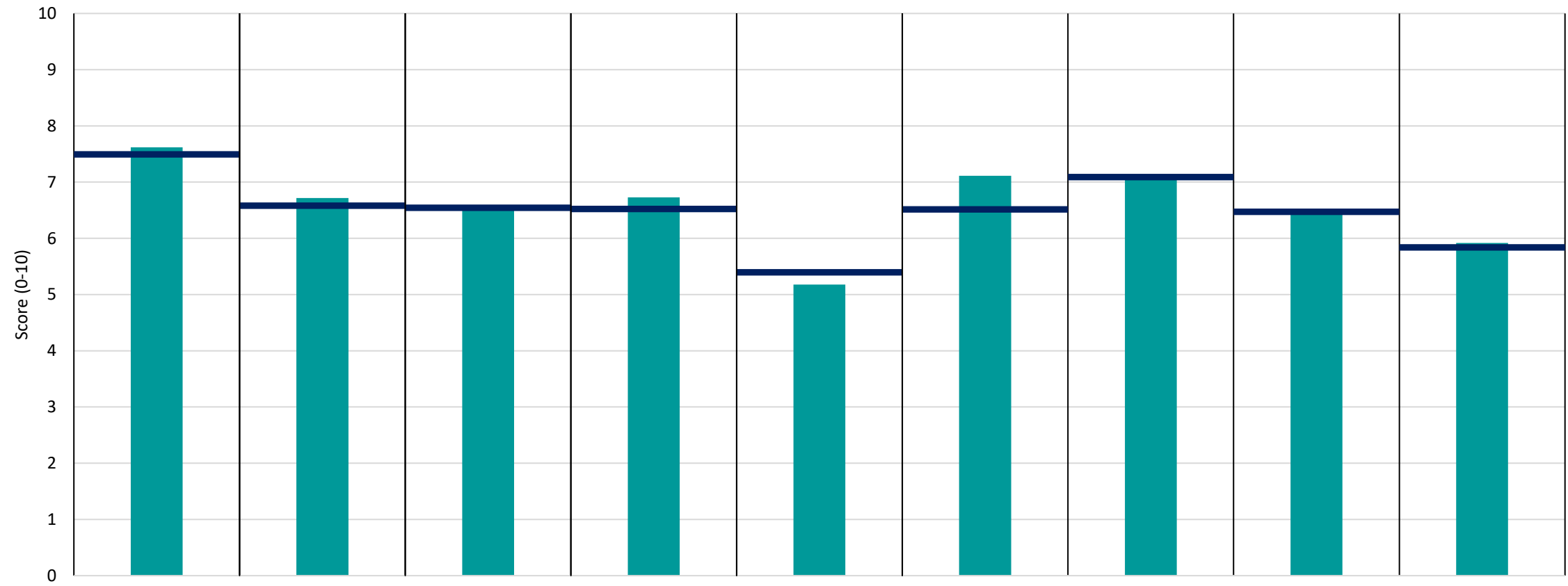
We are a team



Staff Engagement



Morale



Breakdown	7.62	6.72	6.52	6.73	5.18	7.11	7.06	6.43	5.92
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	44	44	43	43	44	44	44	43	44

