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Shape Change Inspire Quality Transform Care

Salford
Integrated Care Partnership

Safer Salford
23/24 End of Year Report

April 2024

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System Transformation, Aqua

Safer Salford

Safer Salford 23/24 programme

- System improvement partner
- QI Fellows
- Leading Integrated Teams (primary care)
- Programme strategy and comms

System improvement

- Provider excellence programme
- Quality of life and experience measures

Adult social care

- Primary care: patient safety community of practice
- Transfers of care: primary care and CYP urgent care
- Sodium Valproate in neurology

Safety

- Access and Inequalities: winter vaccines
- Community Leaders: QI coaching
- Addressing Inequalities in primary care (Core20PLUS5)

Health Equity

The 23/24 programme was co-designed by Aqua, NHS Greater Manchester (Salford) [NHS GM Salford] and relevant system partners.

The workstreams support multi-agency, complex system improvement with a focus on early intervention in community settings.

Safer Salford

23/24 overview

- Building on strong foundations from 22/23, the 23/24 Safer Salford programme has been diverse and has included direct work with the city's:
  - NHS Trusts (the Northern Care Alliance and Greater Manchester Mental Health)
  - Salford City Council public health and health improvement services
  - 5 Primary Care Networks and 36 general practices
  - Adult Social Care Providers, Commissioning and Market Management
  - Community groups including Age UK, Healthwatch and Salford CVS.
- The commissioned programme was delivered in full and many workstreams will continue into 24/25. These include system improvement partner work, the provider excellence programme, children's same day care pathways, sodium valproate in neurology and addressing inequalities in primary care.
- There is a small carry forward of £5k that will be used to support end of year reporting, case studies and the planning and transition of the Safety60 programme in Quarter 1.

"The Safer Salford programme has continued to deliver, embedding Quality improvement across Salford's acute, community services, primary care, social care, public health, third sector and beyond - with a system focus to improvement in health and care.

My highlights of this year have been bringing our communities back together to learn and improve in face-to-face events. The engagement was evident with the noise and chatter in the room at both our Community Leaders programme and also at our Provider Excellence events for adult social care.

We also saw our latest cohort of QI fellows graduate and again, saw frontline staff supported to drive improvement in their services.

This year, what stood out for me was how this programme tackled productivity, patient empowerment and a move to a strength-based approach, with a focus on reducing inequalities"

Claire Vaughan
Associate Director Clinical Leadership and System Integration (Salford)

Safer Salford

System Improvement

System Improvement Partner

Aqua has provided agile system improvement support to:

- **Workforce Development Group** - Supported planning, chairing, table facilitation and outcome reporting for the successful Salford Locality Workforce Transformation Steering Group Re-Launch Workshop. The outline of priority strategic areas has been used by GM IC Salford to agree the group's plan for 23/24 onwards.
- **General practice improvement** – Analysed referral and activity data to pull out improvement insights and opportunities for a Salford practice.
- **QI Fellows** – Measurement coaching to three 22/23 Fellows. Attended and presented at the November graduation event.
- **QI coaching in public health** – Provided 3 coaching sessions to Public Health Intelligence and Improvement team, helping them apply learning from Aqua's QI Basics training into their delivery.
- In 24/25: the improvement partner offer will remain open. Planning a 24/25 cohort of QI Fellows and alumni programme, and tailored QI coaching in Public Health.

Primary Care Clinical Leads – Leading Integrated Teams (LIT)

- The LIT programme that started in 2023 was completed in Quarter 3.
- The programme evaluation demonstrates a positive improvement in system leadership capability and team effectiveness.



Safer Salford

Adult Social Care

Provider Excellence Programme

- We successfully re-launched an expanded Safer Salford Provider Excellence programme for adult social care (ASC) providers (care homes, home care and assisted living).
- The 4 events were delivered in partnership with the Northern Care Alliance Procurement and Market Management Team.
- Aqua led on event planning and briefing of expert speakers from the Salford system.
- Speakers said the events helped to expand their professional networks and strengthen connections with adult social care providers.
- The events were rated an average of 9/10 by participants. In follow-up surveys, 100% of providers could articulate the changes they made using their learning.
- In 24/25: The programme will continue but with an extended planning group from across the Salford system, to ensure strategic alignment with system priorities.

- **Nutrition and Hydration (June):** Dietetics and Age UK
- **Medicines Excellence (September):** NHS GM Salford
- **Dementia and Delirium (January):** Greater Manchester Mental Health
- **System connection event (March):** Reps from above services, plus Health Improvement, Salford CVS, Community Services, Primary Care, North West Ambulance Service and others.

