



# University Hospital Southampton NHS Foundation Trust

2025 NHS Staff Survey

Breakdown report

Introduction	5
People Promise element and Theme results – Breakdowns 1	6
Div A	7
Div B	8
Div C	9
Hosted Services	10
THQ	11

CV & T	13
Cancer Care	14
Chief Finance Officer	15
Child Health	16
Clinical Development	17
Clinical Support	18
Critical Care	19
Digital	20
Div A Management	21
Div B Management	22
Div C Management/Hosted	23
Emergency Care	24
HAA HAMPSHIRE AND IOW AA	25
Medicine	26
Neuro	27
Ophthalmology	28
Pathology	29
People	30
R & D	31
Radiology	32
SC RRDN	33
Specialist Medicine	34
Surgery	35
T & O	36

THQ other services	37
Theatres & Anaesthetics	38
WCA	39
Wessex AHSN	40
Women & Newborn	41

This breakdown report for University Hospital Southampton NHS Foundation Trust 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.

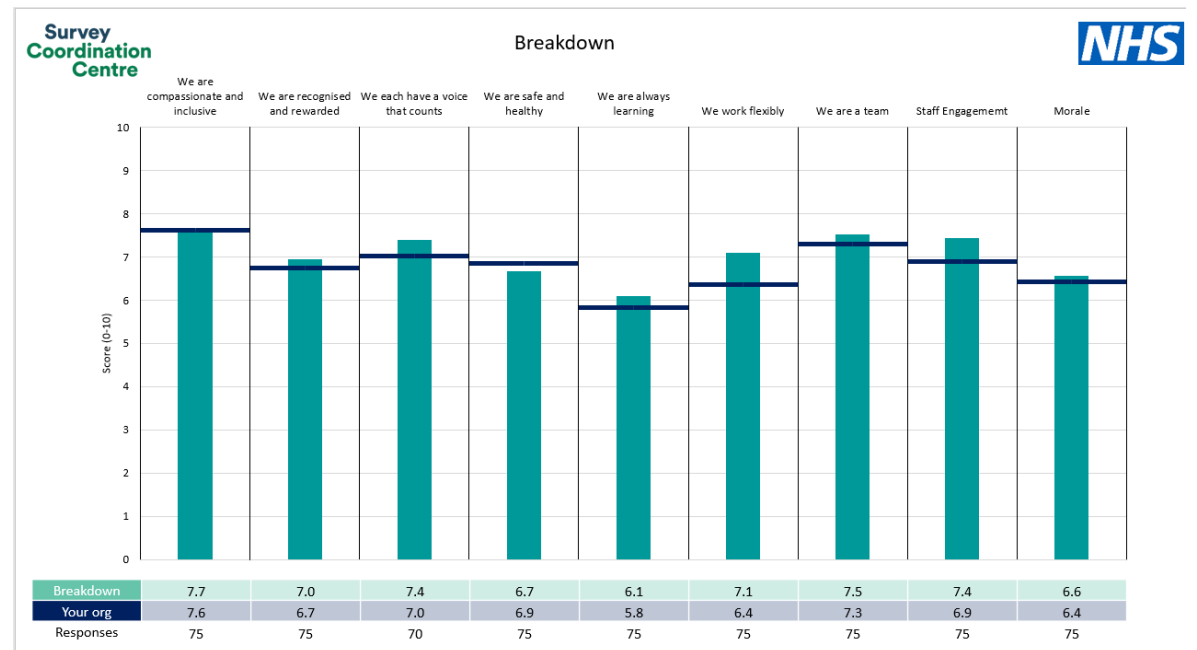
The breakdowns used in this report were provided and defined by University Hospital Southampton NHS Foundation Trust. Details of how the People Promise element and theme scores were calculated are included in the Technical Guide, available to download from the [Staff Survey website](#).

## 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

University Hospital Southampton NHS Foundation Trust  
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



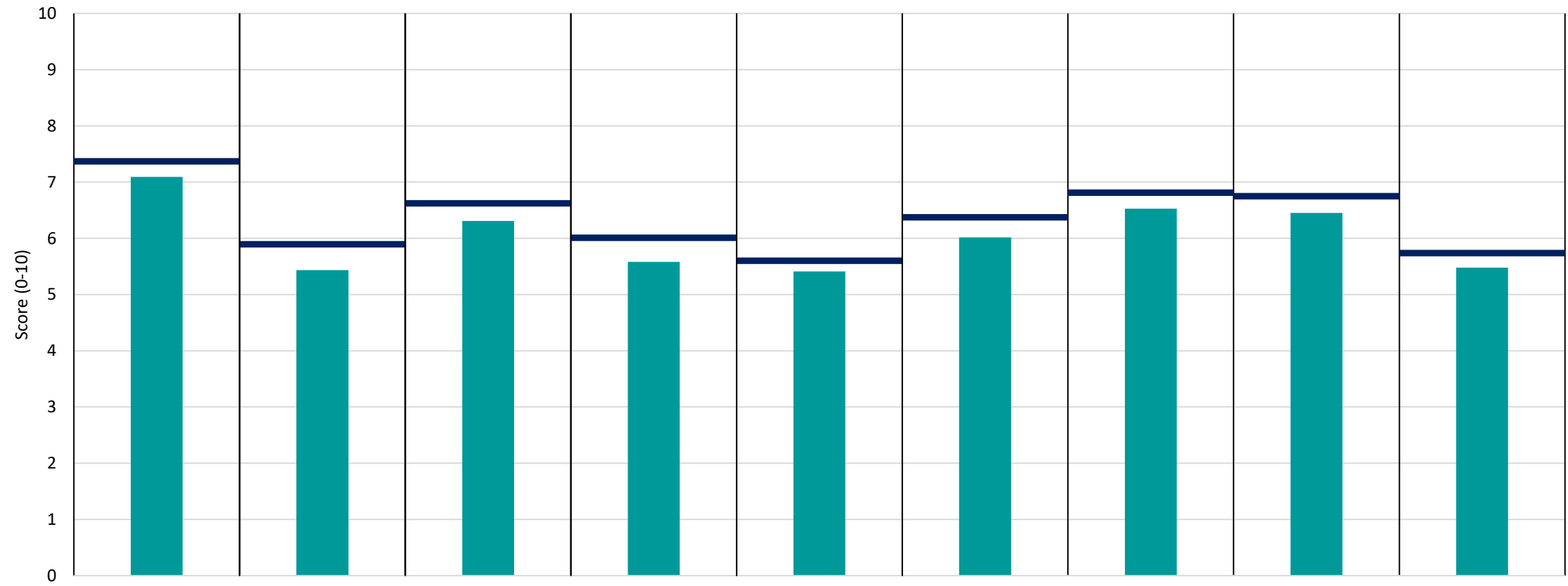
We are a team



Staff Engagement



Morale



Breakdown	7.09	5.44	6.31	5.58	5.41	6.02	6.53	6.45	5.48
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	1252	1248	1246	1242	1188	1243	1249	1252	1252



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



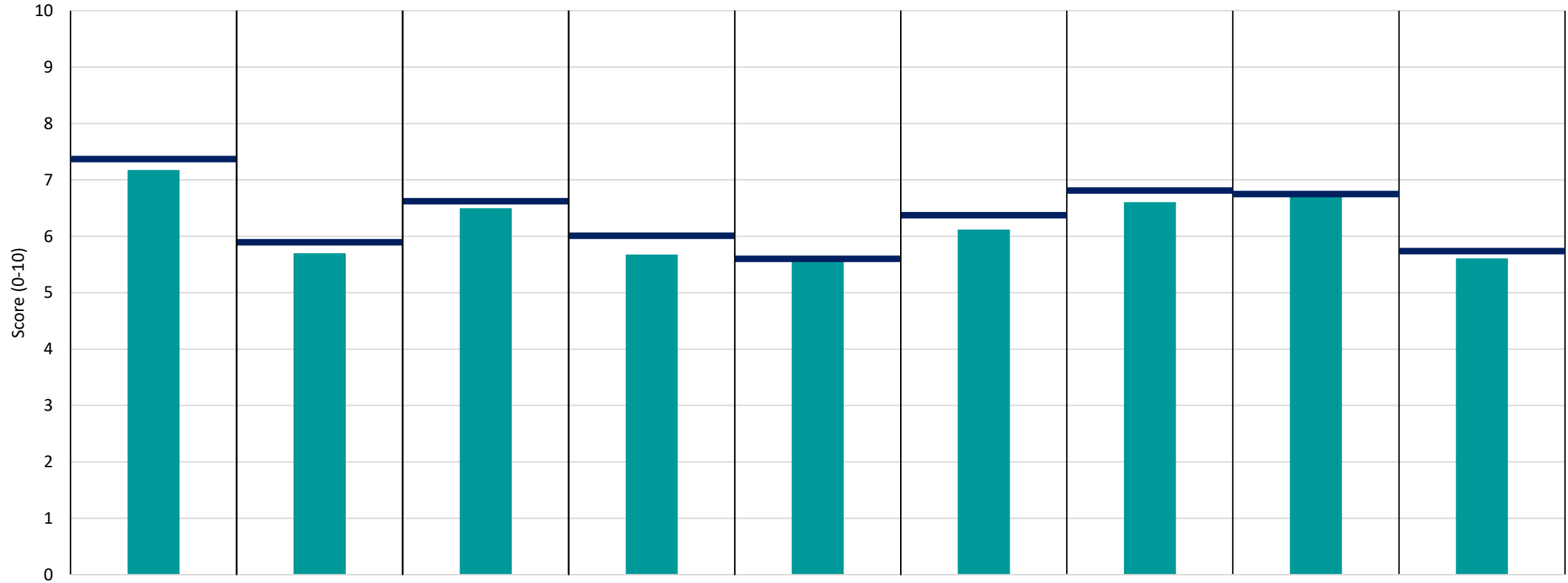
We are a team



Staff Engagement



Morale



Breakdown	7.18	5.70	6.50	5.67	5.62	6.12	6.61	6.72	5.61
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	970	971	961	963	917	969	969	970	972



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



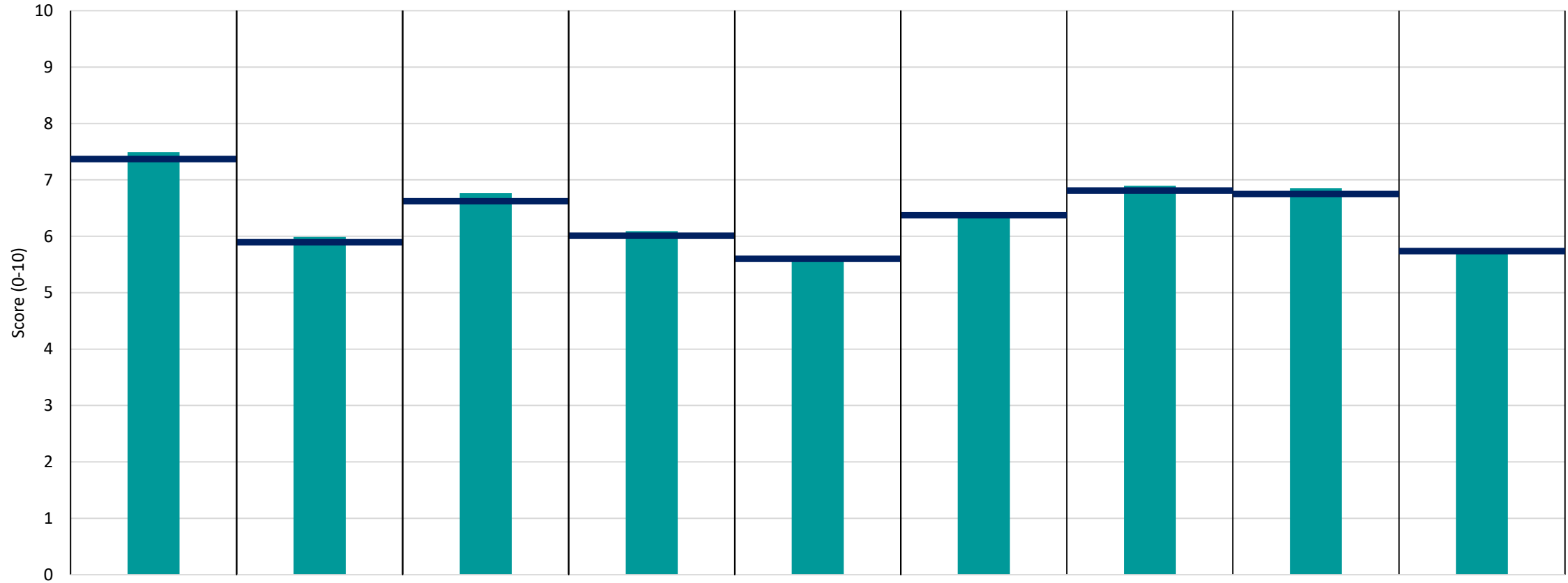
We are a team



Staff Engagement



Morale



Breakdown	7.49	5.99	6.76	6.09	5.56	6.36	6.89	6.85	5.75
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	1568	1564	1558	1564	1500	1558	1566	1568	1568