# Breakdowns 2

NHS Herefordshire and Worcestershire ICB  
2025 NHS Staff Survey



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



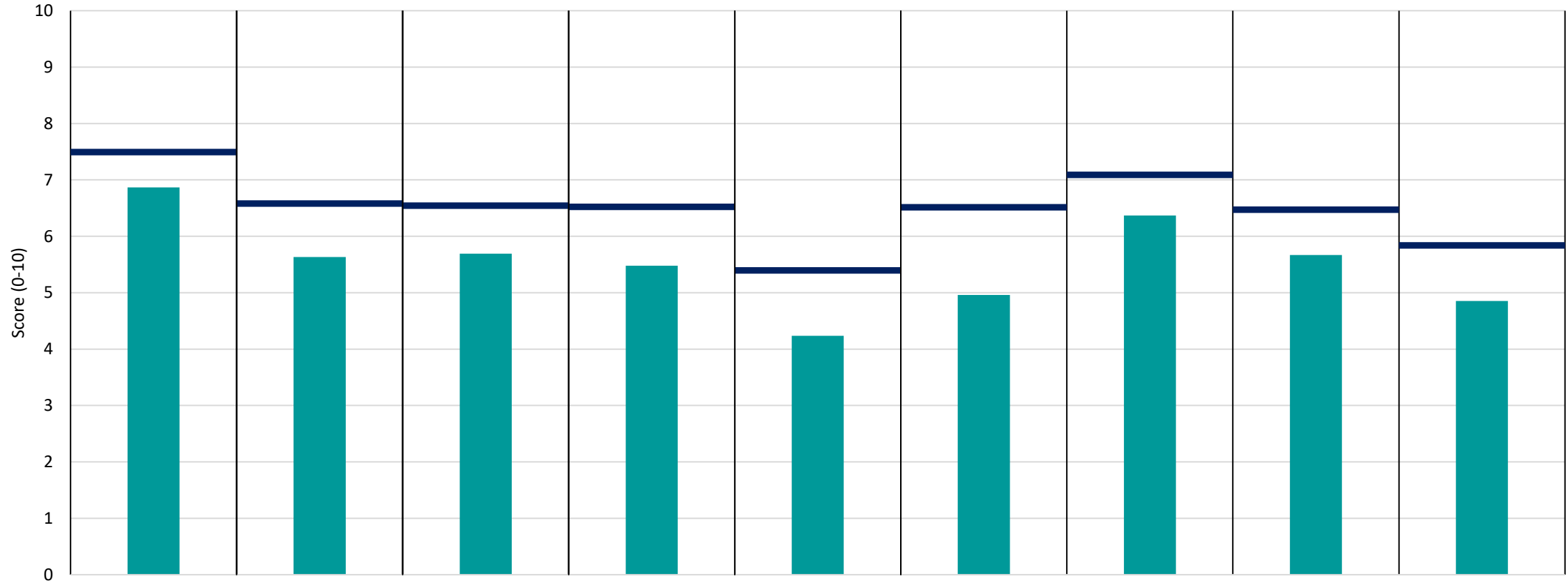
We are a team



Staff Engagement



Morale



Breakdown	6.87	5.63	5.69	5.48	4.24	4.96	6.37	5.67	4.85
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	70	70	67	69	68	70	69	70	70



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



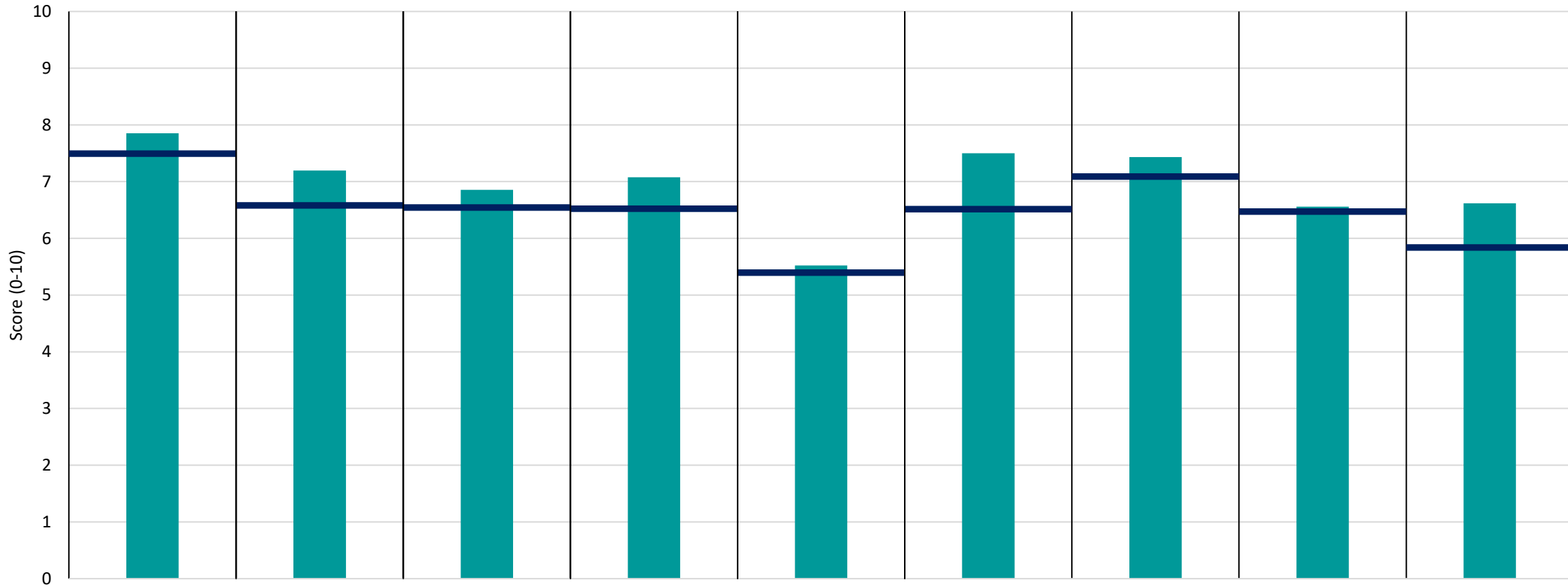
We are a team



Staff Engagement



Morale



Breakdown	7.85	7.20	6.85	7.08	5.52	7.50	7.43	6.56	6.62
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	33	33	32	33	32	32	33	33	33



