



Neighbourhood Mental Health in Greater Manchester

A local evaluation for Salford



**Part of the
Greater Manchester
Community Mental Health
Transformation**

Version 2. March 2025

*'This treatment has saved my life and
given my children their mum back'*

(Salford Living Well* People survey 2024/25)

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Introduction to the model

Salford Mental Health Neighbourhood Team (formerly Salford Living Well) is based on the Living Well model; an innovative approach to helping people achieve good mental health in community settings.

By bringing together new networks and putting people's strengths and lived experience at the centre of care and support, the model is designed to help adults, including younger and older adults with complex mental health needs, recover and stay well as part of their community.

Statutory and voluntary sectors work together with people with lived experience, both as a multidisciplinary team and as a network, creating a connected front door to community, mental health, and practical support.

In Salford, partners came together to co-design a model that is trauma informed, strengths based, and solution focused.



Context and purpose

2019 - 2022

Cordis Bright conducted an [evaluation of Salford Living Well](#) (now Salford Mental Health Neighbourhood Team) as part of [an evaluation of three Living Well sites across the UK](#).

The evaluation found that in Salford and across the UK:

- Good evidence that the Living Well approach supports people to make progress towards improved mental health and quality of life.
- Staff employed in Living Well models experience high levels of satisfaction.

2022 - 2024

Innovation Unit created *Learning and Evaluation Guidance for Living Well in Greater Manchester (GM)*.

This included:

- A framework of outcomes mapped to *Living Well in Greater Manchester: A Guide*
- Outcomes identified as core to the Living Well model and mandated by NHS England
- Identification of existing suitable measures
- Creation of surveys to fill gaps for outcomes without suitable measures

These were developed alongside system leaders, teams, and people with lived experience.

2024 - 2025

Innovation Unit conducted a follow on evaluation of Salford's Mental Health Neighbourhood Team (Salford Living Well).

The main purpose was to:

- Test developed surveys
- Identify an evaluation approach that feasibly can be replicated across all Living Well or Mental Health Neighbourhood Team offers in GM (i.e. does not require external evaluators and could be systematised and embedded).

So, the process and outcomes are less extensive than the 2022 evaluation.

2025 - beyond

In order for local Living Well or Mental Health Neighbourhood Team to replicate this analysis approach, Innovation Unit has also created a guide to enable other localities to create similar reports.

This sits alongside the *Learning and Evaluation Guidance for Living Well in Greater Manchester (GM)*.

The practical guidance includes the surveys developed (and refined following this exercise).

It should be noted that the approach would be more feasibly embedded with interoperable solutions.

Core outcomes

Throughout this report data has been matched to the outcome that it helps understand. You will find this at the bottom of each page alongside the data source.

In developing the outcomes framework, some outcomes were identified as:

- Mandated by NHS England
- Core to the Living Well model
- Necessary to understand the performance and impact of Greater Manchester's whole Community Mental Health Transformation

These are therefore pulled out as 'core outcomes' meaning they are the outcomes for which local Living Well offers or Mental Health Neighbourhood Teams should prioritise systematising and embedding into their offers.

1.1 People are making progress towards their own personal goals.

1.2 People's quality of life and well being is improving.

1.3 People's personal, social and financial well being is improving

1.4 People are satisfied with their care.

1.5 Outcomes are equitable for people across communities, including younger and older people, and people from black and minority ethnic backgrounds.

2.1 People with lived experience and carers feel meaningfully engaged in all aspects of governance, design, delivery and evaluation.

3.1 Increase in number of people accessing support within their local Primary Care Network.

4.2 Team members work as one, non-hierarchical team, with common goals and practices.

4.4 Peer workers are supported to work as active and engaged members of the team.

5.2 People have choice and control over care and support that is personalised, strengths-based, and trauma informed.

8.1 Access and care is inclusive and responsive to the needs of all adults, including younger and older adults, and people with different identities and experiences, including race, ethnicity, gender, sexuality, disability and caring responsibilities.

9.1 Workforce roles and numbers are sufficient to deliver high quality care.

14.1 Open, trusting, learning cultures are visible across every level of the system.

To identify an approach that feasibly can be replicated, the analysis approach prioritises the above outcomes.

The staff survey used was created for the Cordis Bright evaluation to enable comparison. As a result, there is no data available for outcomes 4.4 and 9.1. The key areas of improvement in this report and revised surveys reflect this.

There is also no data available for outcome 3.1, this will need to be resolved if 3.1 is still considered a required outcome.

Enhanced outcomes with supporting data

Enhanced outcomes are also part of the outcomes framework developed as part of the *Learning and Evaluation Guidance for Living Well in Greater Manchester*.