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



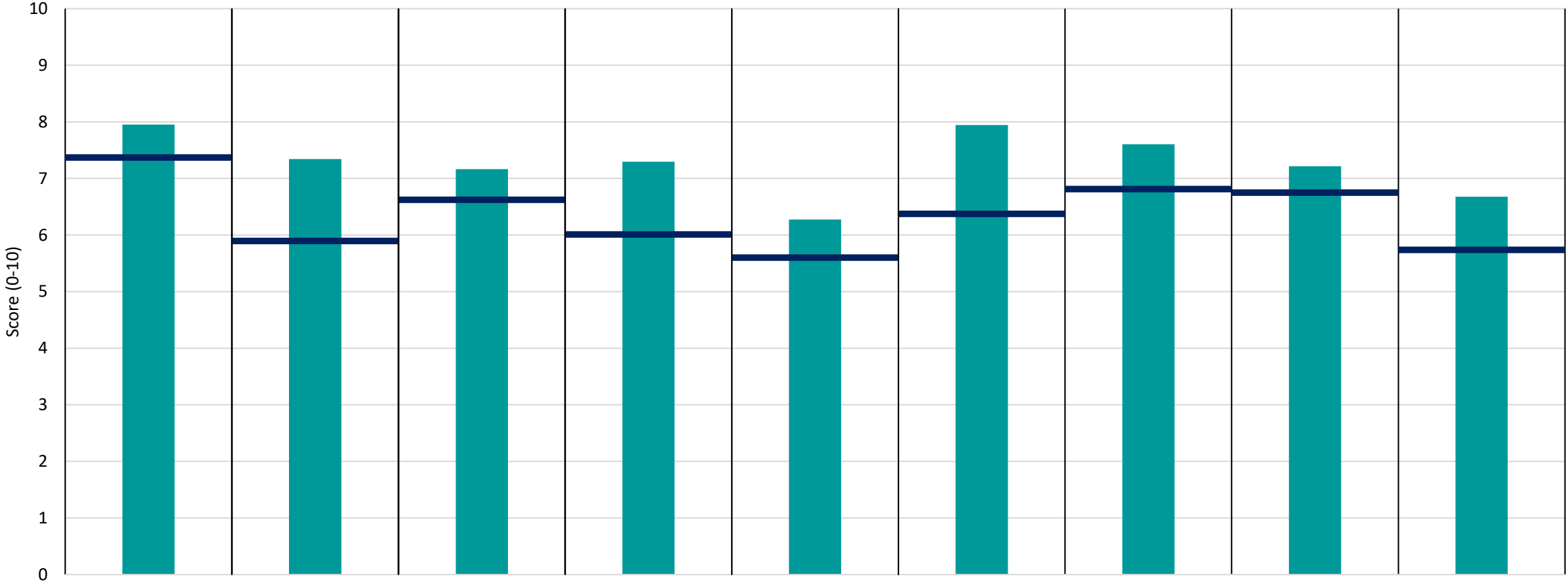
We are a team



Staff Engagement



Morale



Breakdown	7.95	7.34	7.16	7.29	6.27	7.94	7.60	7.22	6.68
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	115	116	113	115	114	115	115	116	116



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



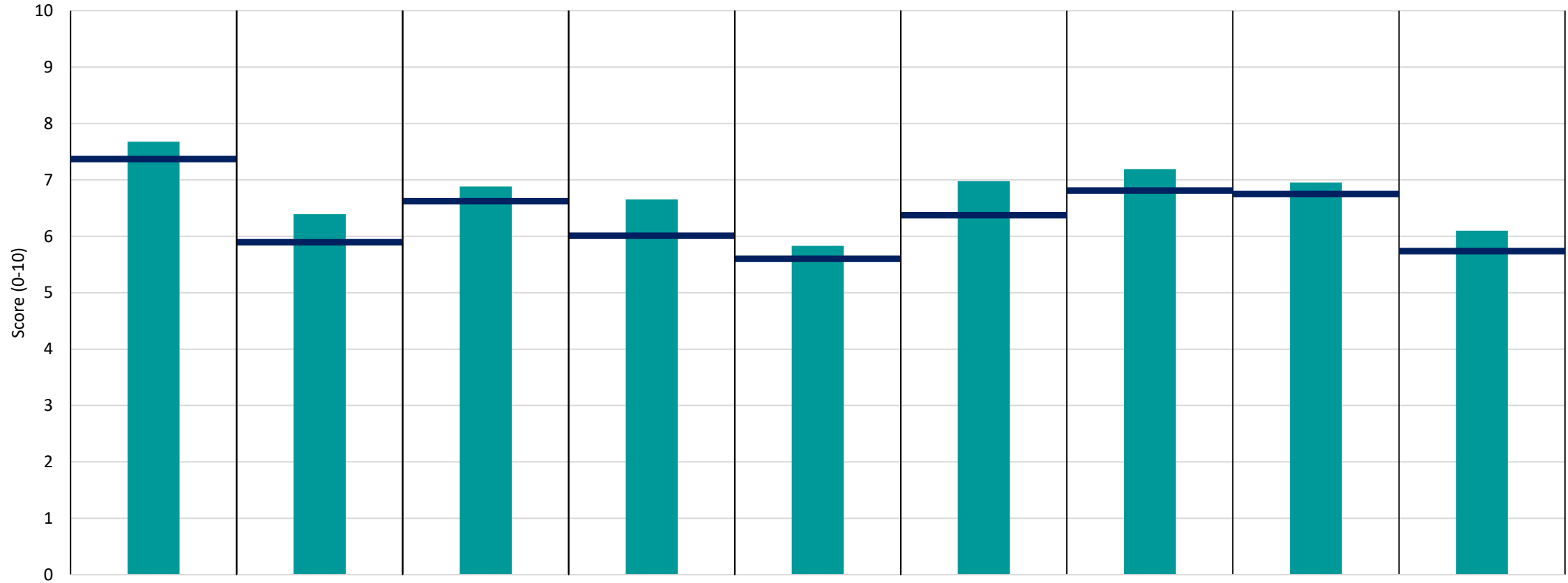
We are a team



Staff Engagement



Morale



Breakdown	7.68	6.39	6.88	6.65	5.83	6.98	7.19	6.95	6.10
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	897	896	887	896	850	893	895	898	897

# Breakdowns 2

University Hospital Southampton NHS Foundation Trust  
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



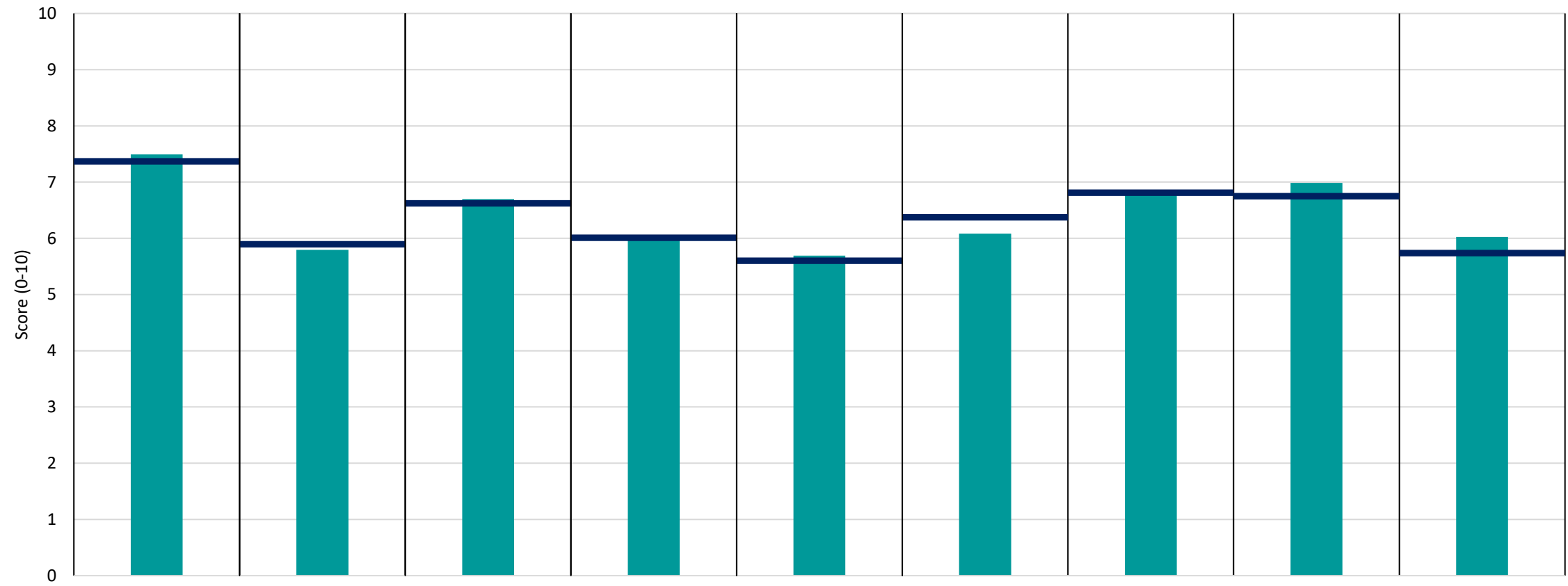
We are a team



Staff Engagement



Morale



Breakdown	7.49	5.80	6.70	6.02	5.69	6.08	6.78	6.99	6.02
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	253	252	253	252	242	249	253	253	253



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



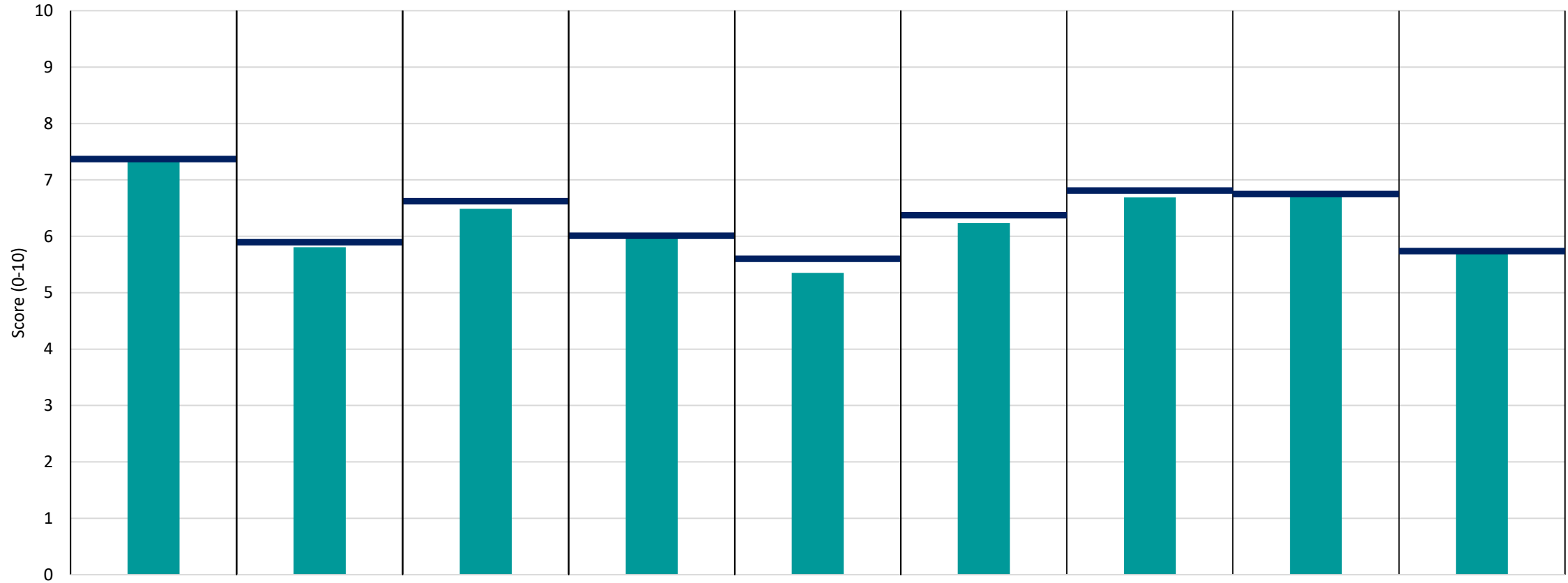
We are a team



Staff Engagement



Morale



Breakdown	7.36	5.81	6.49	5.97	5.35	6.23	6.69	6.70	5.78
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	210	210	206	208	202	209	210	209	210



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



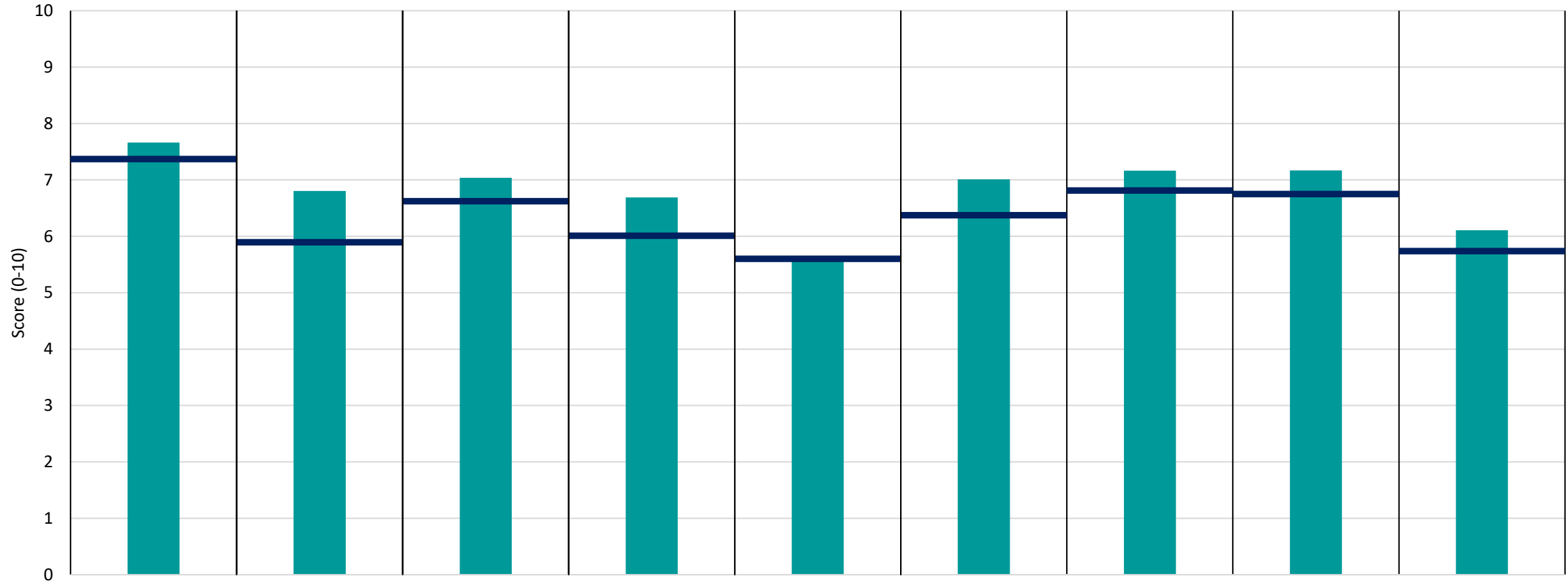
We are a team



Staff Engagement



Morale



Breakdown	7.66	6.80	7.04	6.69	5.59	7.01	7.16	7.17	6.11
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	105	104	104	105	100	104	105	105	105