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



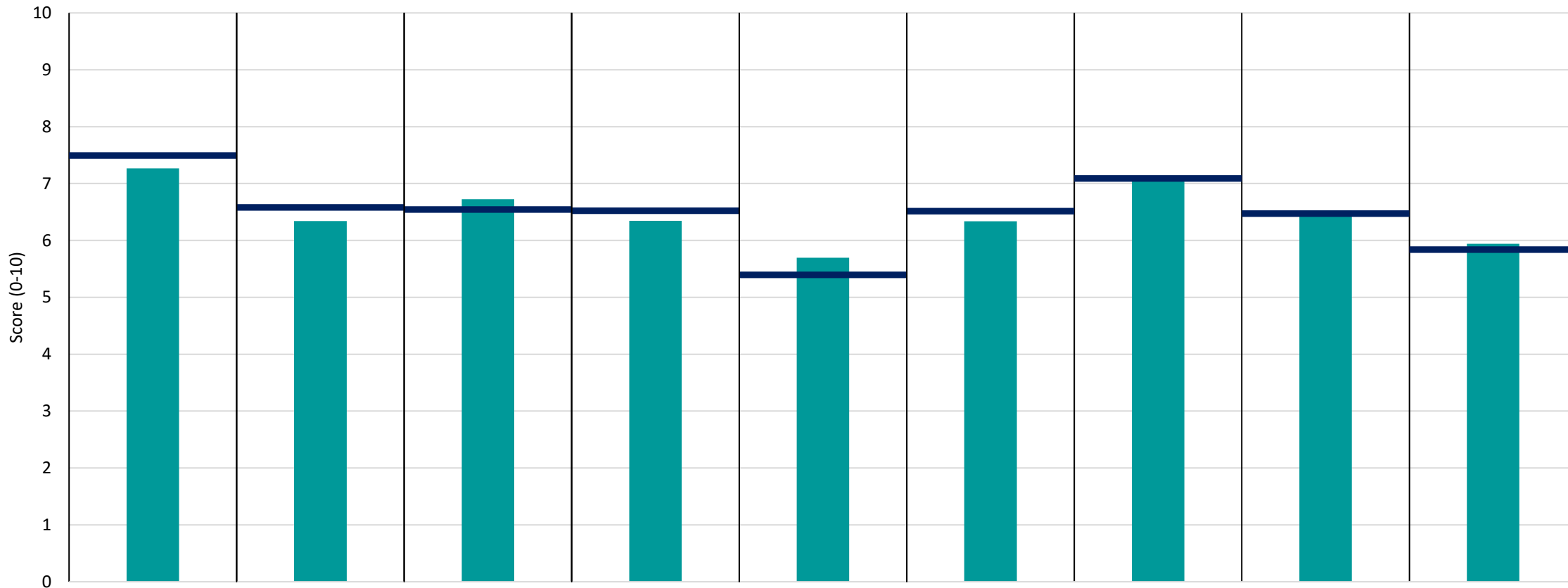
We are a team



Staff Engagement



Morale



Breakdown	7.27	6.34	6.73	6.35	5.70	6.34	7.13	6.53	5.94
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	20	19	20	20	19	19	20	20	20



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



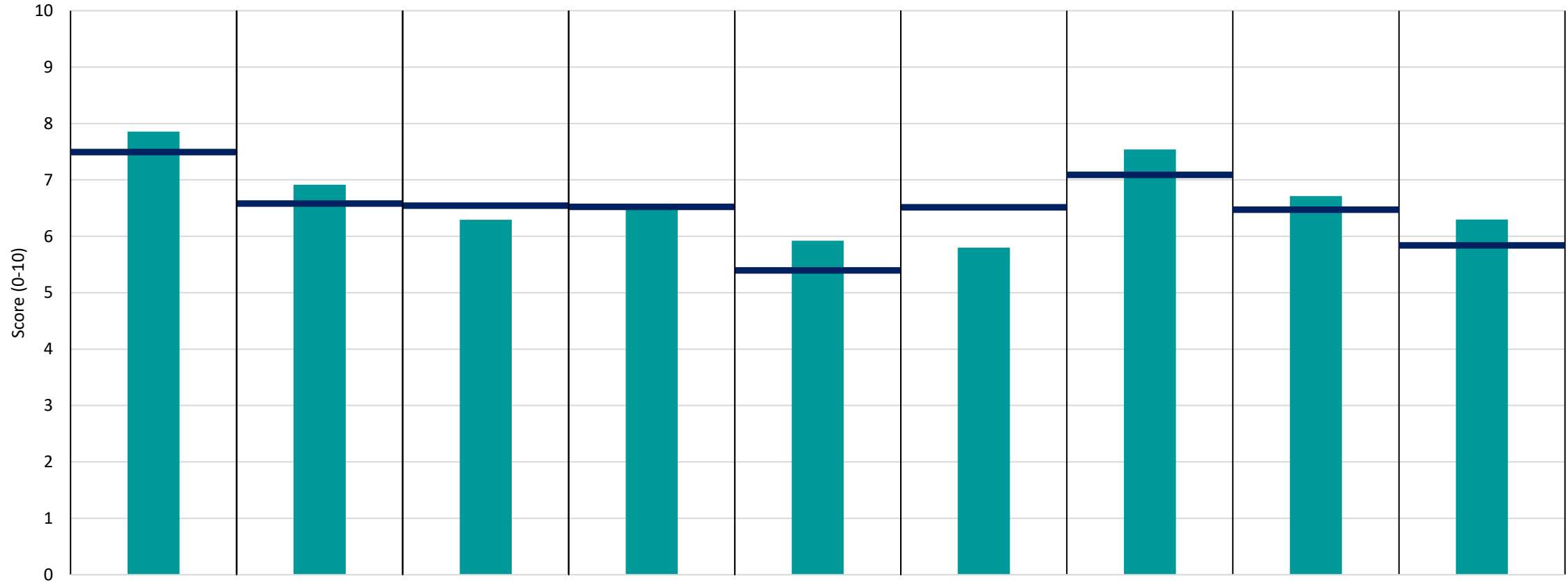
We are a team



Staff Engagement



Morale



Breakdown	7.86	6.92	6.29	6.56	5.92	5.80	7.54	6.71	6.30
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	12	12	12	12	12	12	12	12	12