Where possible, this evaluation has tried to measure enhanced outcomes, and found data for the following enhanced outcomes:

- 4.3 Team members can access the training and support they need
- 5.1 People access a range of support tailored to their needs
- 6.1 Health, VCSE, and Local Authority services are integrated
- 6.2 The offer is aligned with other services, including IAPT, CYP & perinatal
- 6.3 People access coordinated support from across the network
- 7.1 People feel safe and connected to the people and resources in their communities
- 7.2 Mental health and distress are de-stigmatised and seen as everyone's business in the community
- 9.3 Staff are satisfied in their work
- 11.1 Stakeholders (statutory, VCSE and people with lived experience) working towards a shared vision
- 11.2 Stakeholders feel safe and supported to play an equal part in the change
- 11.3 Vision and priorities are responsive to local context and need
- 12.1 New model design extensively co-produced by service users/carers

13.1 Leadership and governance is collaborative and inclusive at every level

13.2 Spaces for collaboration feel safe and inclusive

This approach did not pull through adequate supporting data for the following enhanced outcomes:

- 4.1 Multidisciplinary place-based model is in place
- 5.3 Principles for equalities embedded in care provision
- 6.4 Specialist services freed up to support people with more complex needs
- 10.1 Locality teams have developed and implemented an approach to evaluation & learning
- 10.2 Stakeholders are actively involved in evaluation, learning, and improvement
- 12.2 People who use and work in our services continue to be actively involved in co-designing, co-delivering and co-evaluating the offer
- 12.3 Stakeholders understand which aspects of change have already been agreed and which can be co-designed locally
- 13.3 Commissioned services work well together and explore opportunities for new joint endeavours
- 14.2 Localities teams are committed to finding and testing new ideas

Approach, data sources, and limitations

Category	Measures used in this evaluation	Data scope	Benchmarking or interpreting data
Patient Reported Outcome Measures (PROMs)	ReQol-10 scores	People whose support was ended between December 2024 and February 2025 with paired outcomes data at two points in time for ReQol-10 scores, or who completed the survey for survey responses.	Interpreting ReQol-10 Guide NHS Talking Therapies (Jan 2025)
	GM Living Well People Survey		NHS Community Mental Health Survey (2023)
Cohort measures	Cohort demographic data	People who had a case open on 28th February 2025	Census 2021 & Patients Registered at a GP (Feb 2025)
Team measures	Salford Living Well Survey for Staff	Responses from team members, of any employing organisation and discipline, collected between December 2024 and February 2025	NHS Staff Survey (2024)
Stakeholder measures	GM Living Well Stakeholder Survey	Responses from stakeholders who received the survey (PCNs, leaders of VCSE partner organisations who are not employed in the offer, members of the wider network, collaborative lived experience members, adult social care, and commissioners).	

Limitations

- Three month data collection period limited ability to assess outcomes by demographic group.
- Though Dialog+ measures were collected, the evaluation chose to focus on one measure. Preference was given to ReQol-10 as a clinically validated measure enabling interpretation.
- A new referral and assessment hub opened in Salford during the data collection period. System delays (that are being unblocked) emerged, so cohort size and referral data is not considered.
- The name of the offer was changed after the data capture period. Surveys used in this evaluation refer to Salford Living Well, but all responses relate to the same offer, now named Salford Mental Health Neighbourhood Team.

Size of data samples

- ReQol-10 scores (n=113)
- GM Living Well People Survey (n=24)
- PowerBI demographic data (n=684)
- Demographic data from ReQol-10 dataset (n=203)
- Living Well Survey for Staff (n=48)
- GM Living Well Survey for Stakeholders (n=13)
- Benchmarking data sample size included by question

Key findings

Outcomes for people

The data suggests that Salford Living Well (hereafter referred to as Salford Mental Health Neighbourhood Team) continues to achieve outcomes similar to the those measured in the Cordis Bright evaluation:

- **55%** of people supported by Salford Mental Health Neighbourhood Team experience a reliable improvement in their recovery and quality of life.
- **100%** of people agreed or strongly agreed that the support they received has improved their wellbeing.
- **91%** of people agreed or strongly agreed that the support they received from Salford Mental Health Neighbourhood Team was more helpful than support they received in the past.

Outcomes for stakeholders

Within a wider community of stakeholders:

- **69%** strongly agree or agree that partners work together to ensure that voices from across the community are heard in the co-creation of the model.
- **62%** agree or strongly agree that increasingly people in Salford, see mental health as everyone's business.

Outcomes for staff

Surveys measuring the staff experience of the Salford Mental Health Neighbourhood Team showed that:

- **94%** of staff would recommend their organisations as a place to work.
- If a friend or relative need mental health support, **100%** would be happy with the standard of care provided by Salford Mental Health Neighbourhood Team.
- **90%** of staff feel that they can make mistakes and ask for help easily to a great or very great extent and the remaining **10%** feel so to a small or moderate extent



Key findings: areas for improvement

Access

People within the Other White ethnic group, from the Broughton neighbourhood and the Eccles and Irlam neighbourhood, aged under 25, and over 55 are lesser represented in data about the cohort people supported by Salford Mental Health Neighbourhood Team (Salford Living Well) than in population data.

Multi-disciplinary working

There is evidence of significant improvement in the how staff experience multi-disciplinary working: only 4% of staff feel that the team is a non-hierarchical group of practitioners to a small extent or not at all. This has reduced from 27% in 2023 and 18% in 2022. Though, they shared some feedback in the staff survey to further improve this which is detailed in the report.

Staff satisfaction

There is evidence that staff in Salford Mental Health Neighbourhood Team (Salford Living Well) experience high levels of satisfaction. They also shared some feedback in the staff survey to further improve this.

Collaboratives, system approach to change, and integration across the system

Very few questions in the stakeholder survey received any 'strongly disagree' responses and 'disagree' responses tended to be a small proportion. This means that those which received 'strongly disagree responses' and/or had a larger proportion of 'disagree' responses stand out for improvement. They point to improvements in collaborative spaces, in developing a shared understanding of what stakeholders want to achieve by developing the offer, and in integrating the offer with Primary Care.