51 ASC Providers

250 delegates

11 system partners

"The event was well planned very informative and great networking opportunity" (March)

"The team do recognise the work that the care homes do. Thank you for investing this time with us. It mean an awful lot" (Sept)



Adult Social Care

Quality of life and outcome measures

- Aqua supported the system to explore existing quality of life measures, and test methods to measure the quality of life of Adult Social Care users in Salford.
- Aqua facilitated working group meetings and mini-workshops to discover the current state and agree opportunities to improve.
- The group identified gaps in local data and aligned to an evidence-based definition for quality of life which also includes CQC's areas of interest – Voice, Choice, and Control.
- An options document indicated that there was an opportunity to develop a bespoke approach aligning with existing survey feedback.
- A test of the Adult Social Care Outcomes Toolkit (ASCOT) indicated a lack of user comparator data, amongst other challenges.
- In 24/24: Aqua will continue to offer improvement coaching to the group leading this programme. The group will test using one simple question in provider visits – "what matters to you?".

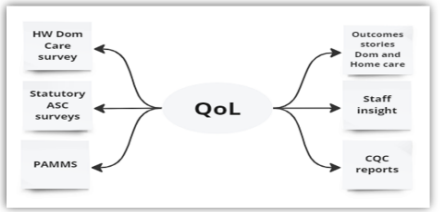
What we found

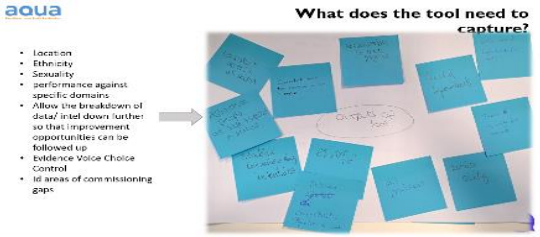
Data sources
- QoL domains
- Requirements
- Methods

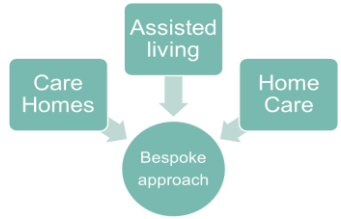
Methods
- Survey's
- Face to face
- Yearly package of care review - liquid logic

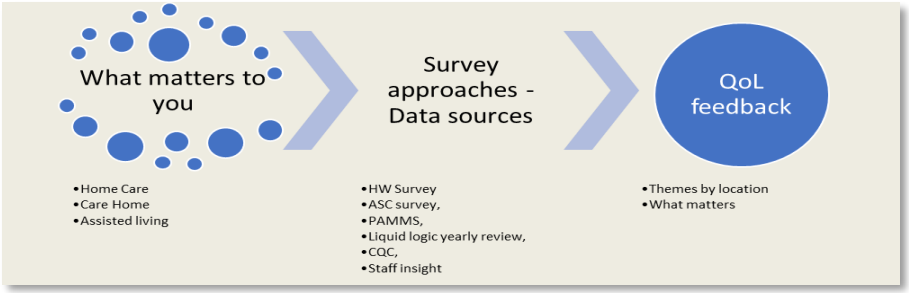
Domain	Definition
Control over daily life	The service user can choose what to do and when to do it, having control over his/her daily life and activities
Personal cleanliness and comfort	The service user feels he/she is personally clean and comfortable and looks presentable or, at best, is dressed and groomed in a way that reflects his/her personal preferences
Food and drink	The service user feels he/she has a nutritious, varied and culturally appropriate diet with enough food and drink he/she enjoys at regular and timely intervals
Personal safety	The service user feels safe and secure. This means being free from fear of abuse, falling or other physical harm
Social participation and involvement	The service user is content with their social situation, where social situation is taken to mean the sustenance of meaningful relationships with friends, family and feeling involved or part of a community should this be important to the service user
Occupation	The service user is sufficiently occupied in a range of meaningful activities whether it be formal employment, unpaid work, caring for others or leisure activities
Accommodation cleanliness and comfort	The service user feels their home environment, including all the rooms, is clean and comfortable
Dignity	The negative and positive psychological impact of support and care on the service user's personal sense of significance

Requirements
- Location, Ethnicity, Sexuality, Performance against specified domains
- System and process for social care related QoL measures to evidence voice, choice, and control (quality of life) of users
- Collect data in a way that can be interrogated to identify
  - providers and improvement opportunities.
  - areas of commissioning gaps