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



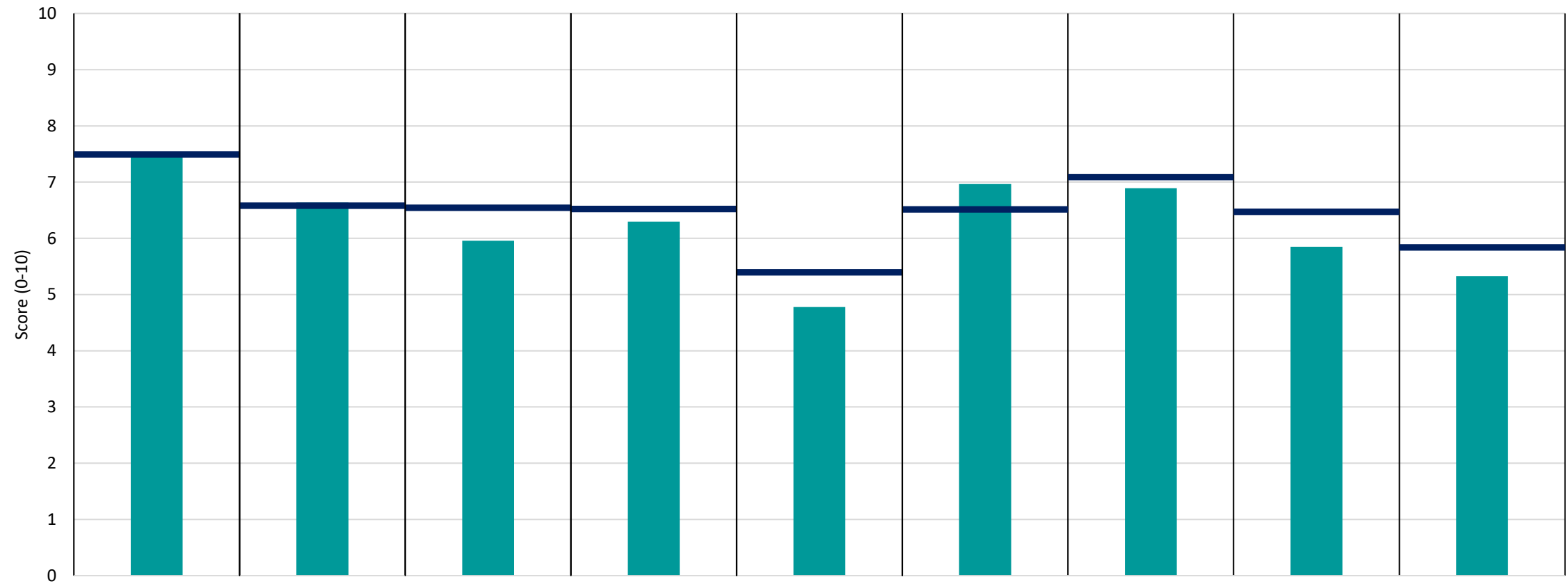
We are a team



Staff Engagement



Morale



Breakdown	7.51	6.64	5.96	6.30	4.78	6.97	6.89	5.85	5.33
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	18	18	17	17	18	18	18	17	18



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



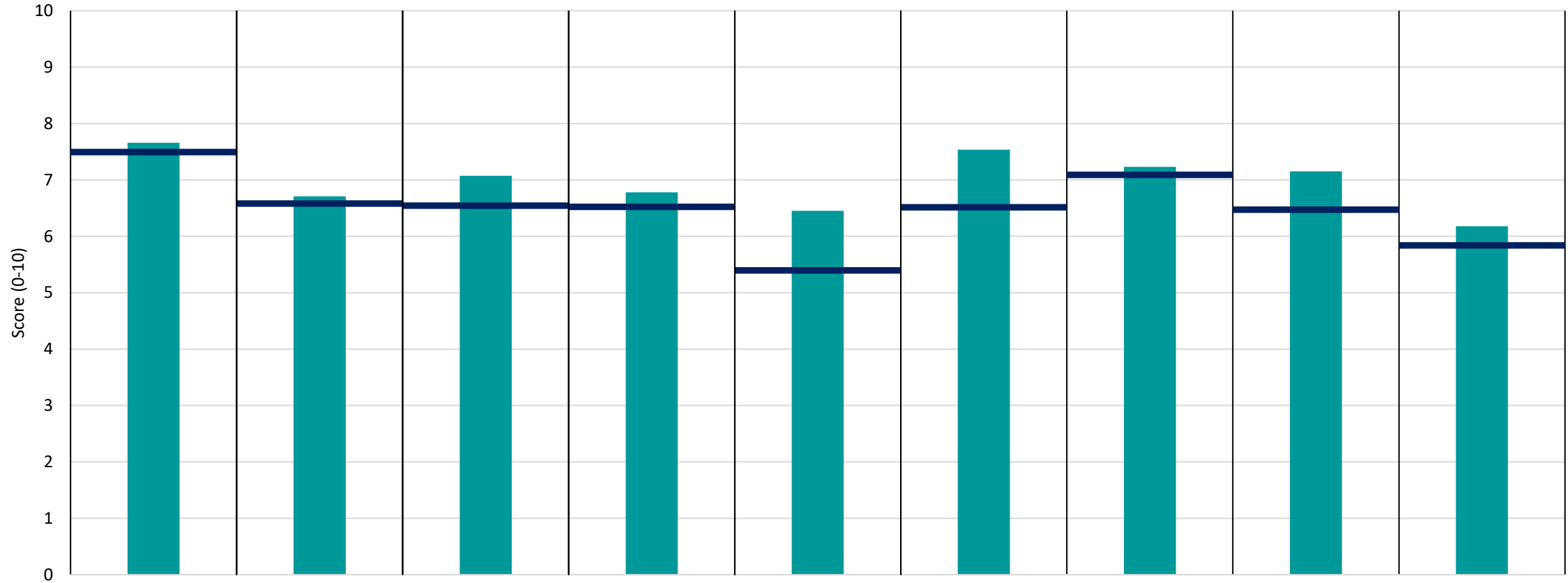
We are a team



Staff Engagement



Morale



Breakdown	7.66	6.71	7.07	6.78	6.45	7.53	7.23	7.15	6.18
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	12	12	11	12	12	12	12	12	12



