Safer Salford
24/25 End of Year Report

April 2025

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Safer Salford 24/25 programme

- System improvement partner
- QI Fellows
- Strategy and comms

System improvement

- Adult social care provider excellence programme
- Integrated Commissioning Review
- Ageing well, falls and frailty
- Neighbourhoods
- Care Home Practice Review

System Integration

- Primary care Safety60 transition
- Same day care for CYP
- Sodium Valproate in neurology
- Mental Health high intensity users

Safety

- Addressing inequalities in primary care (Core20PLUS5)

Health Equity

The 24/25 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

24/25 overview

The 24/25 Safer Salford programme has been diverse and has included direct work with a number of partners with whom we are developing increasingly strong relationships:

- NHS Greater Manchester Salford
- 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 Salford CVS.

The commissioned programme was delivered in full and many workstreams will continue into 25/26. These include our support as system improvement partner, the provider excellence programme, and supporting implementation of the integrated commissioning review and neighbourhood development.

"Another successful year for the Safer Salford programme has seen it support our priority of embedding improvement and integration, as Salford looks to transform our health and care system and create the conditions to ensure we work closely together to support people's needs more systematically, in line with the awaited 10-year health plan.

The integrated commissioning review carried out this year has ensured we are in a position to respond to the asks of this plan.

The programme focus on high intensity users and continuing our provider excellence programme also makes us well placed to respond to the NHS planning guidance on system, focusing on populations with complex needs.

The Safer Salford programme continue to be an adaptive and integral part of our improvement delivery in the Salford locality."

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

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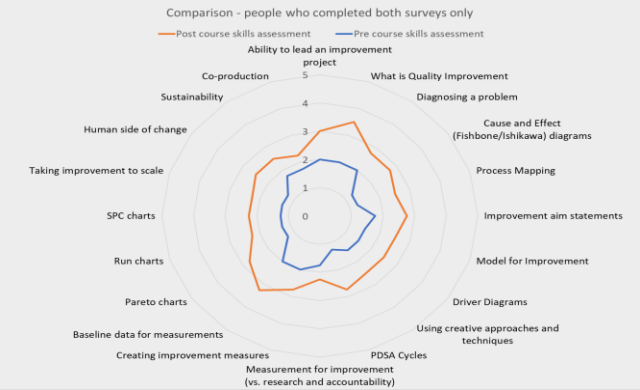
System Improvement

System Improvement Partner: Public Health QI Capability Building

- In Q1, Aqua supported the public health (PH) learning hub by delivering a session on Quality Improvement (QI) in action. The participants and the wider PH team were offered the opportunity to express interest in an offer for self-led learning and coaching on QI, scheduled to run in Q2 to Q3.
- The participants undertook self-led QI Basics training via the Aqua online hub, and applied learning to their chosen project. 4 projects were identified, which were a mixture of team and individual projects.
- 16 people enrolled initially. 6 attended session 1, 7 attended session 2, and 2 attended session 3. 9 did not attend or withdrew their interest.
- Reflections and observations identified a desire for formal classroom-based QI training, and this has been shared with ICB. 4 people completed both the pre- and post-programme self-assessment, and this showed progress from novice/beginner to beginner-intermediate level (see diagram).
- Next steps: revisit the appetite for formal classroom-based QI training.



Participant fed back that they valued:

- the explanation and support provided by working through the improvement tools and linking it to their projects
- examples shared
- generating new ideas
- support on how to progress their work.

The participant survey showed an increase in confidence levels following each session.

Comparison of pre (blue line) and post (orange line) skills assessments for the Public Health QI Capability Building.

QI Fellows 24/25 Cohort

- Aqua is the quality improvement training delivery partner for Salford's well-established QI Fellows Programme.
- The 5th cohort commenced in 2024/25 with 10 delegates.
- Aqua provided 2 bespoke introductory sessions for delegates, and all Fellows also accessed:
  - Improvement Practitioner
  - Introduction to Human Factors
  - Measurement for Improvement
- Next steps: The Fellows are applying their learning to an improvement project and will share their impact later in 2025. A possible 6th cohort is also being scoped.

System Improvement Partner:

- Aqua provided agile improvement support to a CVD and diabetes workshop and supported early scoping of the movement programme during Quarter 1.
- Next steps: Agile access to facilitation support, leadership and OD, and improvement training remains an offer through Safer Salford in 25/26.