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



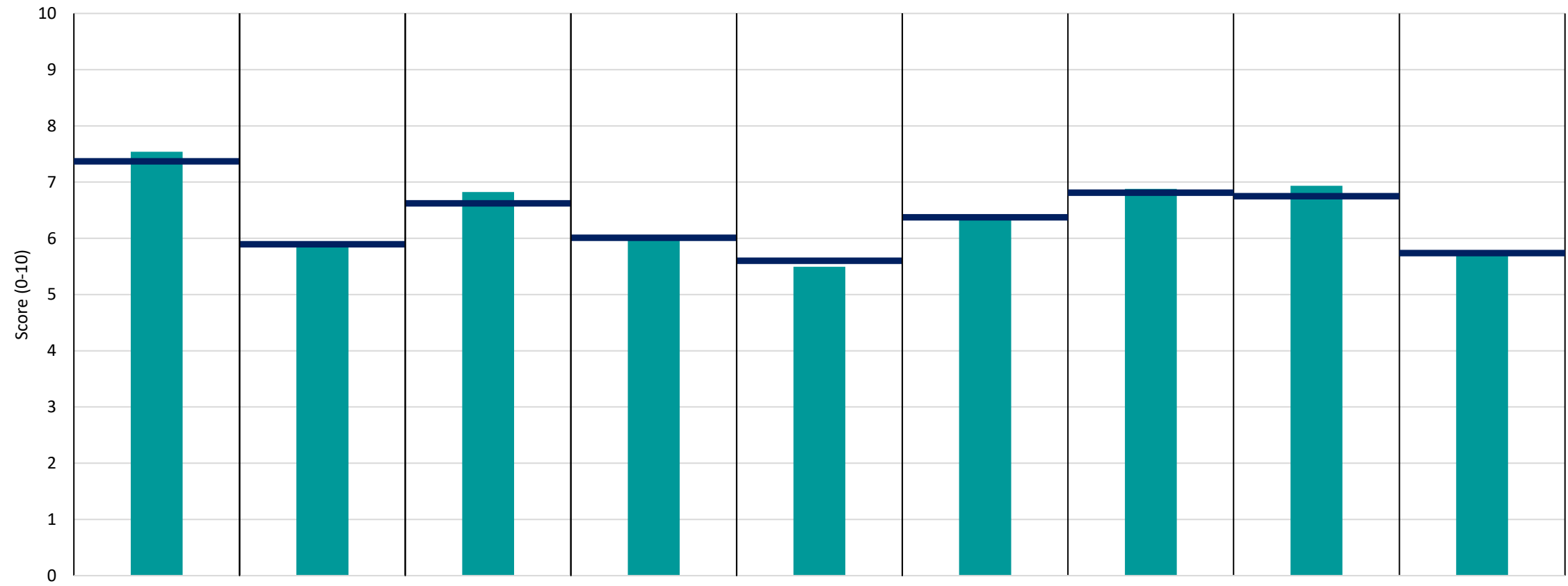
We are a team



Staff Engagement



Morale



Breakdown	7.54	5.94	6.82	5.99	5.49	6.37	6.88	6.93	5.73
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	269	269	267	267	259	269	268	269	269



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



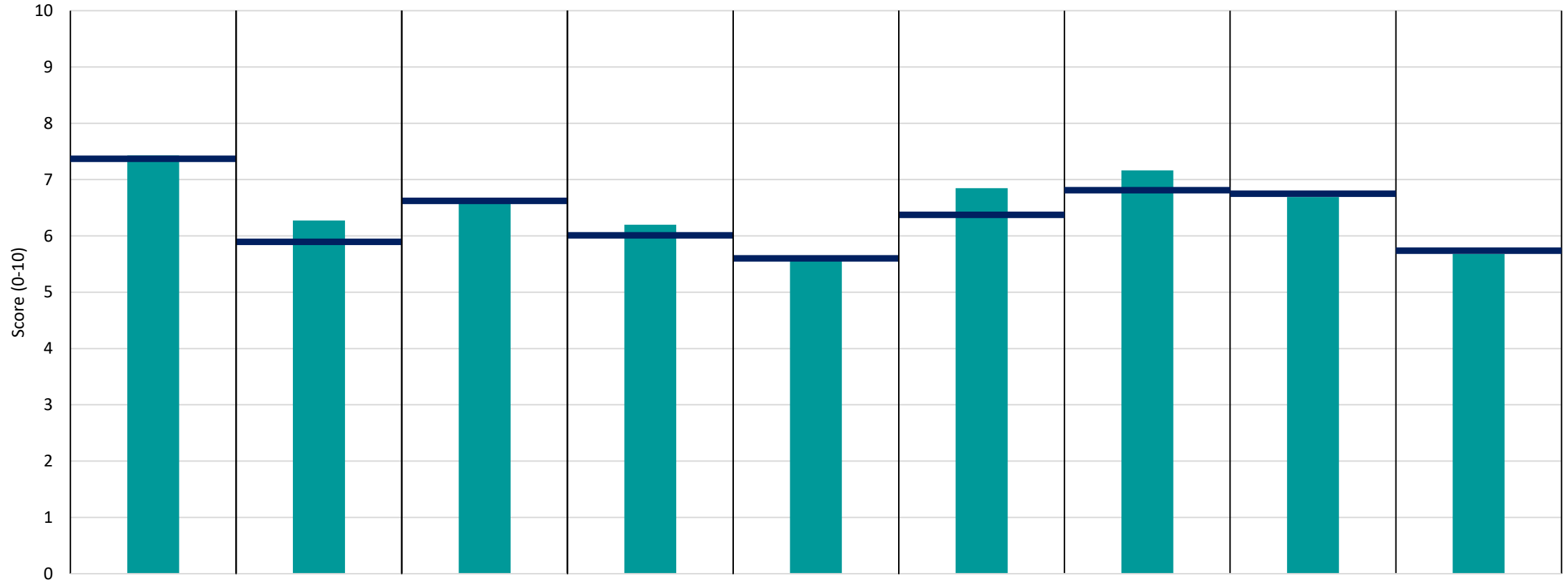
We are a team



Staff Engagement



Morale



Breakdown	7.43	6.27	6.60	6.20	5.62	6.85	7.16	6.69	5.68
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	120	120	119	120	115	119	120	120	120



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



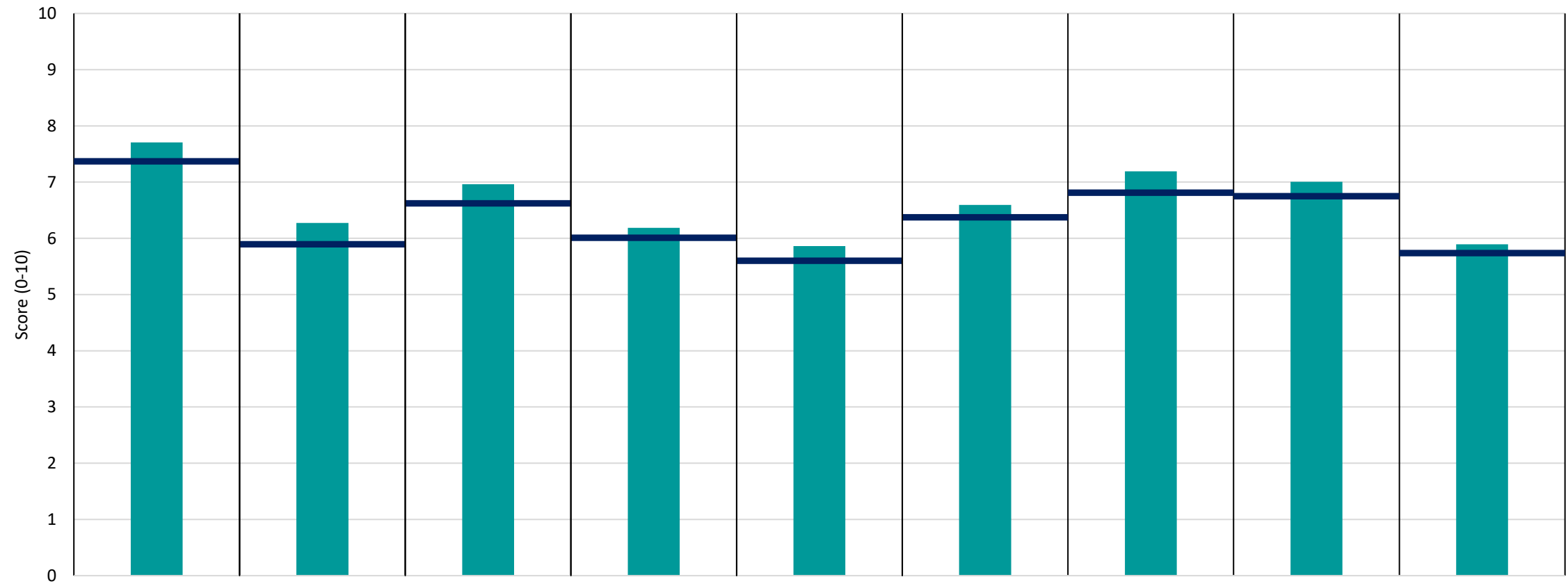
We are a team



Staff Engagement



Morale



Breakdown	7.70	6.27	6.96	6.19	5.86	6.59	7.19	7.01	5.90
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	517	516	517	516	505	515	517	517	517



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



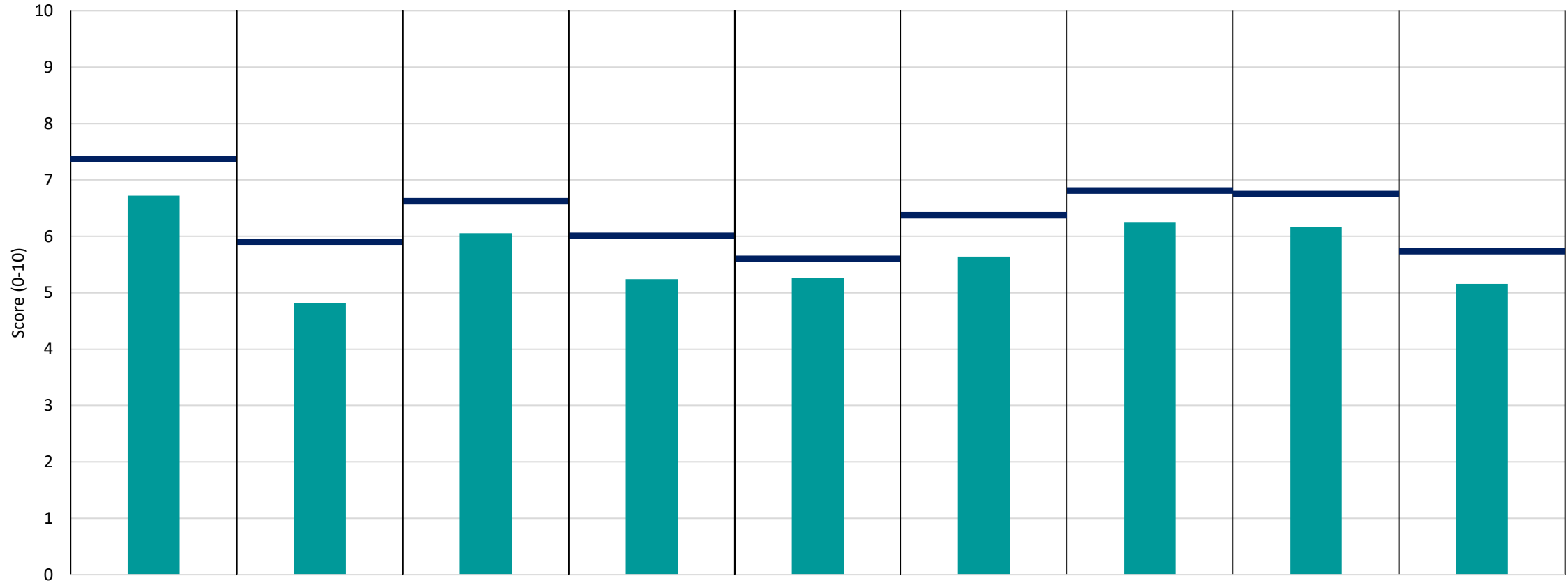
We are a team



Staff Engagement



Morale



Breakdown	6.72	4.82	6.06	5.24	5.27	5.64	6.24	6.17	5.16
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	199	199	198	197	192	199	199	199	199