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



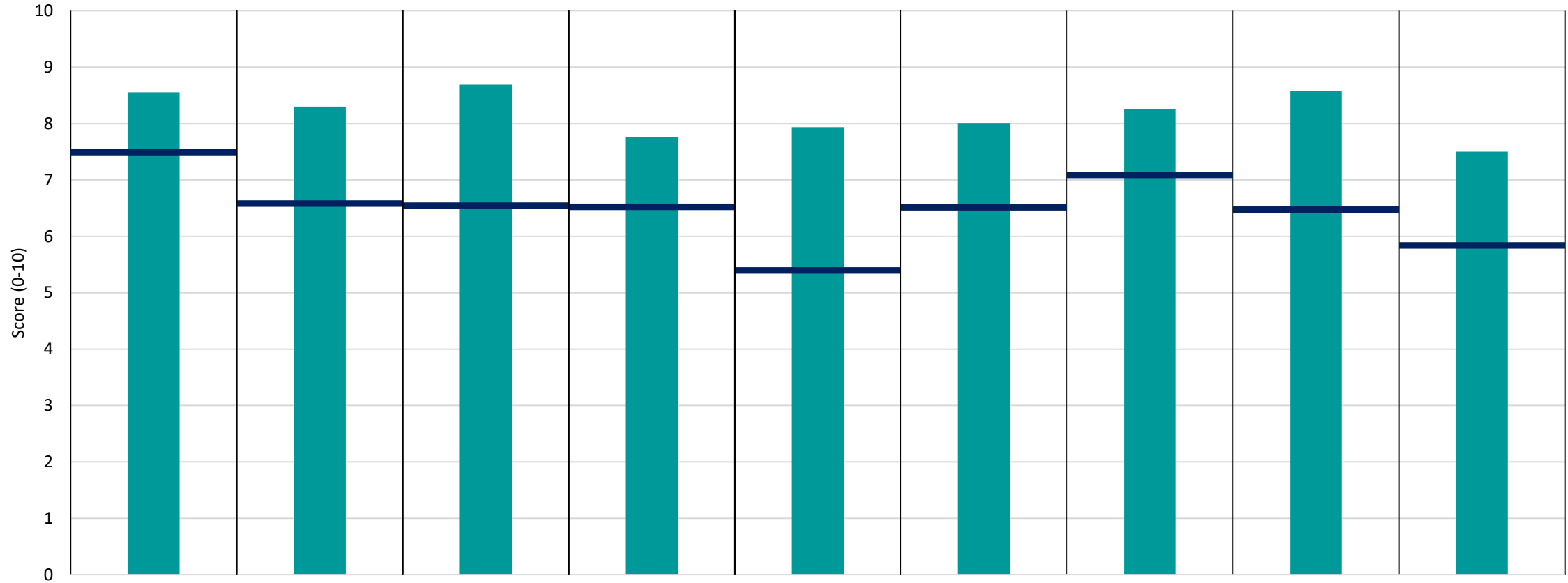
We are a team



Staff Engagement



Morale



Breakdown	8.55	8.30	8.69	7.77	7.93	8.00	8.26	8.57	7.50
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	15	15	15	15	14	15	15	15	15



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



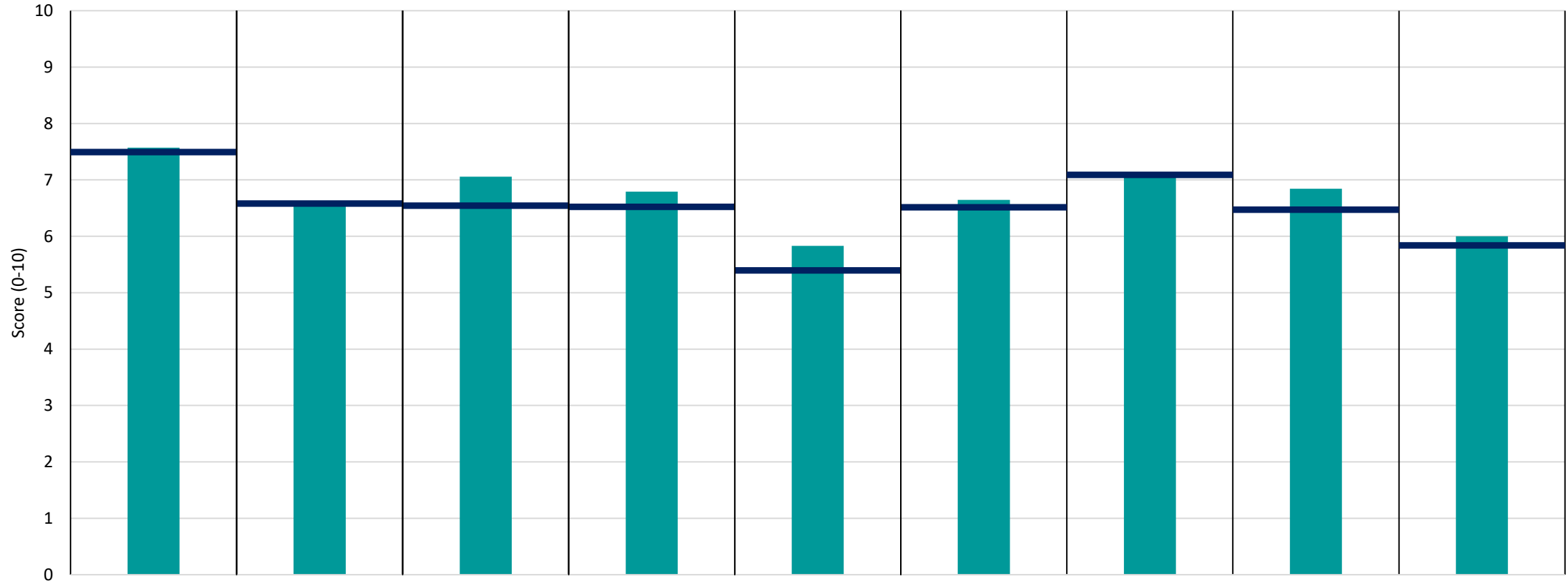
We are a team



Staff Engagement



Morale



Breakdown	7.57	6.55	7.06	6.79	5.83	6.65	7.11	6.84	6.00
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	22	22	22	22	22	21	22	22	22