Data collection and analysis

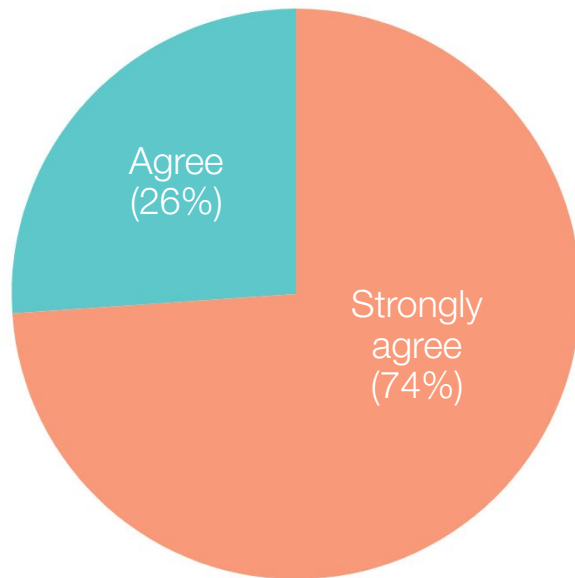
- Improve data collection around ethnicity: 8.8% of people have unknown or not stated ethnicity.
- The approach, using a 3 month data capture period, meant it was not possible to capture a large enough sample to understand outcomes by demographics.
- The Salford Staff Survey broadly map to the core outcome measures although two are missing. There are questions from the standardised survey that should draw this data.
- Though collated, data around interventions consisted of an extremely long list. Some were very broad and others very specific. Grouping or theming interventions and creating a list which staff must select from would enable better analysis about the offer and it's outcomes.

Key Outcomes

People's recovery and quality of life

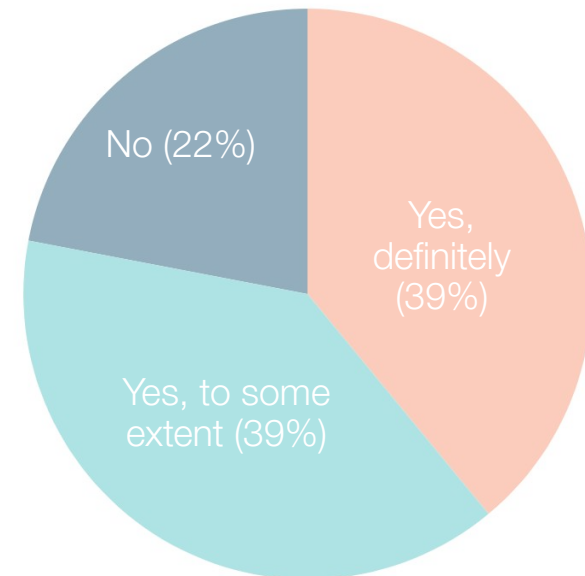
Person Centred Outcomes

Thinking about the support you received from Living Well [Salford Mental Health Neighbourhood Team], did you get the help you needed?



National results from the NHS Community Mental Health Survey 2023:

Did you get the help you needed?



Indicators for outcome:

1.1 People are making progress towards their own personal goals

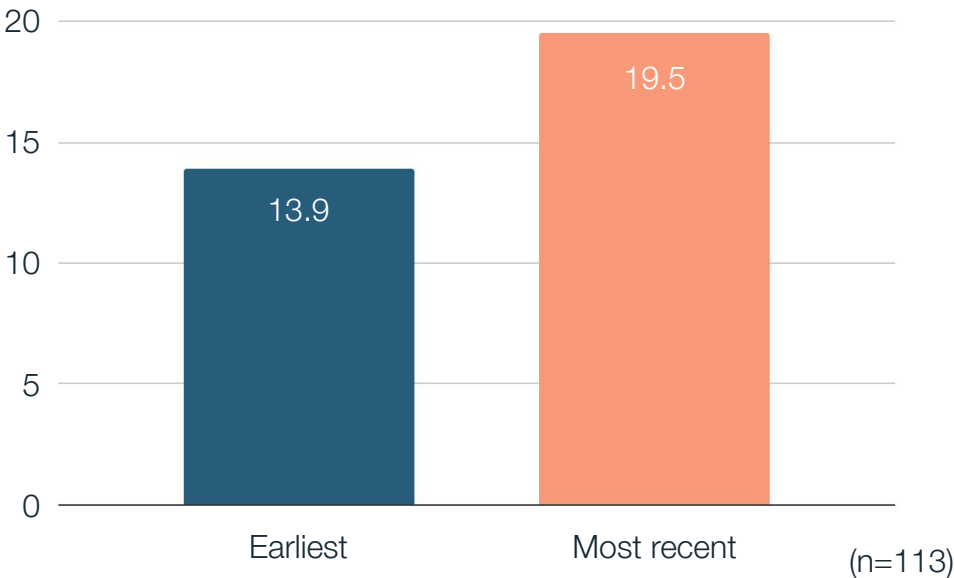
Data sources:

GM Living Well People Survey (n=24)
National Community Mental Health Survey 2023 (n=14200)

People's recovery and quality of life

There was a statistically significant increase in the mean ReQoL 10 score from 13.9 at the earliest point of support to 19.5 at the most recent measurement suggesting that people who access Salford Mental Health Neighbourhood Team (Salford Living Well) continue to, on average, make positive progress towards recovery.