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



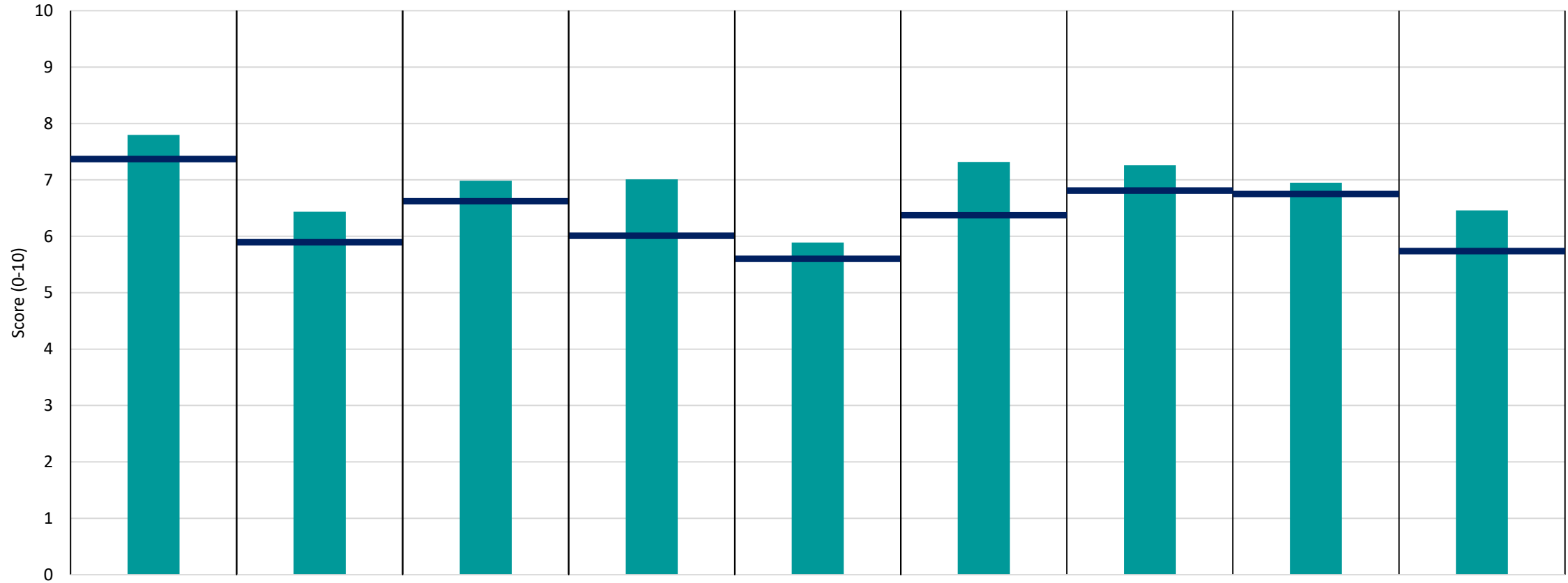
We are a team



Staff Engagement



Morale



Breakdown	7.80	6.44	6.98	7.01	5.89	7.32	7.26	6.95	6.46
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	191	191	189	190	176	191	190	191	191



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



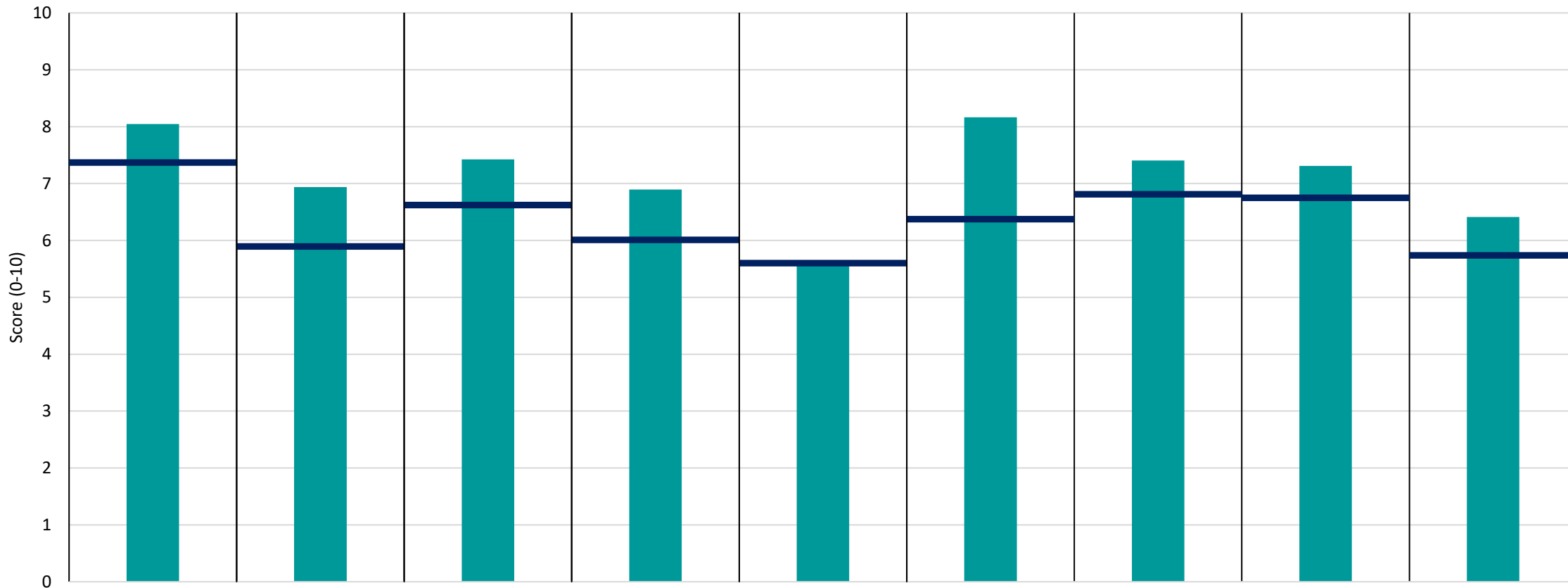
We are a team



Staff Engagement



Morale



Breakdown	8.04	6.94	7.43	6.89	5.62	8.17	7.41	7.31	6.41
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	25	25	25	25	23	25	25	25	25



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



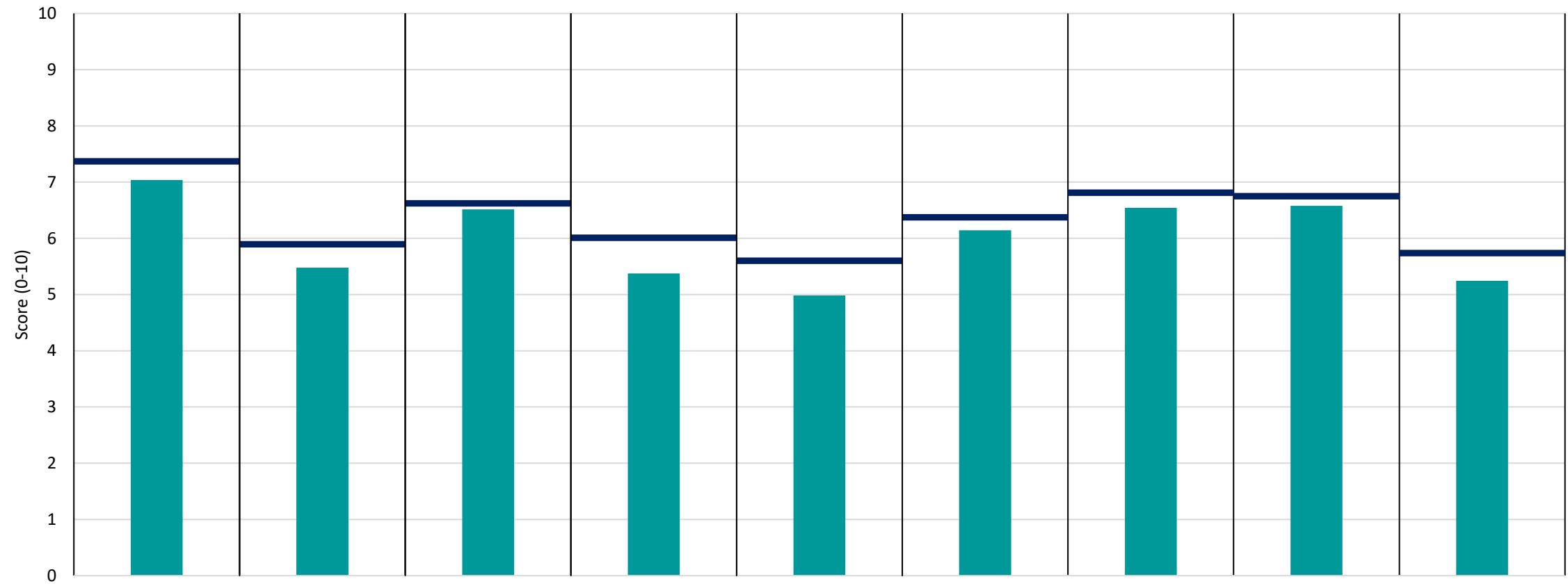
We are a team



Staff Engagement



Morale



Breakdown	7.04	5.48	6.51	5.37	4.99	6.14	6.54	6.58	5.25
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	35	35	35	35	34	35	34	35	35



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



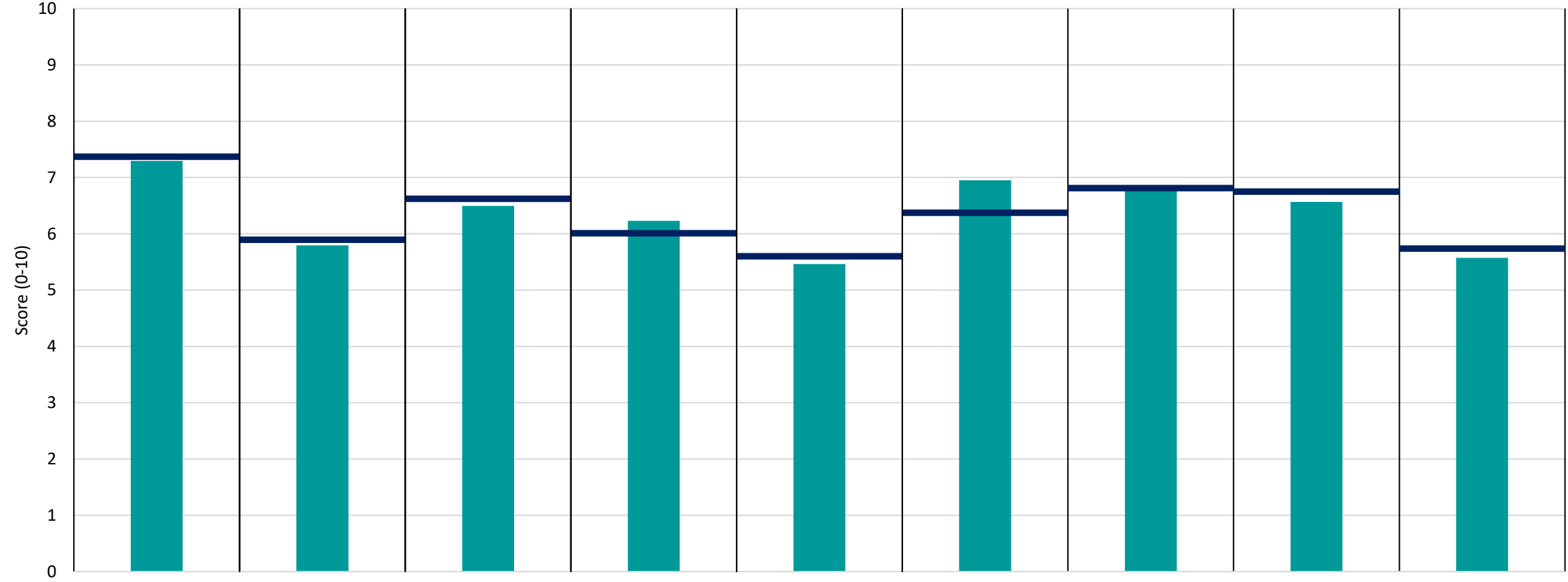
We are a team



Staff Engagement



Morale



Breakdown	7.30	5.80	6.49	6.23	5.46	6.95	6.81	6.57	5.57
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	100	100	99	100	94	100	100	100	100