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



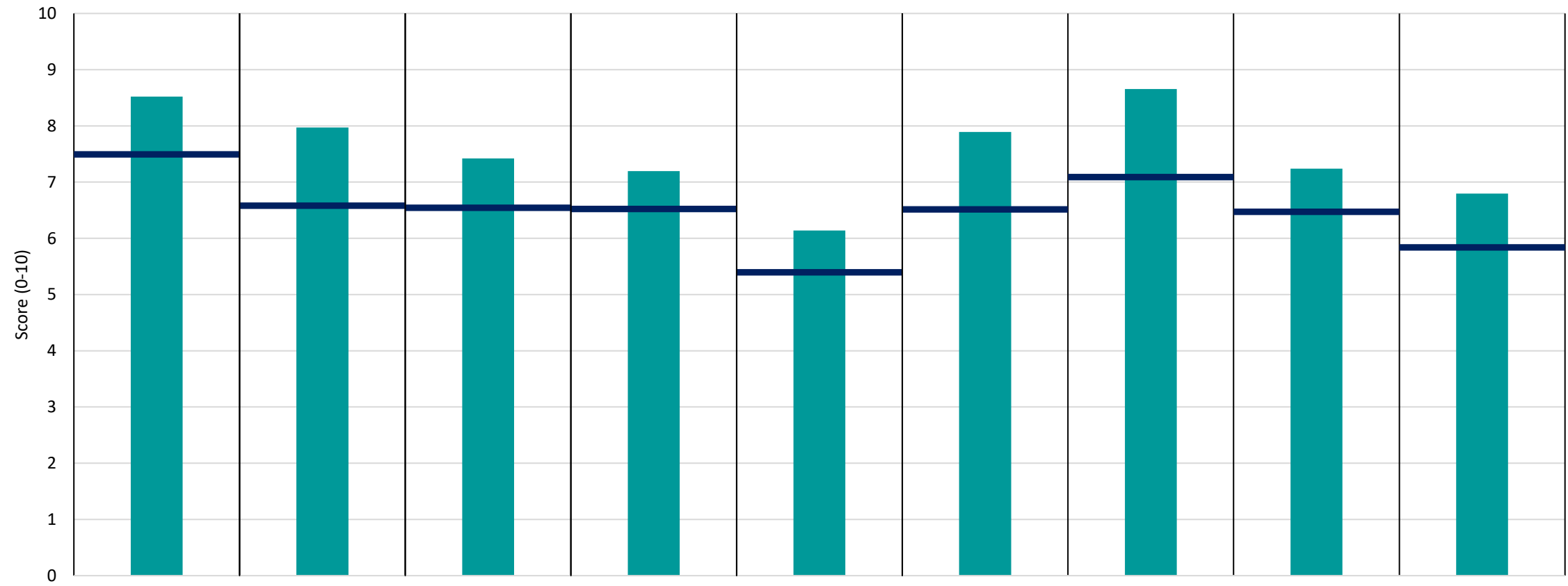
We are a team



Staff Engagement



Morale



Breakdown	8.52	7.97	7.42	7.20	6.14	7.89	8.65	7.24	6.79
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	18	18	18	18	18	18	18	18	18