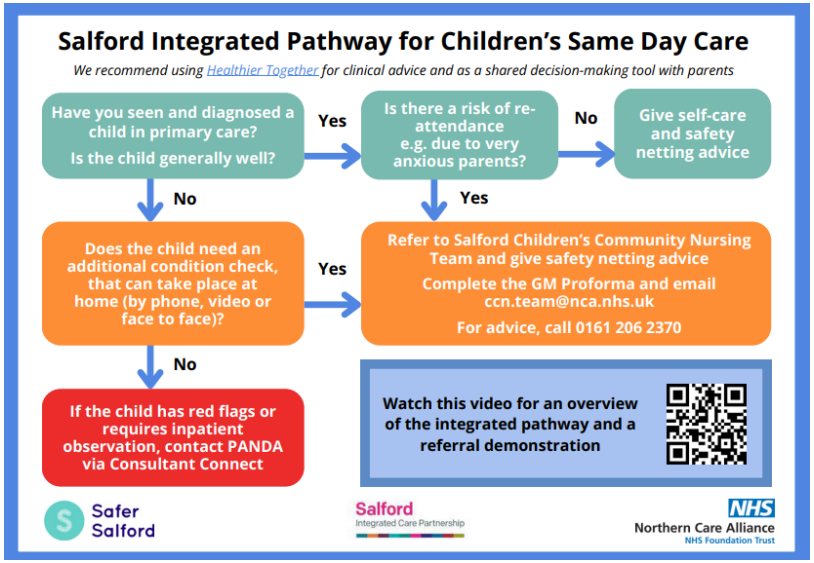


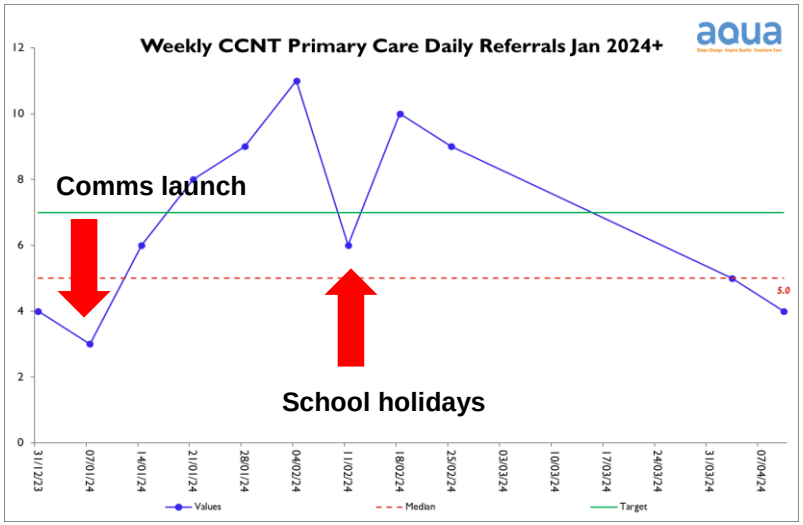
Safer Salford

Safety

Children's acute same day care pathways

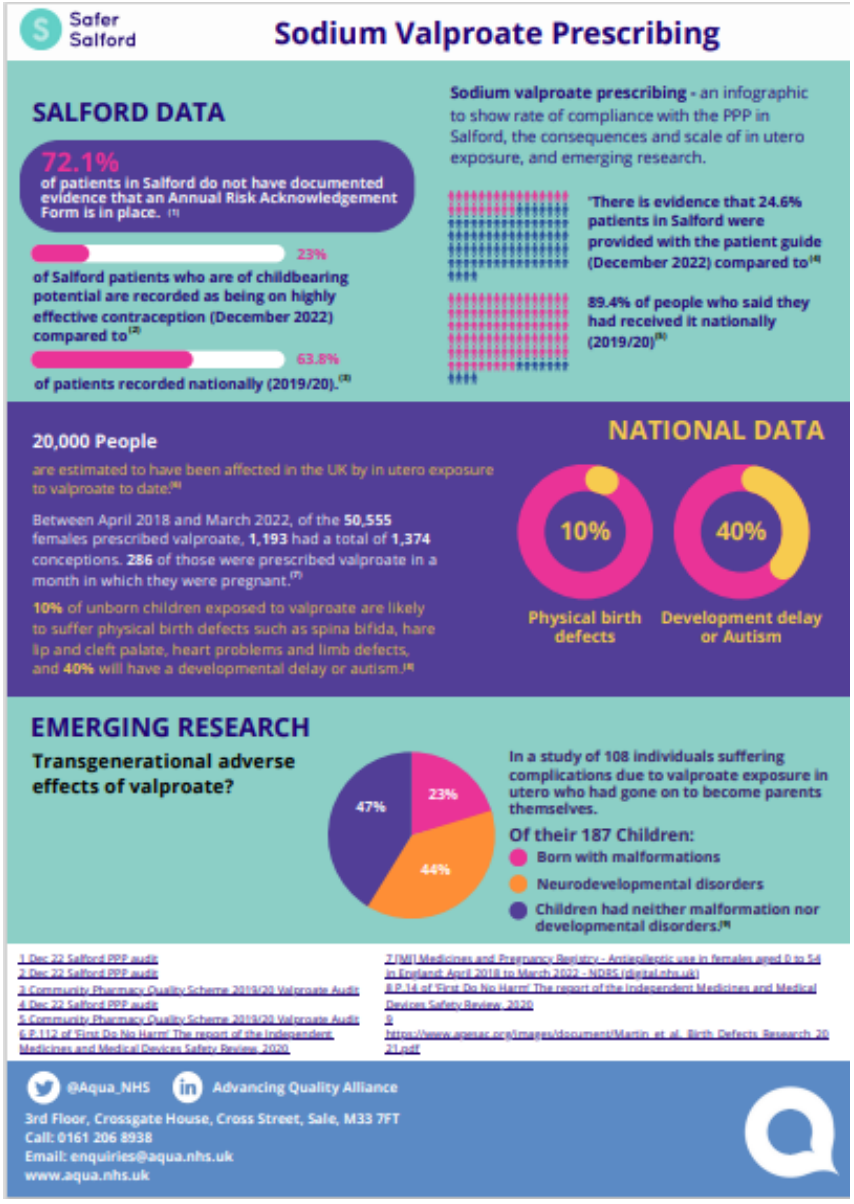
- Aqua was asked to identify opportunities to improve the primary care and children's urgent care interface.
- Aqua undertook a diagnostic visit to the children's urgent care unit (PANDA) and surveyed GPs. It also convened a working group from PANDA, primary care, the Children's Community Nursing Team (CCNT) and NHS GM Salford.
- The group sought to optimise same day children's acute care pathways and increase primary care referrals to the CCNT by 200% between January and June 2024.
- The group used personas of children with common acute conditions as a framework to explore system integration and improvement opportunities.
- They created a short video that was promoted to GPs, supported by a simple pathway, to showcase the CCNT's value. Data shows the video did create a short term, but not sustained, impact on primary care referrals.
- In 24/25: Aqua will continue to support data quality improvements with CCNT and will agree a targeted improvement plan with the working group.





Safer Salford

Safety



Sodium Valproate

- Aqua produced an infographic and completed 13 stakeholder insights (including with a woman with lived experience), which were analysed using the Competence, Opportunity, Motivation and Behaviour (COM-B) framework.
- An improved understanding of the behaviours that contribute to valproate prescribing, triangulated with data, has given Salford a more rounded understanding of the problem and opportunities.