System Integration

Provider Excellence Programme

- Aqua co-delivered 4 events as part of the Safer Salford Provider Excellence programme for adult social care (ASC) providers (care homes, home care and assisted living).
- The events were delivered in partnership with the Northern Care Alliance Procurement and Market Management Team.
- Care providers and system partners were engaged prior to each event to ensure we selected the topics that would add most value.
- 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 ASC providers.
- Care providers appreciated the opportunity to network with other providers and system partners and used their learning from the events to inform improvements to ways of working.
- The events were rated an average of 9/10 by participants.
- Next steps: The programme will continue to deliver quarterly events in 25/26, ensuring areas of focus are chosen in line with system priorities.

47 ASC Providers

199 delegates

8 system partners

"This was a very interactive session. I was able to get clarity with things I needed answers to and didn't know who to ask"

Delegate feedback



- **Falls and Frailty (July):** Age UK, Inspiring Communities Together, Health Improvement, Salford Community Leisure, Northern Care Alliance (NCA), North West Ambulance Service, Salford Adult Safeguarding Team
- **Person Centred Care, Shared Decision Making and Well-Led (September):** Aqua
- **Safeguarding (December):** Salford Adult Safeguarding Team, Greater Manchester Police
- **Safe Discharge (March):** Northern Care Alliance

"These meetings have been very beneficial, even though I have been in my role for many years, there are still improvements which we make as a direct result of the speakers and knowledge gained from these events."

Delegate feedback

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System Integration

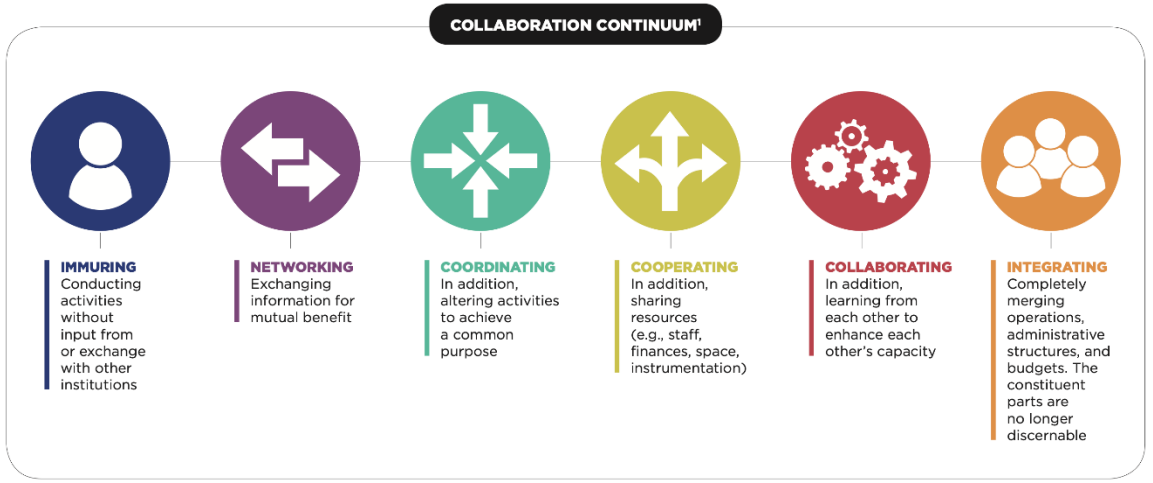
Integrated Commissioning Review

- NHS GM Salford asked Aqua to support its review of Salford's integrated commissioning arrangements, to evidence impact and adapt the commissioning model to meet the system's future needs.
- Aqua was a member of the delivery team, and led designated aspects of desktop research, impact analysis and stakeholder engagement for the governance and people components of the review.
- Aqua undertook 37 insight calls, a best practice review with other GM localities and a data diagnostic, then analysed and presented key themes and opportunities. These were triangulated with learning from the finance review and national evidence-base.
- Aqua supported the presentation and discussion of findings with the Integrated Leadership Team (ILT) in December and with wider stakeholders in January.
- Aqua led an integrated commissioning development session with the ILT in March, using the collaborative continuum and improvement methodologies. The ILT articulated its integrated commissioning priorities for 25/26, maintaining team morale and clear direction in the context of a challenging financial climate and emerging transformational guidance.
- Next steps: Aqua will support the implementation of the review's findings in 25/26.