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



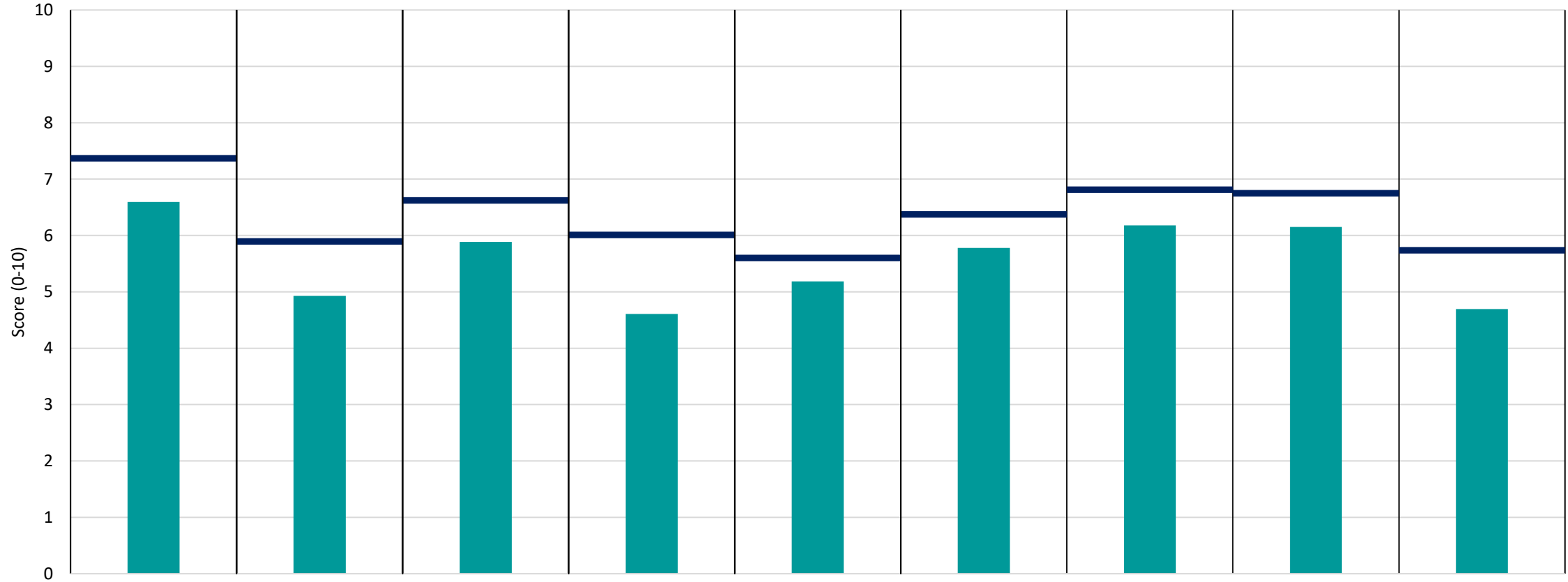
We are a team



Staff Engagement



Morale



Breakdown	6.60	4.93	5.88	4.61	5.19	5.78	6.18	6.15	4.70
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	136	135	136	135	130	135	136	136	136



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



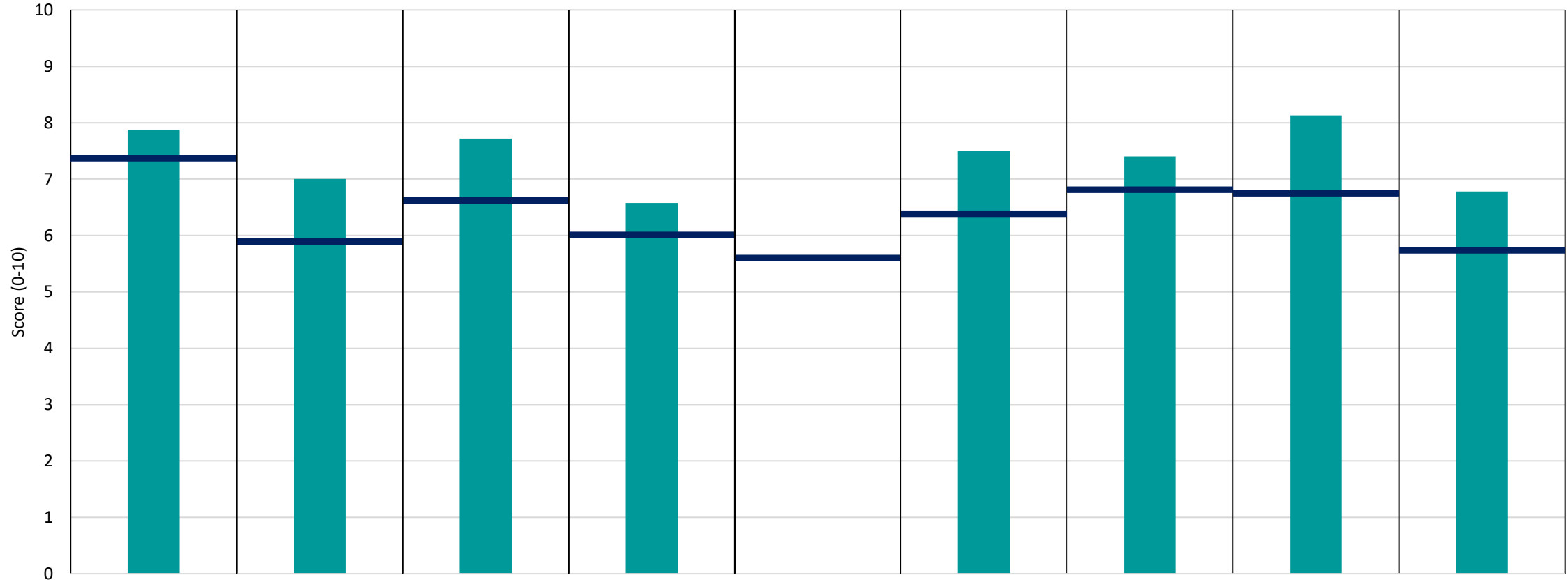
We are a team



Staff Engagement



Morale



Breakdown	7.88	7.00	7.72	6.58	-	7.50	7.40	8.13	6.78
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	11	11	11	10	-	10	11	11	11



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



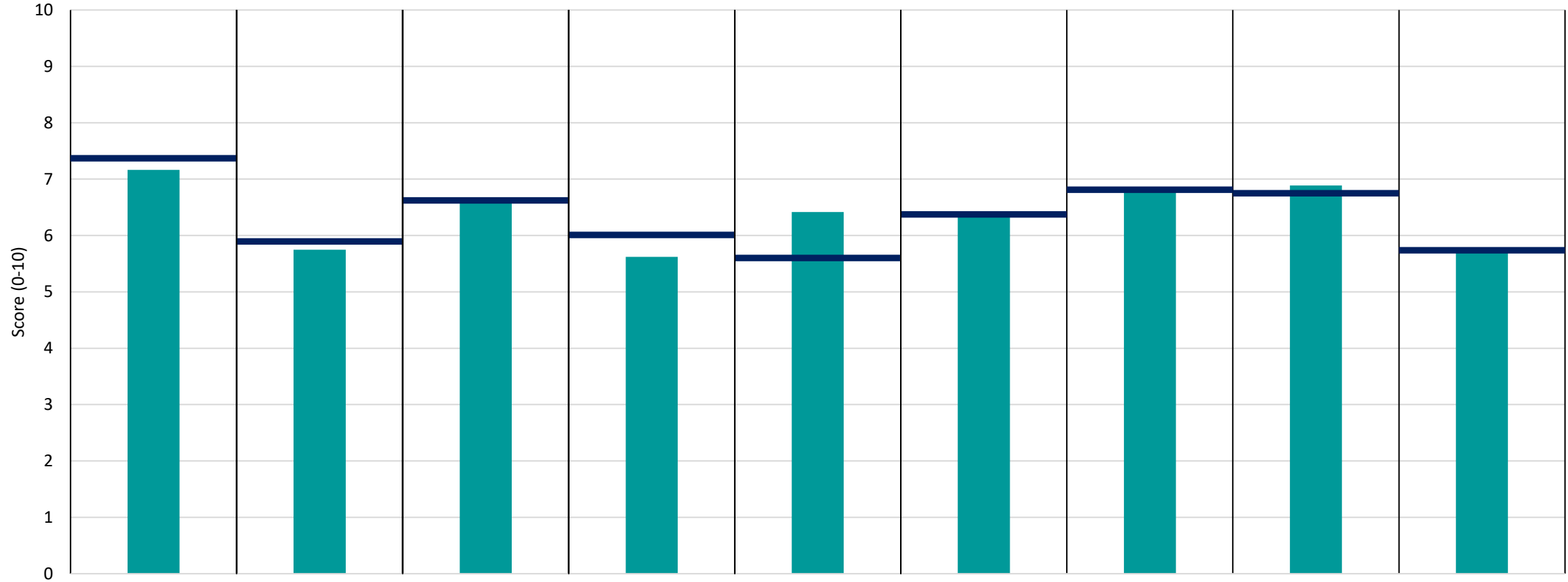
We are a team



Staff Engagement



Morale



Breakdown	7.16	5.75	6.65	5.62	6.42	6.40	6.79	6.89	5.78
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	192	194	190	190	182	194	192	193	194



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



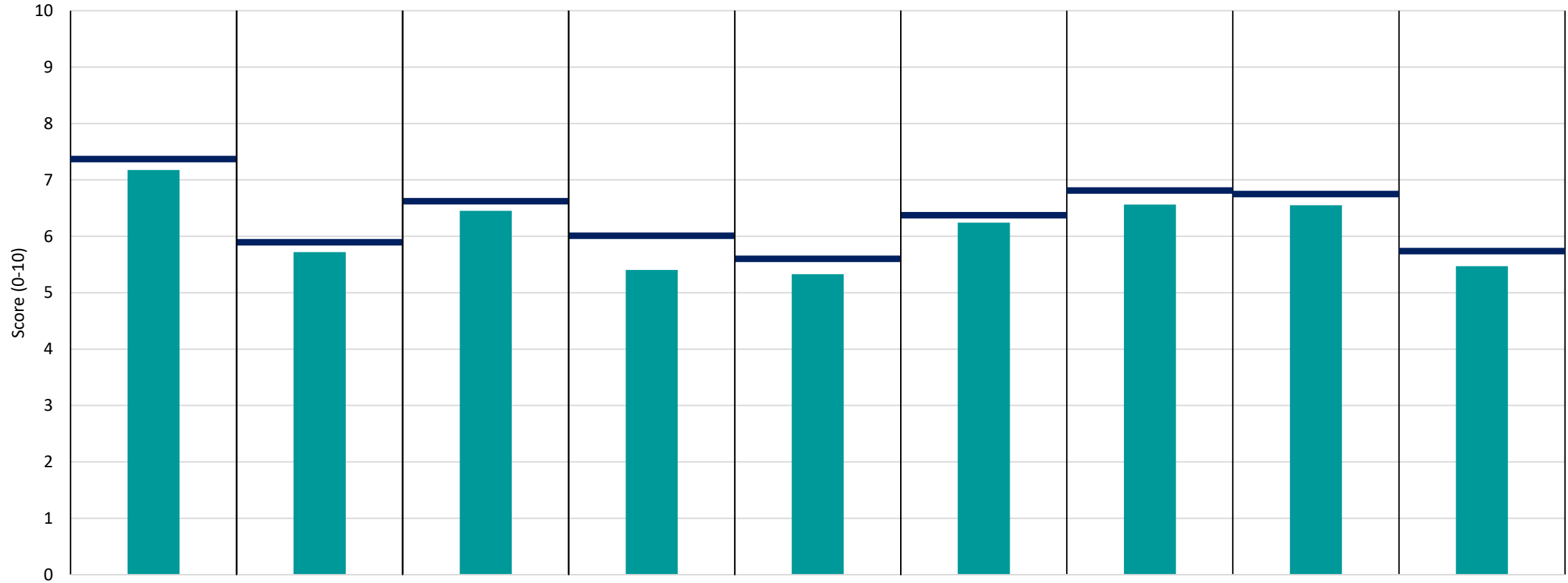
We are a team



Staff Engagement



Morale



Breakdown	7.18	5.72	6.45	5.40	5.33	6.24	6.56	6.55	5.47
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	229	226	226	224	219	226	228	228	229



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



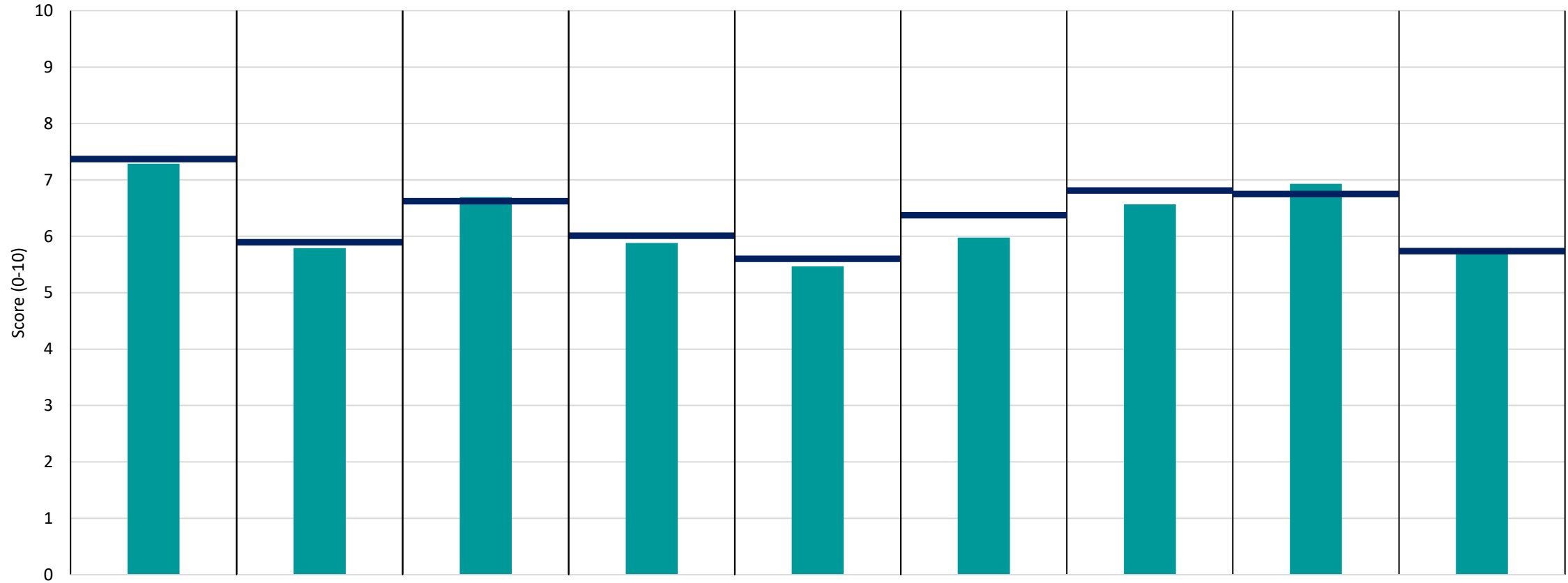
We are a team



Staff Engagement



Morale



Breakdown	7.29	5.79	6.69	5.88	5.47	5.98	6.57	6.93	5.73
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	159	159	159	159	147	159	159	159	159