Average changes in recovery & quality of life score (ReQoL 10)



55%

of people experienced a reliable improvement in their recovery and quality of life score

34% experienced no reliable change and 12% experienced a reliable deterioration. (n=113)

The 2022 Cordis Bright evaluation found that 57% of people saw a reliable improvement in their ReQoL score, 35% experienced no reliable change, and 8% experience a reliable deterioration. (n=167)

A change in ReQoL-10 scores of 5 points or more represents a meaningful and reliable difference (and not a result of measurement error).

Indicators for outcome:

1.2 People's quality of life and well being is improving

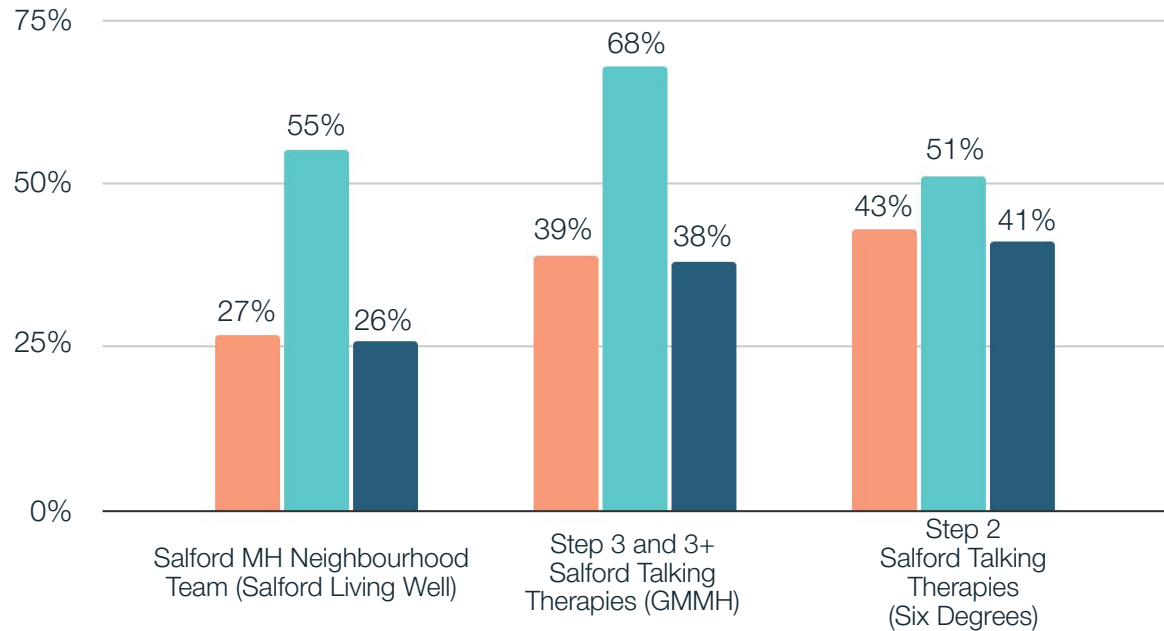
Data sources:

ReQoL-10 scores for cases closed in the 3 month review period with paired outcomes data (n=113)

Recovery, reliable improvement, and reliable recovery

Recovery Rate Reliable Improvement Rate Reliable Recovery Rate

Outcome indicators compared to available service data



Interpreting this data

This data has been benchmarked against NHS Talking Therapies because there is limited published and up to date data for recovery, reliable improvement, and reliable recovery rates available.

However, it is important to note that the NHS Talking Therapies is a Primary Care offer whereas Salford Mental Health Neighbourhood Team (Salford Living Well) is designed for people previously bounced between primary and secondary care thresholds and therefore lower rates of reliable recovery could be expected. Of those who remained within the clinical range at the end of support, 45% still experienced a reliable improvement and 100% of people surveyed strongly agreed or agreed that they got the help they needed.

Additionally, NHS Talking Therapies is a clinical workforce and Salford Mental Health Neighbourhood Team (Salford Living Well) brings together multi agency teams, including staff at different levels addressing a range of needs.

Both GMMH and Six Degrees are partners in Salford Mental Health Neighbourhood Team (Salford Living Well).

Indicators for outcome:

1.2 People’s quality of life and well being is improving

Data sources:

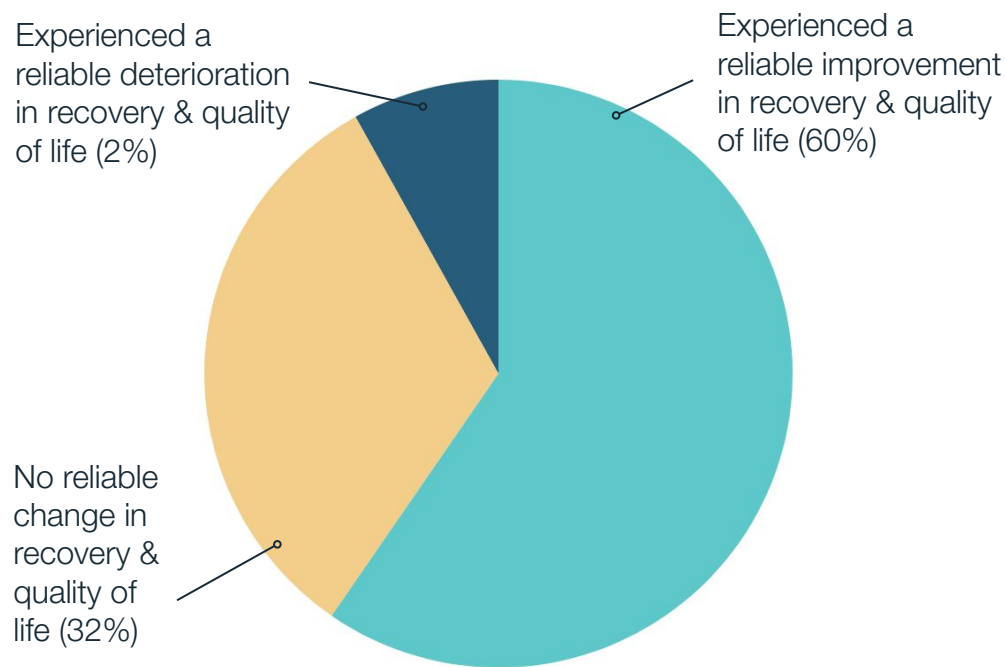
ReQoI-10 scores for cases closed in the 3 month review period with paired outcomes data (n=113)
NHS Talking Therapies, January 2025: GMMH (n=730), Six Degrees (1140)
GM Living Well People Survey (n=24)