Strengths
- Examples of IC impacting outcomes e.g. LD and MH
- Pooled budget since 2001
- Triple aim
- 25 years of partnership and collaboration
- Integrated commissioning roles

System change
- Structural changes: pandemic, NCA, ICB
- Pooled budget shifted from 70% NHS to 70% LA
- Financial pressures impact decision making

Opportunities
- Shared purpose and values of ILT
- Simplify integrated governance
- Fewer defined priorities (wicked problems requiring collaboration)
- Broaden scope e.g. housing, fire, police, VCSFE
- Staff and user co-production



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System Integration

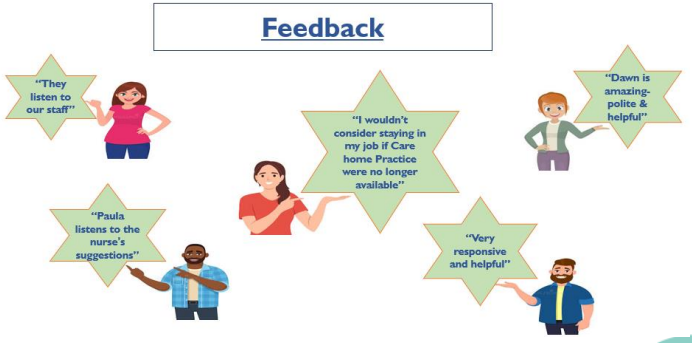


Ageing Well, Falls and Frailty

- Aqua was asked to help system leaders to develop a shared understanding of ageing well, falls and frailty initiatives in Salford, including their strengths and opportunities.
- Aqua analysed stakeholder submissions on existing programmes to create a visual analysis of ageing wells, falls and frailty initiatives, governance and measures.
- We facilitated a well-attended multi-agency workshop in July where partners agreed a shared purpose and priorities. The complexity of the system and governance was highlighted.
- Aqua supported follow-up coaching calls and workshops with key stakeholders to map current workstreams, measures and statutory guidance.
- Next steps: The Salford system used the programme outcomes to revise terms of reference and membership of its Frailty group and is driving forward priority multi-agency actions.

Care Homes Practice Review

- Aqua has commenced support of Salford's Care Home Practice review.
- The review is in a planning stage, but Aqua has undertaken initial engagement with care home practice managers on the practice's value and improvement opportunity; this will help shape later stages of the evaluation framework and impact analysis.
- Next steps: Aqua will support stakeholder engagement and impact triangulation during 25/26.



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System Integration

Neighbourhoods

- Aqua was asked to support the Salford system to revise its vision and purpose for neighbourhood delivery of health and care services.
- We joined a planning group alongside the Salford Care Organisation (SCO) transformation team and senior responsible officers for neighbourhoods from the ICB, public health and Adult Social Care.
- Aqua facilitated a short session with the Provider Board in autumn, using themes from national evidence and best practice to kick-start discussion on future opportunities for neighbourhoods in Salford.
- We also convened Greater Manchester ICB and local authority partners to share their neighbourhood models and future direction. Combined with national and regional policy, this inspired new thinking and confirmed the essential components of a revised neighbourhood working model.
- Aqua led an engagement session with front-line stakeholders who are leading community engagement in the system, including representatives from Salford's voluntary and community sector. The session obtained an overview of the current engagement approach and explored opportunities to improve and sustain co-production at neighbourhood level.
- Finally Aqua and the SCO Transformation team co-led an interactive Provider Board session in February to help the Board describe their future neighbourhood transformation plan.
- Next steps: Aqua will support implementation of a gap analysis and delivery as part of the 25/26 programme, and lead on co-production approaches.



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Safety



"As a busy practice manager, the Safety 60 sessions provide me the perfect concentrated hit of information, support and ideas for improvement"

Delegate feedback

Safety 60 Feedback: Learning Disability Session

1300 people on the register. Wider inequalities than the homeless population

Q: What is going well / not so well in your practices?