- NHS GM Salford have shared high level outcomes of this work with NHS Greater Manchester Integrated Care to support action planning.
- In 24/25: Align actions into the new valproate patient safety alert and support the team entering the Aqua Medicines Safety collaborative. Case study will be finalised to share learning.

Safer Salford

Safety

- **Regulatory excellence (June 2023)** Building relationships and sharing learning on regulatory excellence with the local CQC inspector.
- **Medicines safety (October 2023)** Exploring issues and advice on preventing common medicines safety issues with Salford Medicines Optimisation.
- **"Mind the gap": (March 2024)** Scoping quality improvement opportunities and inequalities in primary care.



"Often we don't get information first hand and don't talk about our actual practice problems. It's been supportive and useful." ***Primary Care Safety Lead***

Safety60: Primary care patient safety leads

- Safety60 is a community of practice for primary care patient safety leads. Aqua organised, facilitated and cascaded the learning and outcomes of 3 sessions in 23/24.
- Sessions have been well attended by 29 people from 28 practices in total. Engaging discussion promoted transparent sharing of safety issues, strategies to prevent and respond, and sharing of best practice.
- A participant survey expresses a desire to continue to connect with regulators, build on medicines management, and focus on a targeted approach to inequalities and patient engagement.
- In 24/25: having successfully established the Community of Practice, Aqua will work with NHS GM Salford in Q1 to transition the long-term oversight of the group to NHS GM Salford.