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



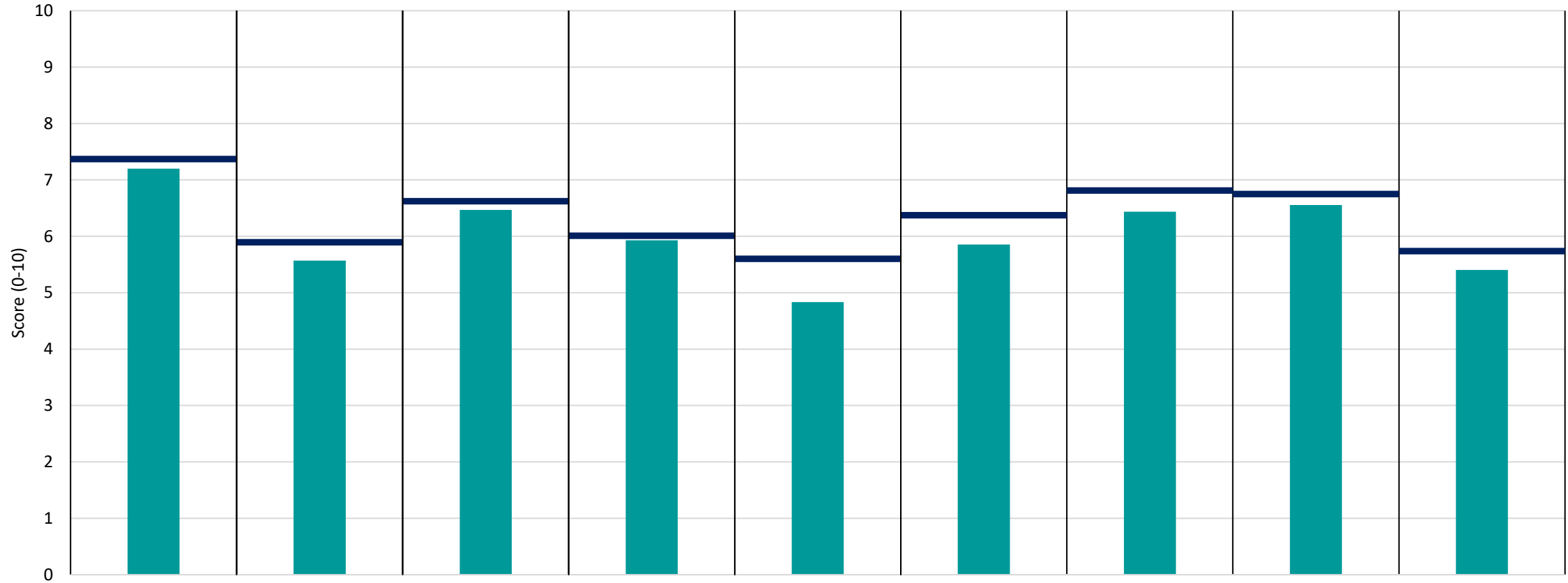
We are a team



Staff Engagement



Morale



Breakdown	7.20	5.57	6.47	5.93	4.84	5.85	6.44	6.56	5.40
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	257	257	254	257	242	257	256	257	257



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



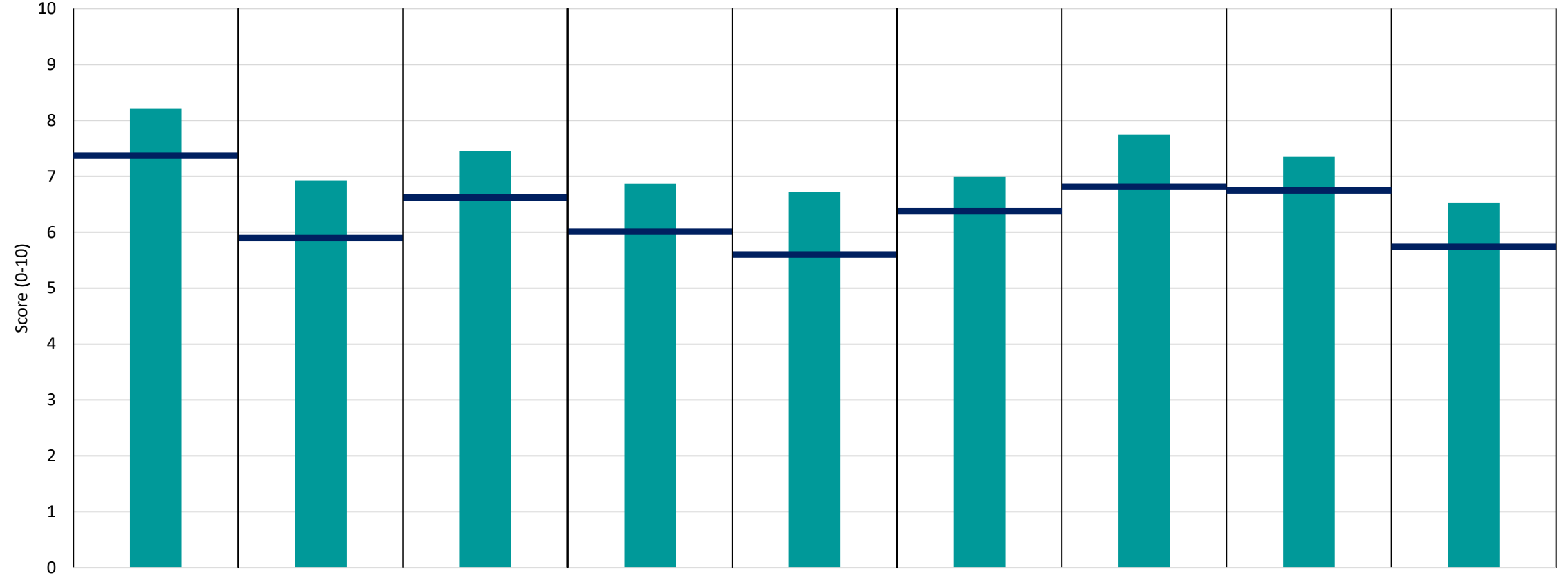
We are a team



Staff Engagement



Morale



Breakdown	8.21	6.92	7.45	6.87	6.72	6.99	7.75	7.35	6.53
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	136	136	133	136	127	136	136	137	136



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



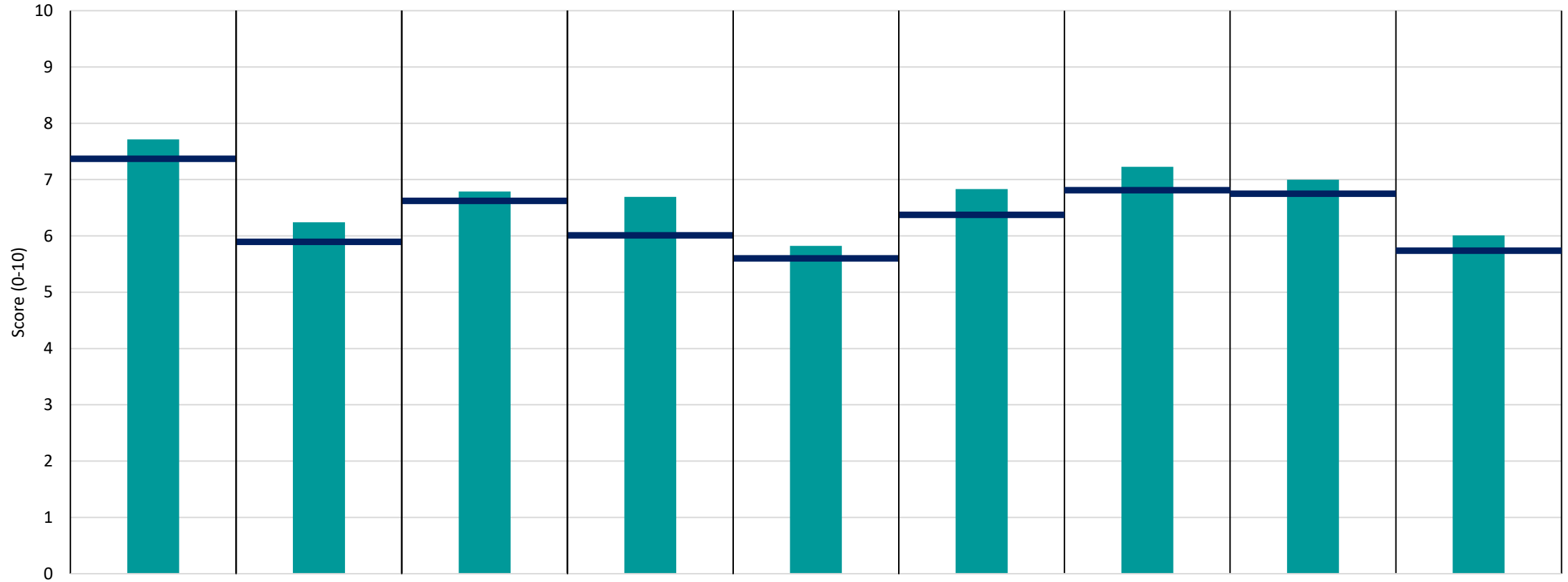
We are a team



Staff Engagement



Morale



Breakdown	7.72	6.24	6.79	6.69	5.82	6.83	7.23	7.00	6.01
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	244	244	241	244	237	242	243	244	244



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



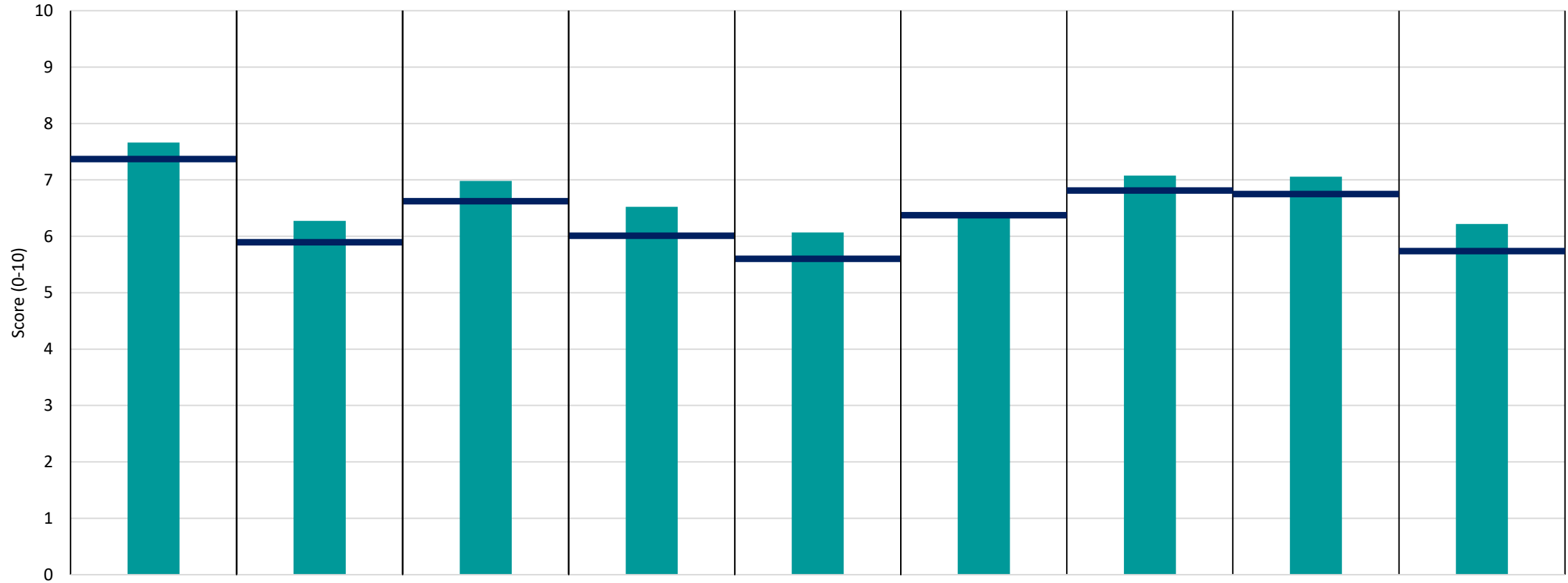
We are a team



Staff Engagement



Morale



Breakdown	7.66	6.27	6.98	6.52	6.07	6.40	7.08	7.06	6.22
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	176	173	173	175	162	171	176	176	176