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



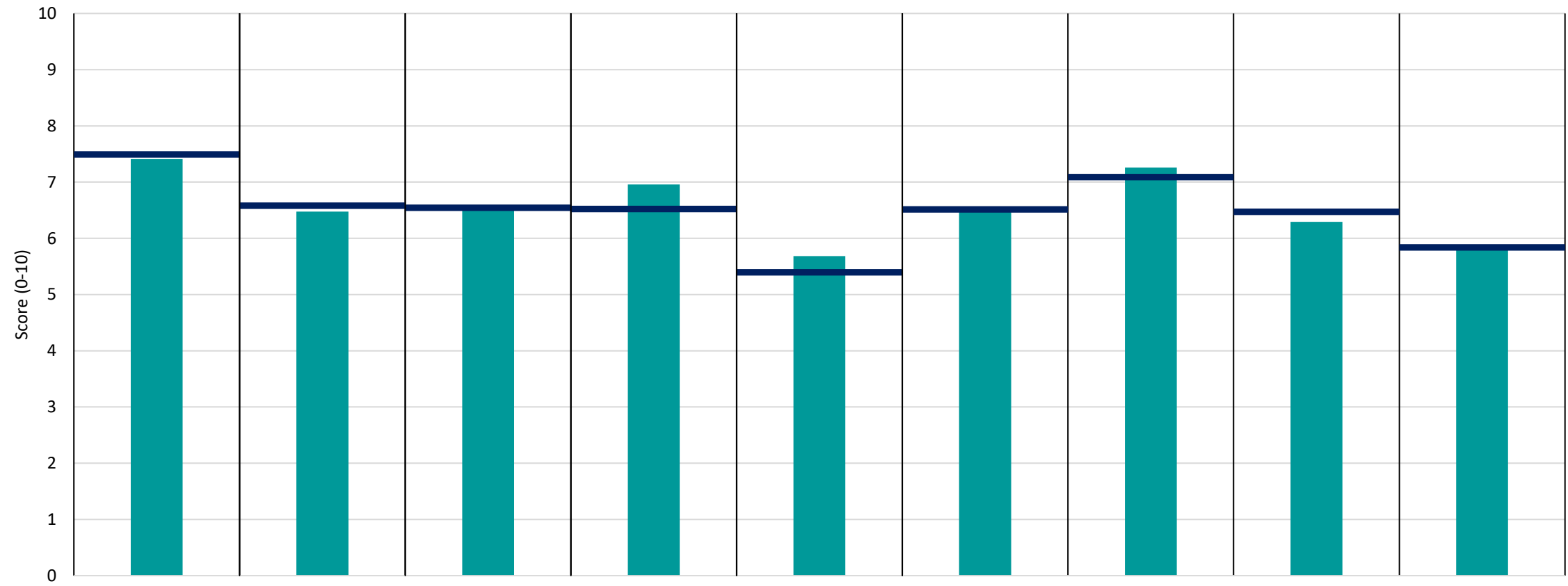
We are a team



Staff Engagement



Morale



Breakdown	7.41	6.48	6.50	6.96	5.68	6.50	7.26	6.29	5.81
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	20	20	20	20	20	20	20	20	20



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



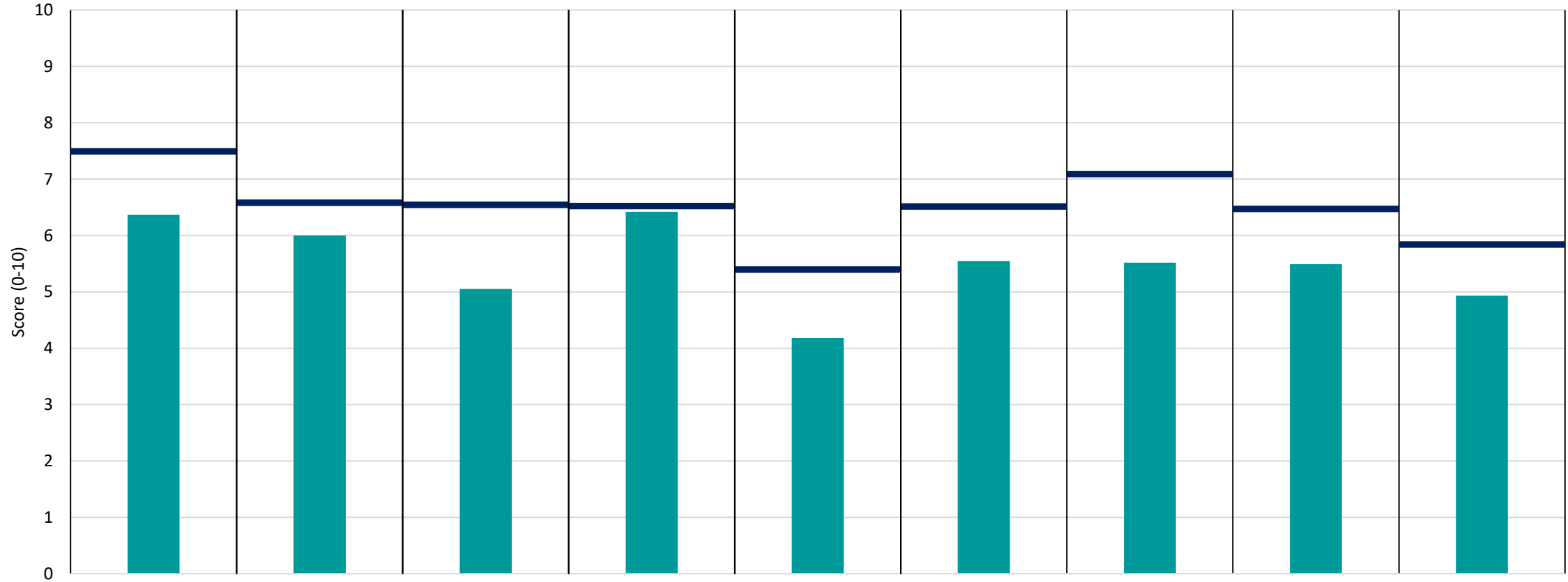
We are a team



Staff Engagement



Morale



Breakdown	6.37	6.00	5.05	6.42	4.18	5.54	5.52	5.49	4.93
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	13	13	13	13	12	13	13	13	13