Recovery and quality of life for those within the clinical range

ReQoL-10 scores of 24 and under are within the clinical range of needing support. Looking at the scores collected before people's support ends (and where there is paired outcomes data) a significant proportion of people (73%) the mean average score (19.5) remain within the clinical range.

This suggests that the 'stepping down' approach, and welcoming returns, is important to maintain.

Outcomes for people falling within the clinical range



27%

of people supported by Salford Mental Health Neighbourhood Team (Salford Living Well) experienced a reliable improvement from below the clinical threshold to above

73% remained below the clinical threshold in their most recent assessment prior to closure. Nonetheless, of those who remained below the clinical threshold, 46% still experienced a reliable improvement.

Indicators for outcome:

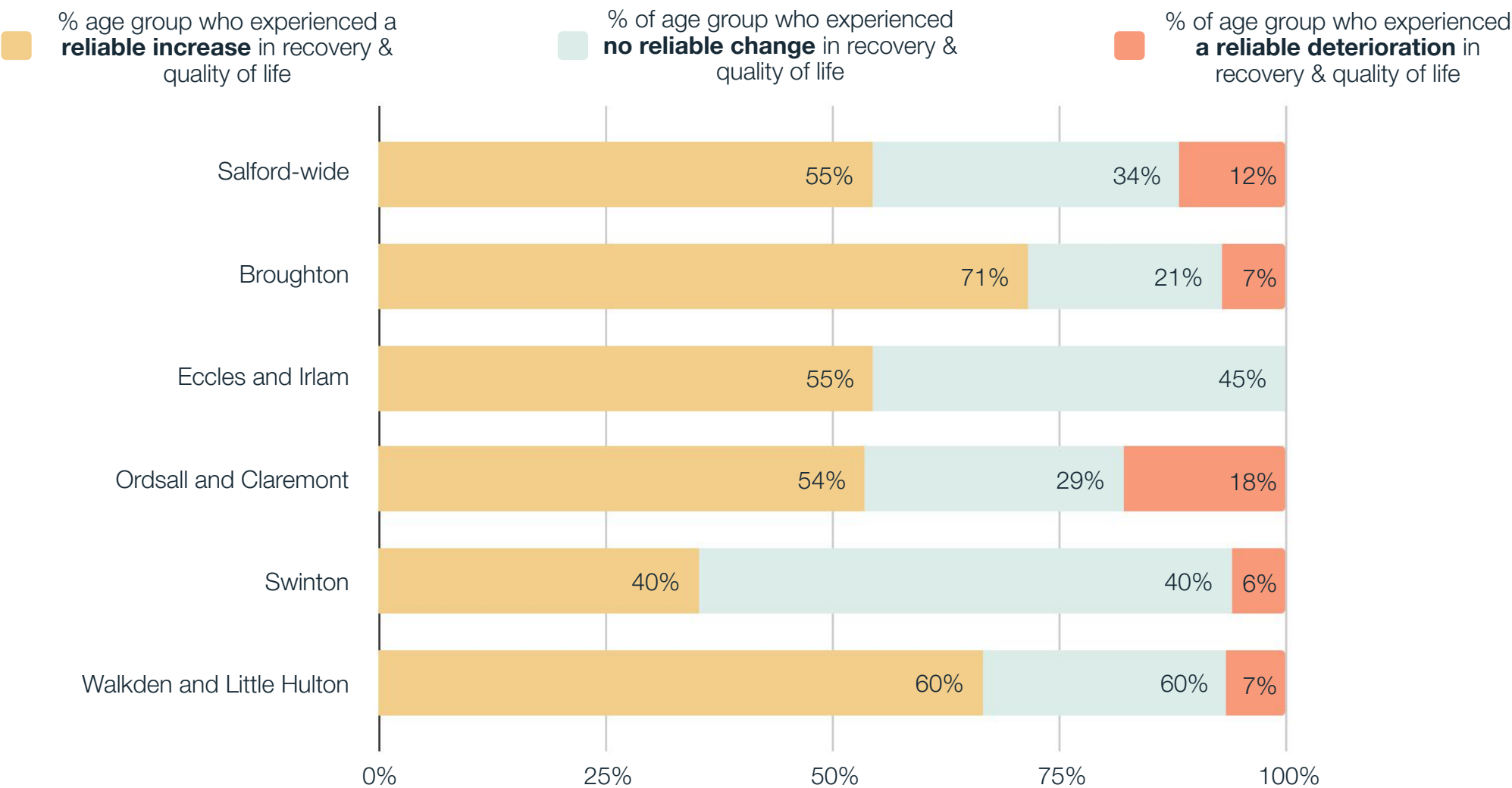
1.2 People's quality of life and well being is improving

Data sources:

ReQoL-10 scores for cases closed in the 3 month review period with paired outcomes data and first score 24 and below (n=99)

Outcomes by neighbourhood

Difference in ReQoL-10 assessment (from paired outcomes data collected at two points in time) split by neighbourhood.