Key Risk	Positive Practice	Negative Practice
Weight m'ment	• Services are available • Want to test a weight template (developed by Dave) • Wheelchair scales are soon to be available in day centres	• Services not always easy to use / navigate and understand • Difficult to assess if wheelchair / condition related • Difficult to address
Health Checks	• Some really engaged families and care providers • The MOT in your birth month is a good reminder • Great uptake across the system • Many practices have adapted invites (large font / plain English / symbols) • Template helps standardise reviews • Salford 6% above the national average	• Issues with getting people physically in for reviews • Some issues with care providers who don't bring their service users in • DNA management is challenging is cause of DNA is unclear – is it carer / person / provider? • Need training to use templates
Screening	• Breast screening pathway working well	• Lack of clarity and support re anti psychotics and the aftercare needed
Imms & Vaccs	• Some practices are well engaged • Rates in some Imms v good (e.g. HPV)	• Impacted by access and DNAs • Challenges re longer appointments that may be needed

Primary Care Safety60

- 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 24/25.
- Session planning was codesigned with participants and topics included medicines management, reducing inequalities and learning disabilities.
- 42 people from 24 different practices attended, and safety-related discussions promoted transparent sharing of safety issues and of best practice.
- Next steps: A 'spin off' workstream focused purely on improving primary care learning disability services is being scoped for 25/26 work to run in parallel with the Safety 60 community, who have expressed an interest in helping shape and support developments.
- Having successfully established the Safety60 as a thriving community of practice, Aqua has handed over delivery to NHS Greater Manchester Salford from 25/26.

Safer Salford

Safety

Children's same day acute care pathways

- In 23/24, Aqua was asked to identify opportunities to improve the primary care and children's urgent care interface.
- Working with a strong delivery group including representatives from Salford's paediatric urgent care centre (PANDA), Children's Community Nursing Team (CCNT) and NHS GM Salford, we used learning from the 23/24 bronchiolitis campaign to design a 24/25 programme focussed on closer integrated working between CCNT and PANDA.
- Aqua provided on-going data quality support to the CCNT to improve its capture and analysis of primary care referral information.
- We also led a retrospective opportunity audit using 2 weeks of primary care referral information, to understand the proportion of those referrals that could potentially be managed in by CCNT (see audit headlines).
- Findings were discussed and shared with the steering group, urgent & emergency care and paediatric service leads, and at a Salford winter planning event.
- Whilst opportunity exists, the delivery group and system leads agreed that the timing may not be right for transformation due to wider system re-design and the programme was paused.
- Next steps: Aqua can recommence support during 25/26 after the completion of the system re-design.

"Working with the Aqua Safer Salford team has been useful in helping us collect and understand referral data and patterns of attendance.

This has given us insight in which has helped bring about a system level improvement opportunity that has the potential to improve services for children and families by reducing variation and ensuring timely and appropriate intervention from primary, secondary and community services."

Emma Molden, Lead Nurse for Targeted Services (Childrens), NCA

Audit Headlines

- 77 referrals over 2/52 period
- 40% - 31 suitable patients for CCNT

- 42% - 13 within CCNT core hours (before 4pm)
- 58% - 18 after 5pm (see graph for distribution)

- 11 referrals (14% from GP OOH) 1 x OOA
- 3 patients DNA'd post referral (4%)
- 1 DNA was safeguarding

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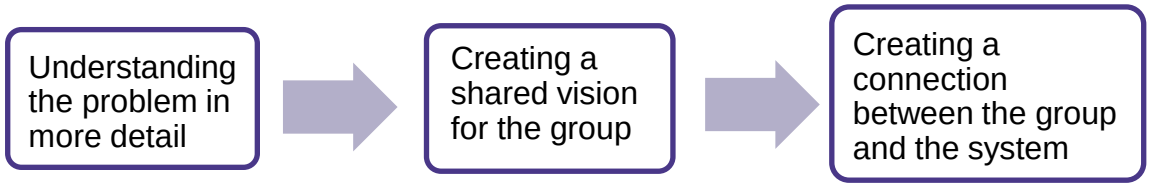
Safety

Mental Health High Intensity Users

- Aqua was asked to support the Salford High Intensity Users (HIU) Group with some improvement work focused on:



- We completed insight discussions with over 10 professional stakeholders, including all core parties except Greater Manchester Mental Health.
- We drafted a framework terms of reference (ToR) and led a session with the HIU group in July to introduce and revise this. The ToR is a live document and is updated at regular intervals.
- We then developed a framework for mental health HIUs ethnography, in partnership with a Salford CVS researcher, co-designed with ICB, GMMH and NCA leads.
- Next steps: Ethnographic research with HIUs is underway and will roll on into 25/26 Q1 due to challenges with engagement. Initial findings from research conducted so far have been shared with the steering group to inform immediate improvement and care planning. Some of the ideas for improvement discussed include a dedicated MH waiting area in ED and making crisis care in the community more accessible.