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



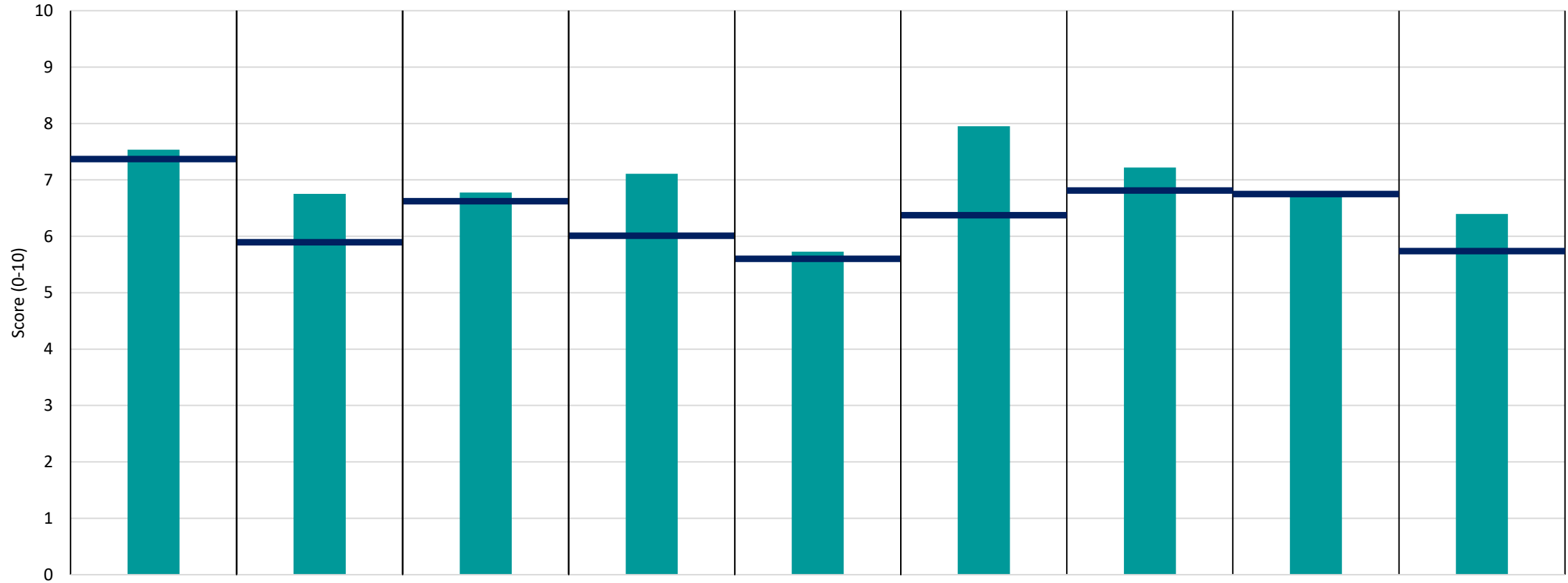
We are a team



Staff Engagement



Morale



Breakdown	7.54	6.75	6.78	7.11	5.73	7.95	7.22	6.74	6.39
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	51	52	52	51	50	51	51	52	52



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



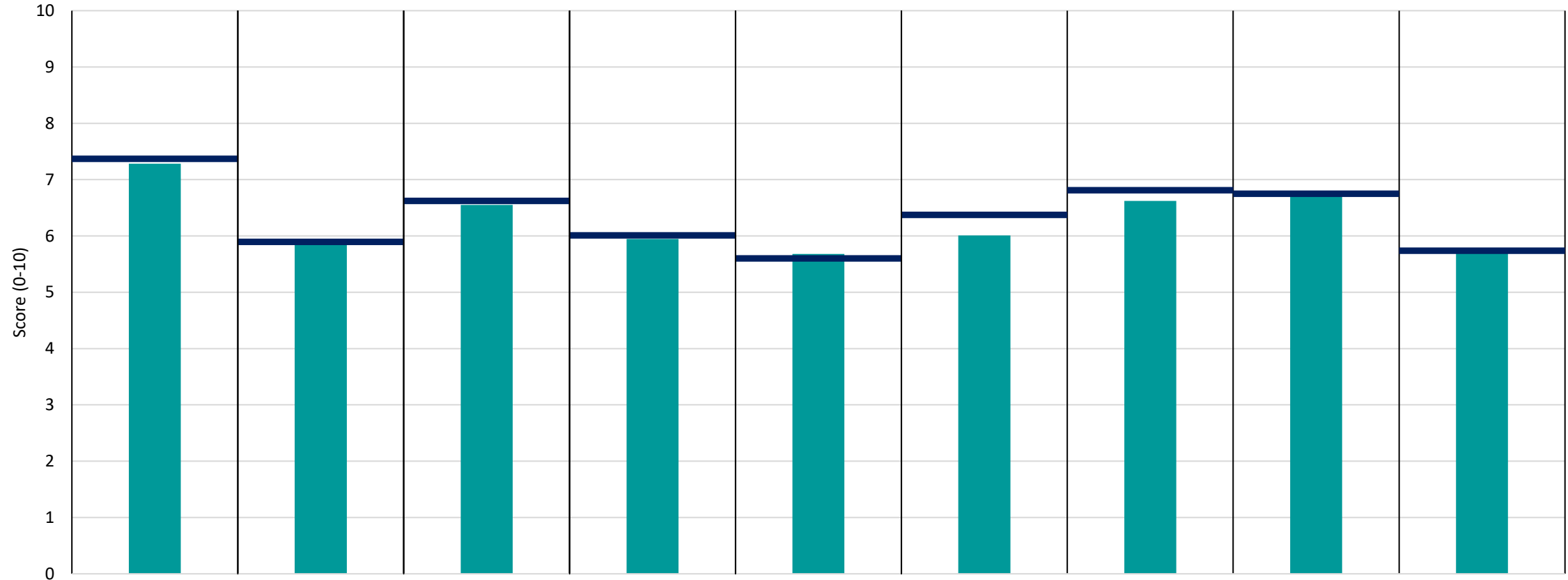
We are a team



Staff Engagement



Morale



Breakdown	7.28	5.94	6.55	5.95	5.68	6.01	6.62	6.76	5.77
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	227	227	224	226	213	227	227	227	227



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



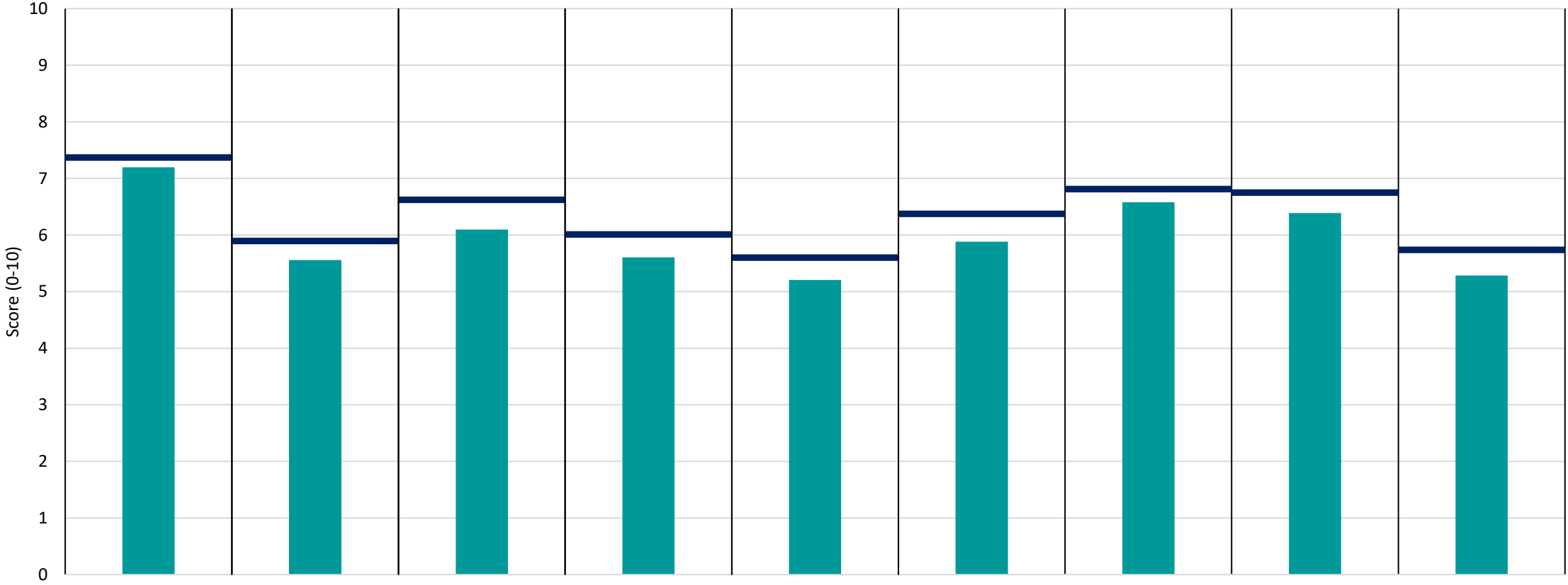
We are a team



Staff Engagement



Morale



Breakdown	7.20	5.56	6.09	5.60	5.21	5.88	6.58	6.39	5.28
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	135	135	135	135	124	134	135	135	135



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



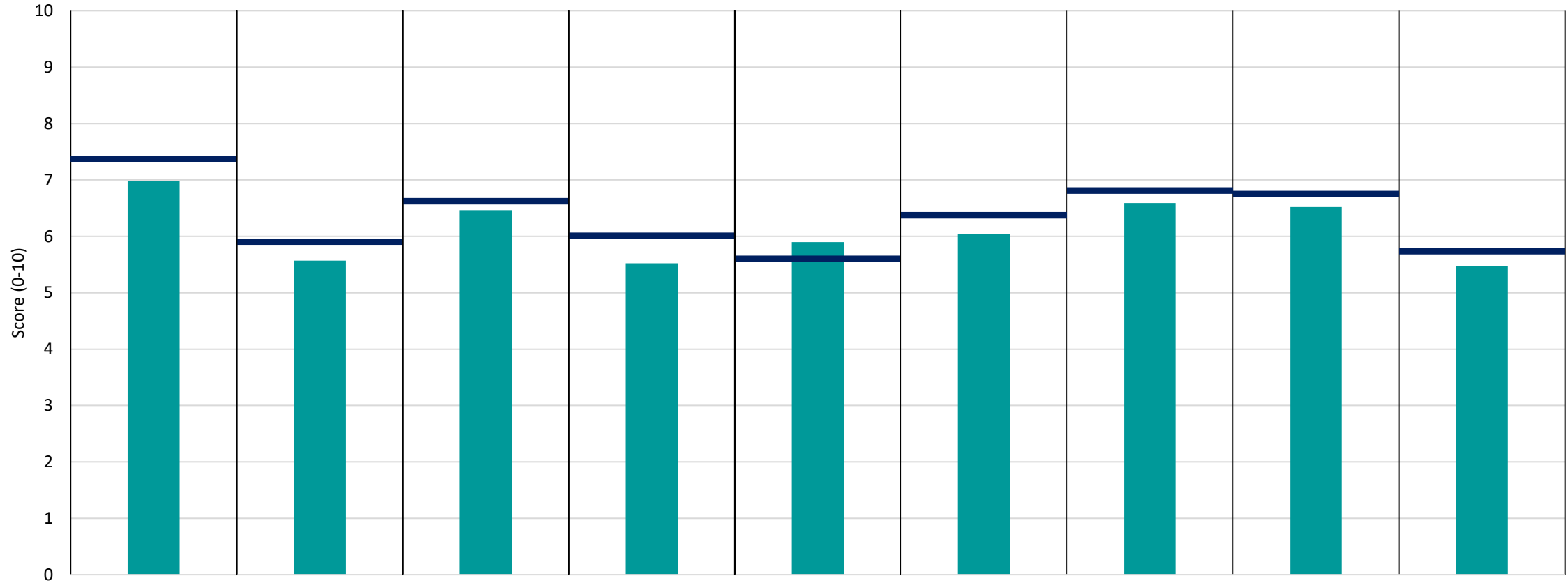
We are a team



Staff Engagement



Morale



Breakdown	6.98	5.57	6.47	5.52	5.90	6.04	6.59	6.52	5.47
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	147	147	146	146	136	146	145	148	147



We are  
compassionate and  
inclusive



We are recognised  
and rewarded



We each have a voice  
that counts



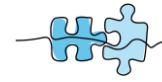
We are safe and  
healthy



We are always  
learning



We work flexibly



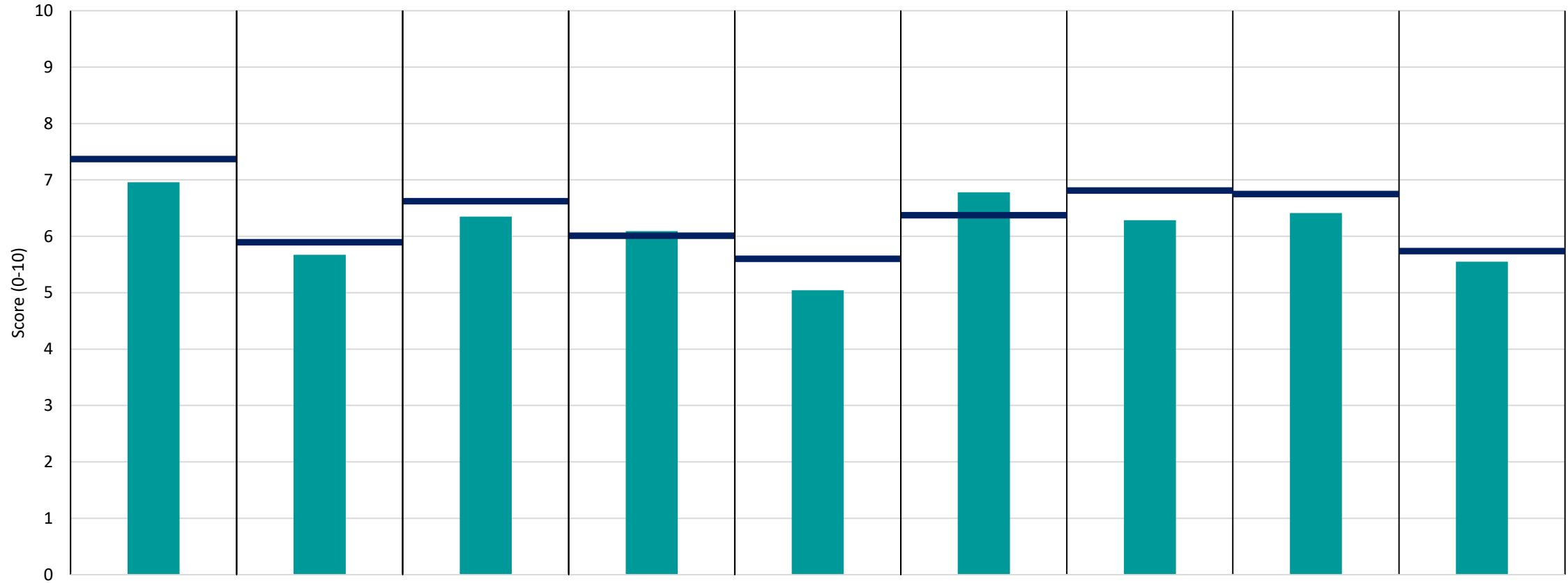
We are a team



Staff Engagement



Morale



Breakdown	6.96	5.67	6.35	6.09	5.04	6.78	6.29	6.41	5.55
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	101	101	101	101	95	101	101	101	101