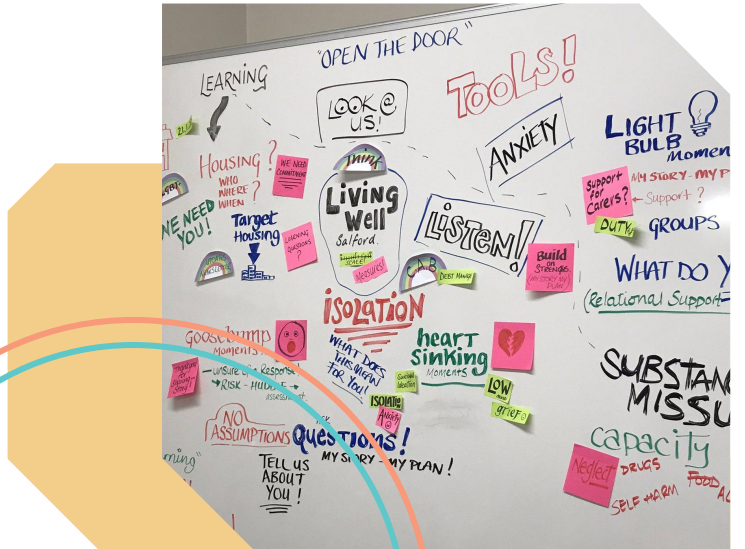
Indicators for outcome:

1.2 People’s quality of life and well being is improving

Data sources:

ReQol-10 scores for cases closed in the 3 month review period with paired outcomes data (n=113)

Access

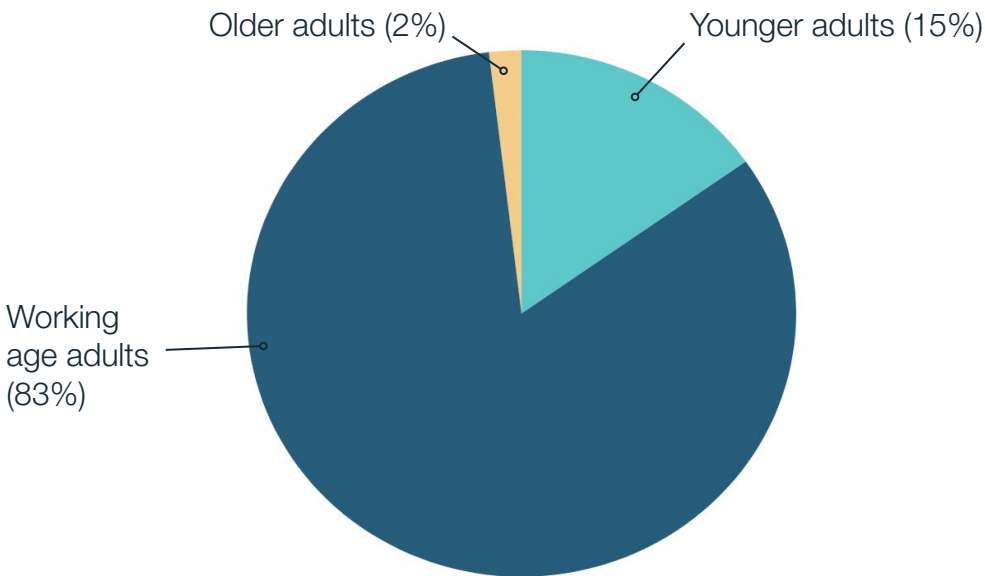


Cohort

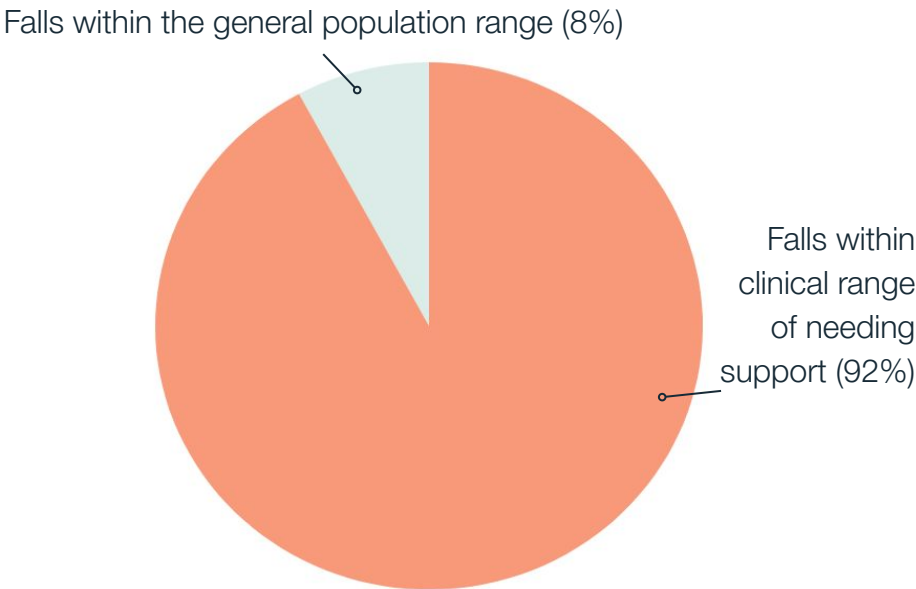
Data indicates Salford Mental Health Neighbourhood Team (Salford Living Well) aligns with it's target cohort.