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



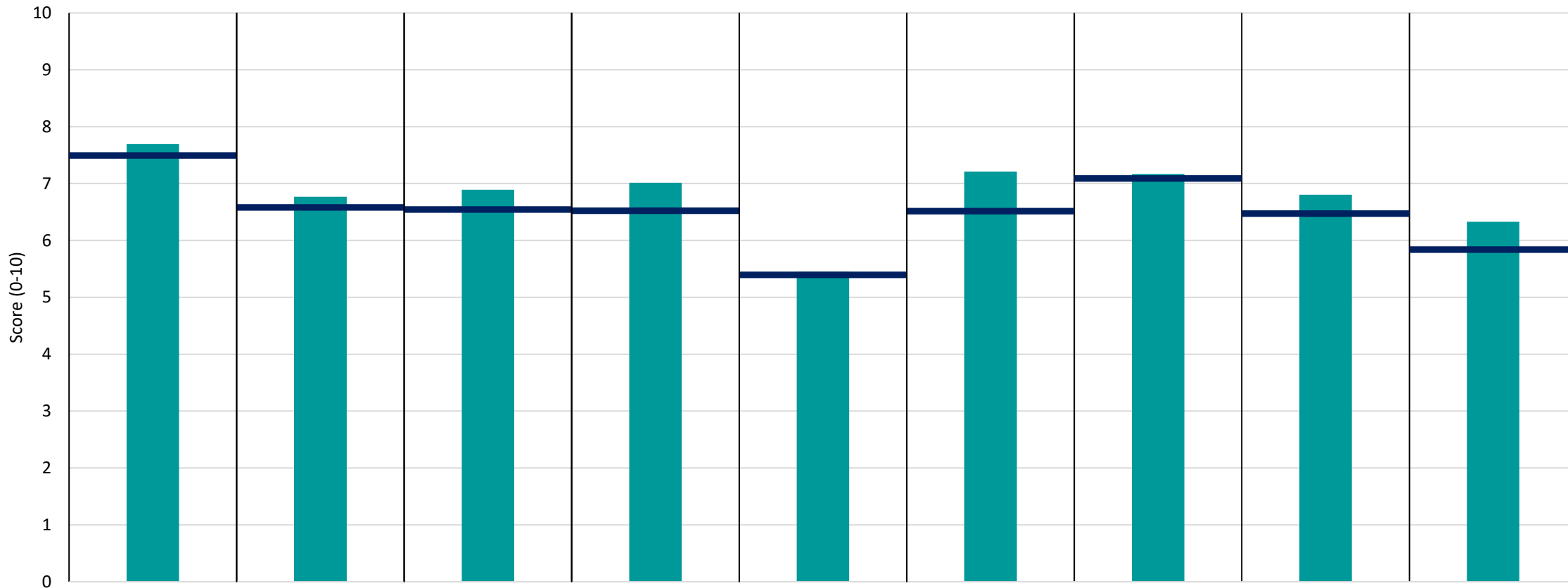
We are a team



Staff Engagement



Morale



Breakdown	7.69	6.77	6.89	7.01	5.46	7.21	7.17	6.81	6.33
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	26	26	26	26	26	26	26	26	26



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



We are safe and  
healthy



We are always  
learning



We work flexibly



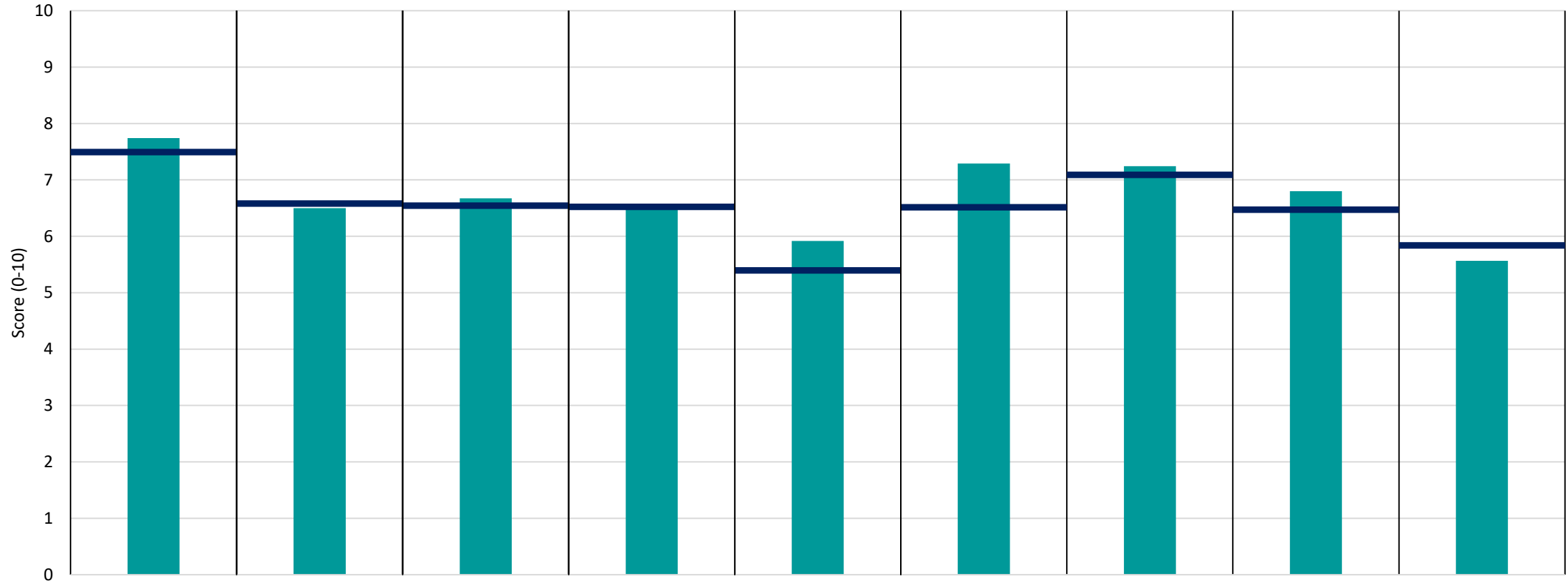
We are a team



Staff Engagement



Morale



Breakdown	7.74	6.50	6.67	6.56	5.92	7.29	7.25	6.80	5.57
Your org	7.49	6.58	6.54	6.52	5.40	6.52	7.09	6.47	5.84
Responses	19	18	19	19	19	18	19	19	19