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



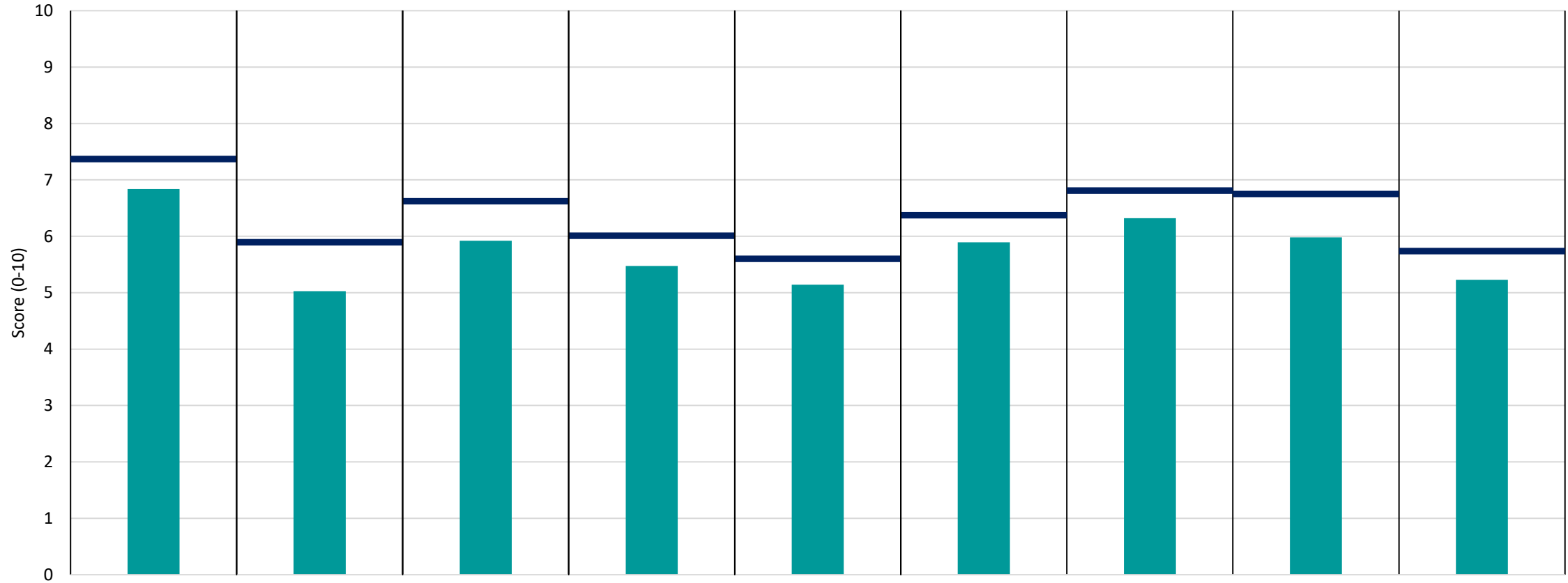
We are a team



Staff Engagement



Morale



Breakdown	6.84	5.03	5.92	5.47	5.14	5.89	6.32	5.98	5.23
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	264	264	263	263	252	264	264	264	264



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



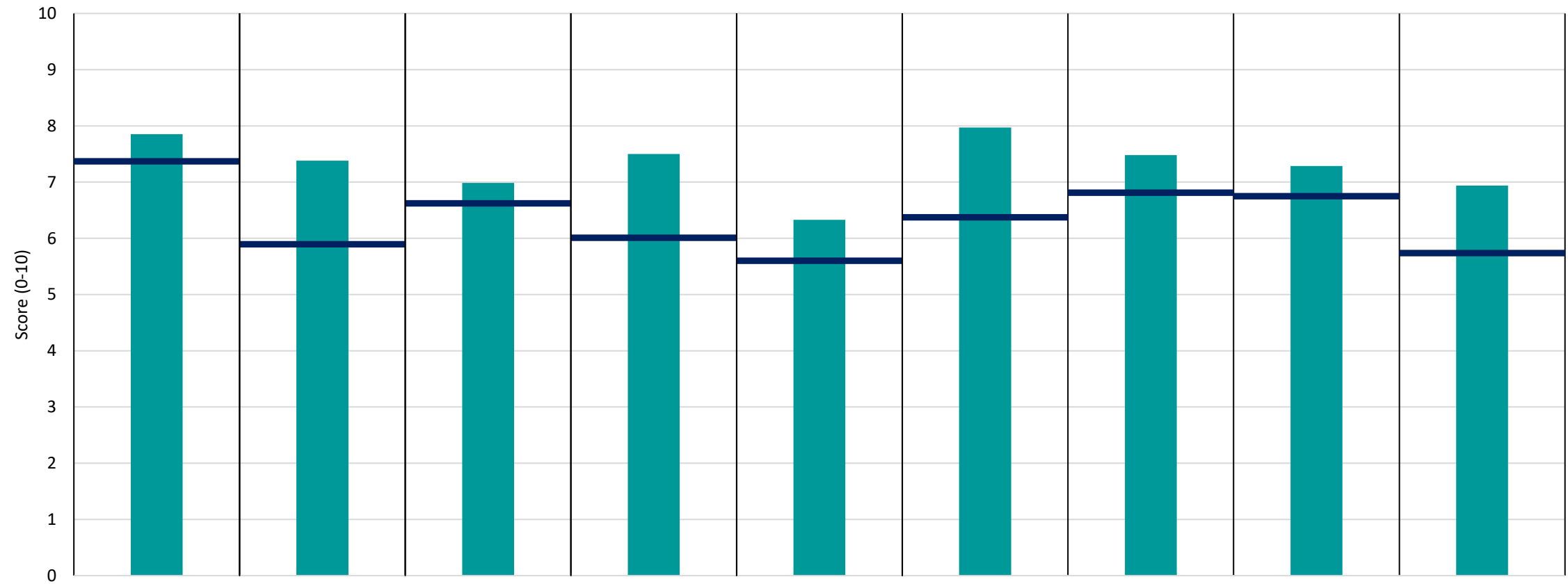
We are a team



Staff Engagement



Morale



Breakdown	7.85	7.38	6.98	7.50	6.33	7.97	7.48	7.29	6.94
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	30	30	29	30	30	30	30	30	30



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



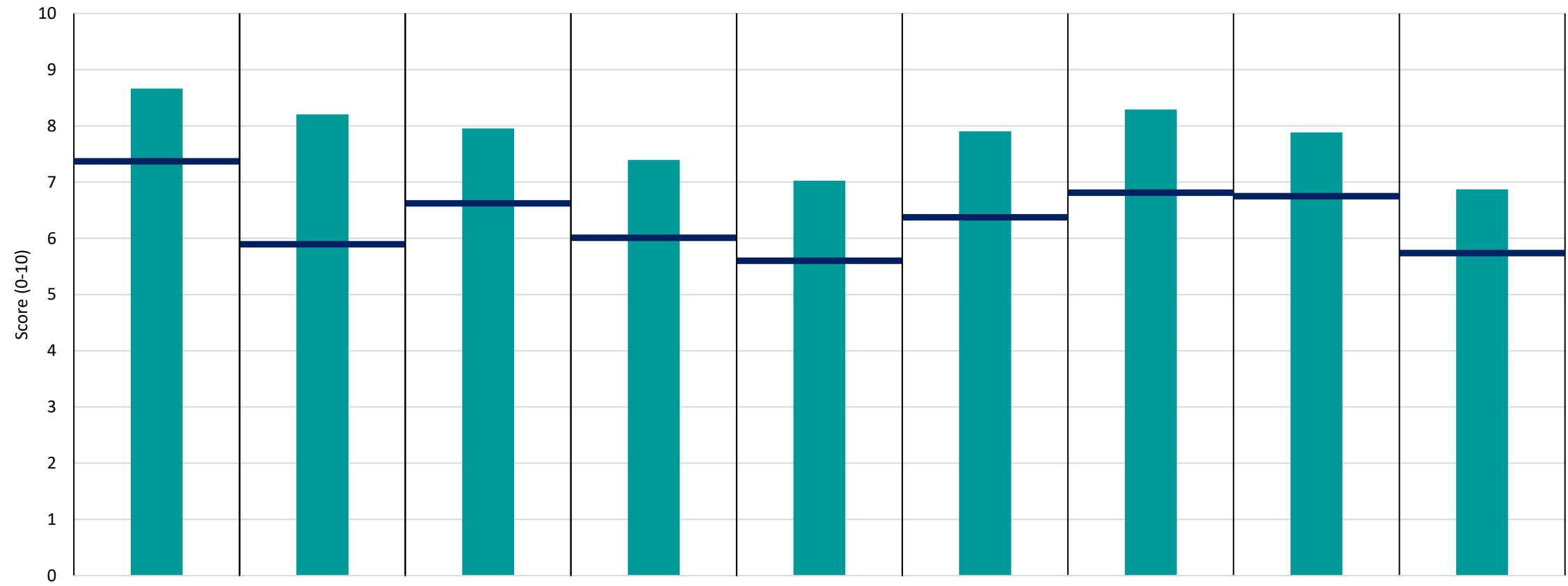
We are a team



Staff Engagement



Morale



Breakdown	8.66	8.21	7.95	7.39	7.03	7.90	8.29	7.88	6.87
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	34	34	32	34	34	34	34	34	34



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



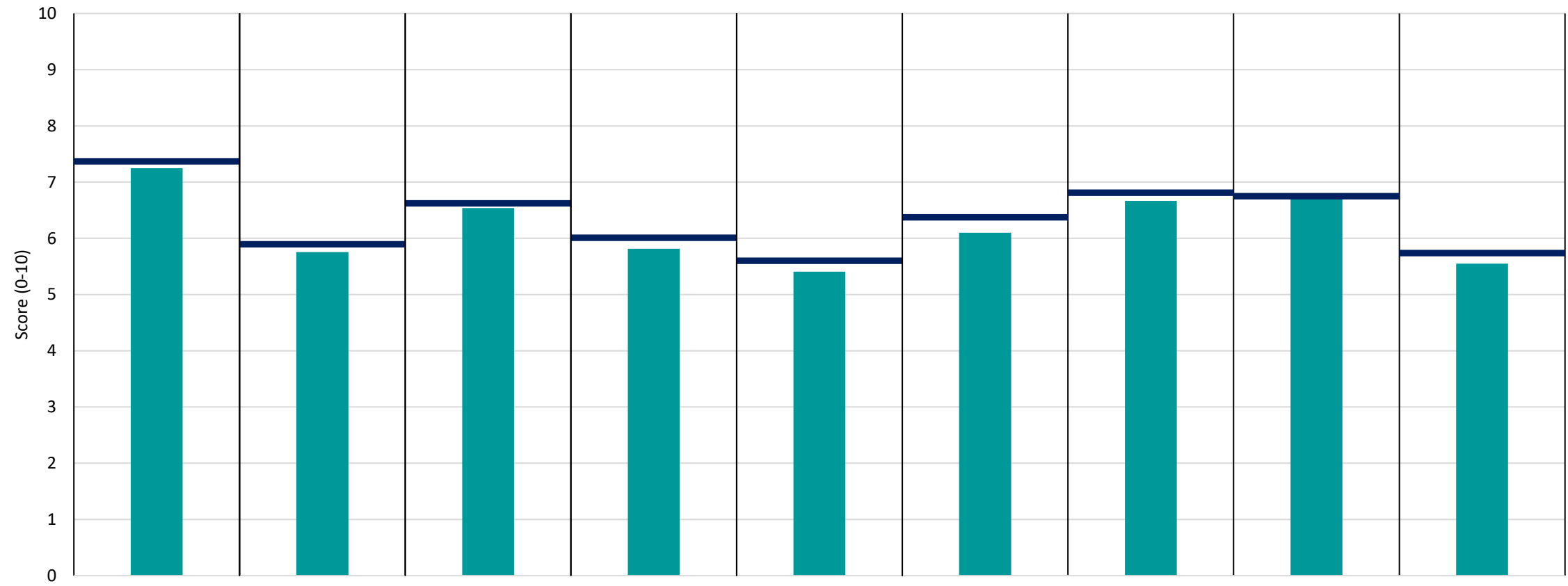
We are a team



Staff Engagement



Morale



Breakdown	7.25	5.76	6.54	5.82	5.41	6.10	6.66	6.72	5.55
Your org	7.37	5.89	6.62	6.01	5.60	6.37	6.81	6.75	5.74
Responses	249	249	248	249	238	246	249	249	249