Salford Mental Health Neighbourhood Team (Salford Living Well) is designed to help adults, including younger adults, with complex mental health needs recover and stay well as part of their community. Although set to expand to support older adults, the offer in Salford is aimed at working age adults (aged 16 - 64). ReQoI-10 is a validated measure for the quality of life for people with different mental health conditions.

Current age of people supported by Salford Mental Health Neighbourhood Team (Salford Living Well)



First ReQoI-10 Assessment score



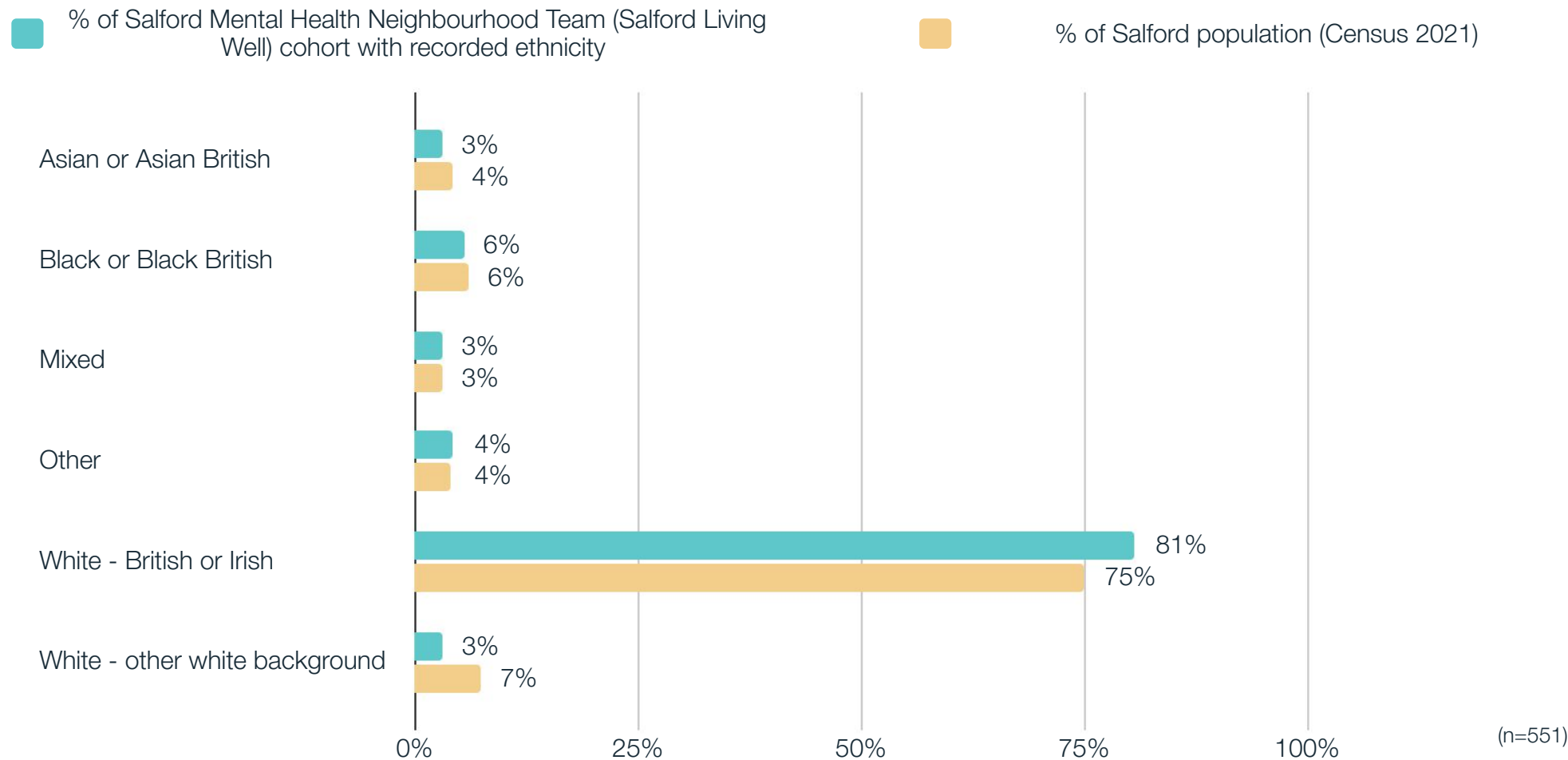
Indicators for outcome:

8.1 Access and care is inclusive and responsive to the needs of all adults, including younger and older adults, and people with different identities and experiences, including race, ethnicity, gender, sexuality, disability and caring responsibilities.

Data sources:

PowerBI Demographic Data (n=684)
Demographic Data from PROMs dataset (n=203)

Ethnicity mapped to the local population



Indicators for outcome:

8.1 Access and care is inclusive and responsive to the needs of all adults, including younger and older adults, and people with different identities and experiences, including race, ethnicity, gender, sexuality, disability and caring responsibilities.

Data sources:

PowerBI Demographic Data (n=551)
Census 2021 (N=269923)

Case Study: Engaging Black and Black British people

Reflecting local populations

This evaluation found Black or Black British people are reflected proportionately within Salford Mental Health Neighbourhood Team (Salford Living Well)'s cohort.