Safer Salford

Health Equity

Community Leaders Development Programme

- Public Health asked Aqua to support Salford community leaders to design and deliver improvement programmes, as part of a Community Leaders Development Programme (CLDP). 30 Salford community organisations participated, alongside system partners including PCNs and mental health.
- Working with Public Health and Wasafiri, Aqua co-designed and supported the delivery of a “storytelling day”. Aqua led sessions on cultural competency and system thinking, and facilitating activities to identify common barriers and opportunities to improve.
- Aqua, Public Health and Salford CVS co-designed a second development session to address grant readiness, using influence, and used the Model for Improvement to supported them to design small tests of change.
- The community leaders have 3 change priorities: developing an inclusion standard for Salford, a social enterprise for translation and interpretation and developing an accessible, community-focused directory of information.
- In 24/25: Public Health will support the community leaders to working collaboratively in task and finish groups to deliver the change ideas.



“Thank you to all Aqua team, who stood by us and supported us through the delivery of our CLDP project. Your expertise, collaboration and commitment were invaluable in making this project a success”.

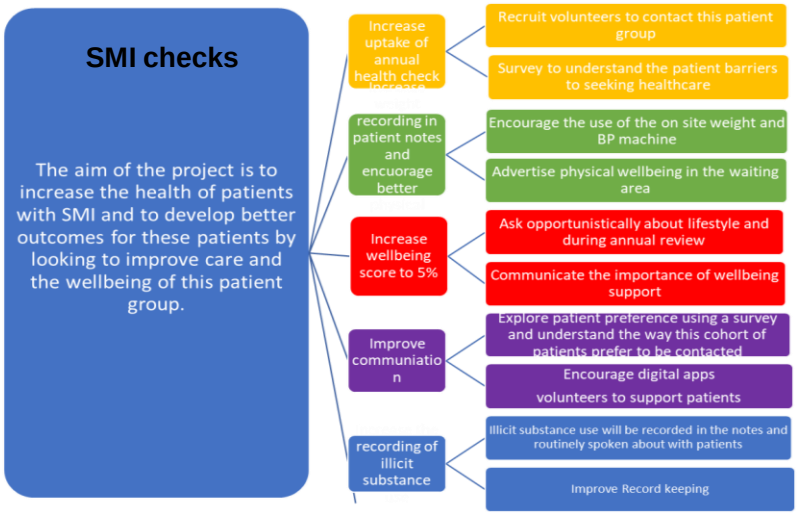
Souhad Alhoussari, Public Health Inequalities Improvement Lead
Salford City Council

Safer Salford

Health Equity

Core20PLUS5 quality improvement

- As part of Salford's local GP incentive programme (the Salford Standard), Aqua supported all 36 Salford practices to use a QI approach to reduce inequalities in one domain of the Core20PLUS5 framework.
- Aqua attend a practice managers forum to raise awareness of our support.
- We delivered another session on using our bespoke QI toolkit and provided access to online asynchronous learning for basic QI skills that 12 people completed.
- Aqua and Public Health also provided monthly drop-in coaching sessions for practices.
- Aqua supported the programme steering group and the review of practice submissions, working with NHS GM Salford and Public Health. Aqua obtained and shared evidence-based and good practice.
- Aqua facilitated a best practice learning showcase for Serious Mental Illness (SMI), with presenters from 2 practices in Salford and Manchester Mind sharing their QI approach, challenges, success and 'nuggets'.
- In 24/25: Aqua supported the planning of the 24/25 Salford Standard and will continue coaching support.



"One patient has refused to engage with Mental health reviews since 2015. We have engaged with him one to one and have completed his review. This shows that for those who are difficult to engage a more hands on approach is working."

Mosslands Medical Practice

Safer Salford

Health Equity

Access and Inequalities Phase 2

- Aqua led the co-ordination of the 23/24 covid-19 vaccine access and inequalities programme.
- Following 15 insight discussions with public health, communications, pharmacy, and primary care colleagues, Aqua then facilitated initial planning discussions with public health, PCN, and system colleagues to support programme co-design.
- This year's programme delivered 356 covid-19 vaccinations, alongside 34 flu vaccines, 25 health checks and 251 winter warm packs. Due to developing closer relationships between public health and PCNs, 16 people were supported to register for the first time with a GP.
- This year key community partners have been Mind (Mental Health), City of Praise (black African Christian community), Revive (Asylum seekers) and the Yemeni Community Association.
- In 24/25: Aqua has analysed the learning and group consensus on a ‘Salford’ approach to assist future vaccine programmes, aligned to the national vaccination strategy.



Safer Salford

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Shape Change Inspire Quality Transform Care

Salford
Integrated Care Partnership

Aqua is proud of our longstanding collaboration with NHS Greater Manchester (Salford), as their dedicated improvement partner for the past seven years.

We have co-designed and look forward to co-delivering a rich programme in 2024/25, retaining our focus on improving safety culture, system integration and health equity for the benefit of the people of Salford.

Safer Salford