

**Maternity and Neonatal National
Assurance Assessment**

NHSPI.NMNAA@wales.nhs.uk

PGGIG.ASMNC@wales.nhs.uk



National Perinatal (Maternity and Neonatal) Assurance Assessment

Staff Experience Workstream

Terms of Reference

Oversight Panel Lead: Sue Holden

Maternity and Neonatal National Assurance Assessment

NHSPI.NMNAA@wales.nhs.uk
PGGIG.ASMNC@wales.nhs.uk



1. Background

This workstream forms part of a national programme to assess perinatal (maternity and neonatal) services across Wales for assurance purposes. Commissioned by the Cabinet Secretary for Health and Social Care, the assessment seeks to understand and evidence quality, safety, and the lived experiences of those people accessing perinatal services

The programme covers all elements of the National Quality Statement for Maternity and Neonatal Services, ensuring the breadth of perinatal care is included in this assessment. While not every standard is reflected within every workstream, there is effective coverage of all standards across the programme as a whole.

2. Introduction

The aim of this workstream is to:

- Capture the experiences and insights from staff who work in perinatal services across Wales through targeted listening exercises, interviews and questionnaires.
- The key area of content for assessment are leadership, teamworking, workload, staff voice, inclusion, staff satisfaction and engagement, burnout and intention to quit.
- Analyse the outputs from experience surveys and listening sessions, producing a report for the Independent Chair and Oversight Panel, delivering a completed product for December 2025.

3. Scope and methodology

The workstream will capture the lived experiences of staff employed within perinatal services in NHS Wales to inform the perinatal assurance assessment, striving to gather insights that are inclusive, ethically collected, and capable of driving meaningful improvement.

Listening Sessions

A series of health board in person and/or virtual sessions will be held across Wales that bring together staff from the groups outlined below. Each workshop will provide a safe and open space for colleagues to share their experiences, challenges, and suggestions.

Maternity and Neonatal National Assurance Assessment

NHSPI.NMNAA@wales.nhs.uk

PGGIG.ASMNC@wales.nhs.uk



Facilitated discussions and participatory activities will be used to encourage dialogue and capture a broad range of perspectives. A clear approach and model of facilitation will be embraced, shaped by the Workstream Planning Group, with consistency in core principles while allowing for local flexibility.

Staff attending will be asked to confidentially and securely provide their background information through an anonymous survey during the workshops, ensuring we can capture and demonstrate the breadth of staff voices heard. Notes, themes, and feedback emerging from the workshops will be systematically documented, analysed, and synthesised into a consolidated report, highlighting key trends and actionable recommendations.

Staff interviews

Individual (and where necessary anonymous) interviews will be offered for staff to elicit views of their experiences. The questions will align to the themes from within the listening exercises. Notes, themes, and feedback emerging from the workshops will be systematically documented, analysed, and synthesised.

For those individuals unable to attend workshops or staff interviews, provision will be made for anonymous feedback through the form of a questionnaire either online or via secure post boxes on site.

Findings from other workstreams

The working group may also consider other data sources available from the national assurance assessment that include data related to staff experience and organisational culture. Specifically, the following workstreams:

- Organisational Self-Assessment
- Site visits

The scope will focus on collecting data of the following staff groups:

- Staff working within maternity and neonatal services
- Multidisciplinary teams, including obstetricians, midwives, neonatologists, anaesthetists, nurses, allied health professionals, support and administrative staff
- Clinical and non-clinical roles involved in delivering or supporting perinatal care

Maternity and Neonatal National Assurance Assessment

NHSPI.NMNAA@wales.nhs.uk

PGGIG.ASMNC@wales.nhs.uk



Guiding principles

- Ensure the data is as representative as possible of the relevant staff groups.
- The data for the relevant staff groups will be benchmarked against the national findings.
- Ensure all outputs are ethically and safely gathered, anonymised, and clearly themed to feed into the assurance assessment process
- Collate the findings for sharing with the NHSPI Internal Project Group and for onward presentation to the Independent Chair and Assessment Panel

4. Key objectives

- **Capture insights into staff experiences** across perinatal services in Wales.
- **Ensure all data gathered is anonymised**, and handled in accordance with ethical, governance, and data protection standards.
- **Analyse and synthesise data** to identify trends, areas of strength, challenges, and emerging risks in staff experience.
- **Produce clear, themed outputs** to inform the NHSPI Internal Project Group and enable onward reporting to the Independent Chair and Assessment Panel.
- **Use findings to guide recommendations for workforce, wellbeing, and organisational culture improvements** that support high-quality, safe, and compassionate perinatal care

5. Workstream governance

This workstream will report progress to the National Maternity and Neonatal Assurance NHSPI Internal Project Group providing regular updates on progress, risks and any issues that require escalation. For example, significant concerns regarding staff safety, wellbeing, or speaking-up mechanisms identified through the data will be promptly reported to Health Board leadership and the NHSPI Internal Project Group to ensure timely mitigation and support. A RAID (Risks, Assumptions, Issues, Dependencies) approach will be established for the workstream.

The workstream will also report progress to the Independent Chair and Oversight Panel Assessment Panel through the SRO.

The Terms of Reference will be endorsed by the Workstream task and finish group, the NHSPI Internal Project Group for approval by the Independent Chair. The Terms of Reference will be approved by the Independent Chair

Maternity and Neonatal National Assurance Assessment

NHSPI.NMNAA@wales.nhs.uk

PGGIG.ASMNC@wales.nhs.uk



and Oversight Panel.

Any changes to the scope of the terms of reference or delivery timeframe will need approval from the Senior Responsible Owner and the Independent Chair.

The workstream will be administratively supported by the PMO team, to include:

- ✓ Arranging meetings
- ✓ Compiling agendas for the meetings in consultation with the Chair
- ✓ Collecting and preparing documents for the meetings, as required
- ✓ Producing notes, including maintaining an action log
- ✓ Maintaining a Risk & Issues Log
- ✓ Maintaining the Workstream Project Plan

Workstream meetings will be held fortnightly via MS Teams.

Any outputs of the workstream will be endorsed by the NHSPI Internal Project Group ahead of submission to the Independent Assessment Panel. The final thematic report will provide a clear evidence base to inform assurance, workforce improvement strategies, and potential targeted interventions.

A Task & Finish group will be established to provide oversight, comprising representatives with expertise in workforce, staff wellbeing, equality and diversity, perinatal clinical services data and analytics. The group will:

- Guide methodology, data collection, and analysis.
- Ensure outputs are ethically managed and compliant with data protection standards.
- Review and approve thematic findings for reporting.

6. Budget

Direct costs will be incurred through staff and panel member time to fulfil the following high-level activities:

- Independent Panel member – Reasonable travel, accommodation and subsistence
- Facilitator - Reasonable travel, accommodation and subsistence

Maternity and Neonatal National Assurance Assessment

NHSPI.NMNAA@wales.nhs.uk

PGGIG.ASMNC@wales.nhs.uk



7. Key Stakeholders

Mapped stakeholders and engagement is part of the wider communication plan.

8. Alignment to existing work

- National Staff Survey
- Findings will be shared with workstream leads within the programme to ensure collaboration and alignment via the NHSPI Internal Project Group
- Findings will feed into the NPNAA report.

9. High-level Timeline

Refer to overall critical path and detailed Gantt chart, that covers workstream delivery timelines.