Sodium Valproate

- A place for the Salford team on Aqua's Medicine's Safety Collaborative was funded from the Safer Salford budget.
- The collaborative is now complete, and the Salford team lead felt that taking part helped to reconnect system partners after previous engagement challenges.
- Next steps: The team identified several next steps, including work with both primary and secondary care and development of a cross-sector dashboard.

"The Aqua team have been extremely supportive in ensuring the high intensity user services at Salford are optimised, and the structure is sound, such as developing terms of reference. They have recognised how improvements can be made and offered constructive strategies. In addition, they have extended the opportunities to learn and improve our service such as through ethnographic research."

Helen Metcalfe, Emergency Department High Intensity and Behaviour Lead, Salford Care Organisation, Northern Care Alliance

Safer Salford

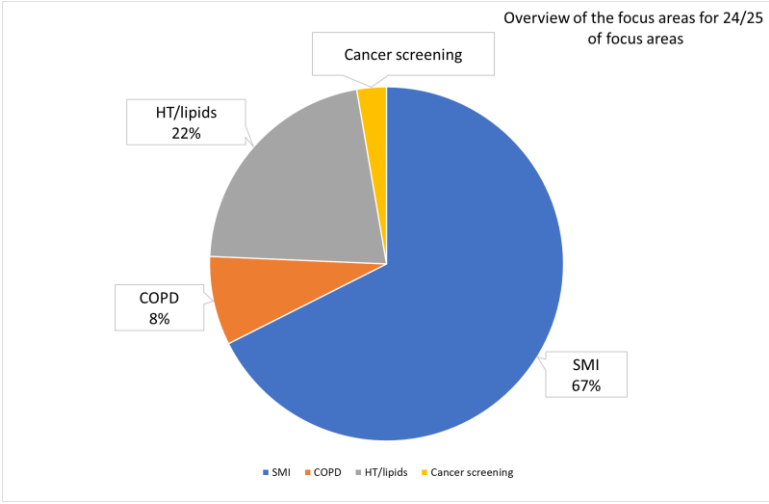
Health Equity

Addressing Inequalities in Primary Care (core20PLUS5)

- 36 GP practices in Salford identified an improvement area linked to Core20PLUS5 (excluding maternity), as part of the Salford Standard.
- The practices were supported to take a QI approach, using data and insight to inform their planning and decision making.
- Each practice had access to:
  - Pre-scheduled quarterly drop-in sessions for coaching and troubleshooting (delivered in partnership with Salford Public Health)
  - Aqua's QI Basics (e-learning) to develop foundational QI skills
  - A QI toolkit provided by Aqua.
- Most practices used a QI approach to inform their improvement work, identify their target group, design their improvement ideas and monitor the progress.
- Aqua facilitated a best practice learning showcase, where the Height General Practice shared their journey tackling cardiovascular disease, demonstrating the use of data, local insight and leveraging staff motivation.
- Participants said they found the toolkit useful and informative, and the drop-in sessions supportive. They said that the approach helped focus and progress their improvement projects and they are likely to continue to adapt and apply the approach to other work.
- Next steps: Continue to encourage the use of resources and provide access to shared learning. The ICB leadership is working with public health to inform a primary care network-based approach for 25/26.

"It has been a pleasure working alongside Aqua enabling system change, encouraging GPs to think outside of the box to improve access, experience and outcomes in healthcare."

Jordan Moore - Strategic Manager Public Health Inequalities Improvement



Safer Salford

aqua

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 eight years.

We have co-designed and look forward to co-delivering a rich programme in 2025/26, retaining our focus on improving safety culture, system integration and health equity for the benefit of the people of Salford.

Safer Salford