Connecting to people where they are

In a neighbourhood that has a larger proportion of Black and Black British people, Salford Mental Health Neighbourhood Team (Salford Living Well) worked with public health to identify a church that is especially important to the Black and Black British locally and built a relationship with the faith leaders there.

Getting the best from partners

Supported by partners, Lingua GM, Salford Mental Health Neighbourhood Team (Salford Living Well) devised a culturally appropriate presentation on mental health and wellbeing, encouraging people to access the offer, and delivered this at one of the church's Sunday services.



Case Study: Improving Care for people from Black, Asian, and Minority Ethnic backgrounds

A culturally appropriate offer

Salford Mental Health Neighbourhood Team (Salford Living Well) has built a partnership with Lingua.GM - a not for profit who support bilingual and diverse communities and have mental health expertise.

They are now a partner offering:

- Interpreters who are trained and qualified as Peer Workers
- Translation of key documents and toolkits



Diba Dance Group, an Iranian dance group, opened Salford Living Well's 2023 Partnership Celebration Event.

For both Lingua.GMs peer support and interpretation appointments, there have been more Iranian people (speaking both Farsi and Dari) than any other nationality.

147

Documents for people (letters, forms) translated since September 2021.

41

Toolkits translated into 4 languages - total of 93,000 words.

28

Languages interpreted through 1375 appointments since 2021.

179

Sessions delivered by interpreting Peer Workers since Jan 2023.

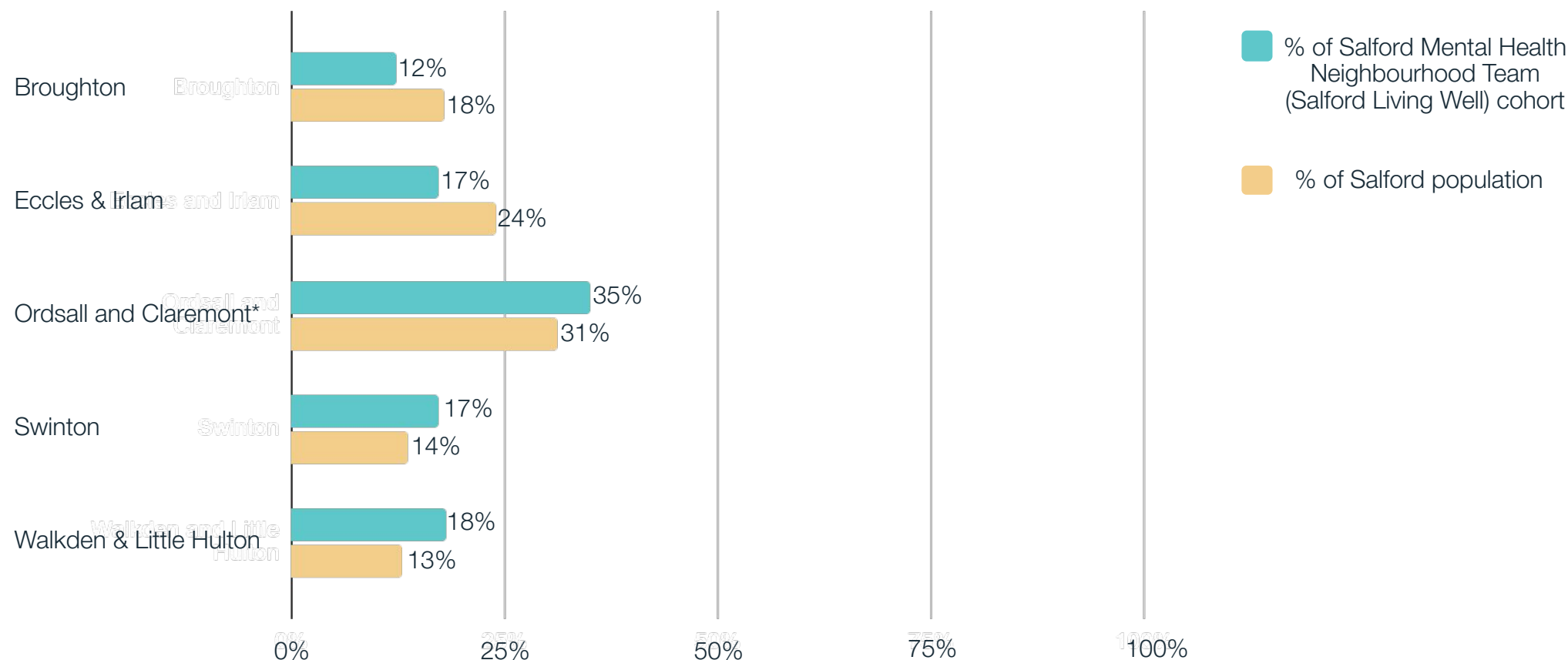
Since 2023, Lingua.GM's Peer Workers have worked with Iranian, Eritrean, Afghanistani, Syrian, Iraqi, and Turkish Salfordians.

Since 2021, interpretation appointments have been held in 29 languages including Arabic, Sourani, Ukrainian, Urdu, Sudanese, Albanian, and Polish.



Cohort mapped to neighbourhoods

Neighbourhood (defined by a persons registered GP's PCN Network)



*Excludes GP Practice 'Salford Care Homes' which forms part of this PCN as this is not within the target cohort.

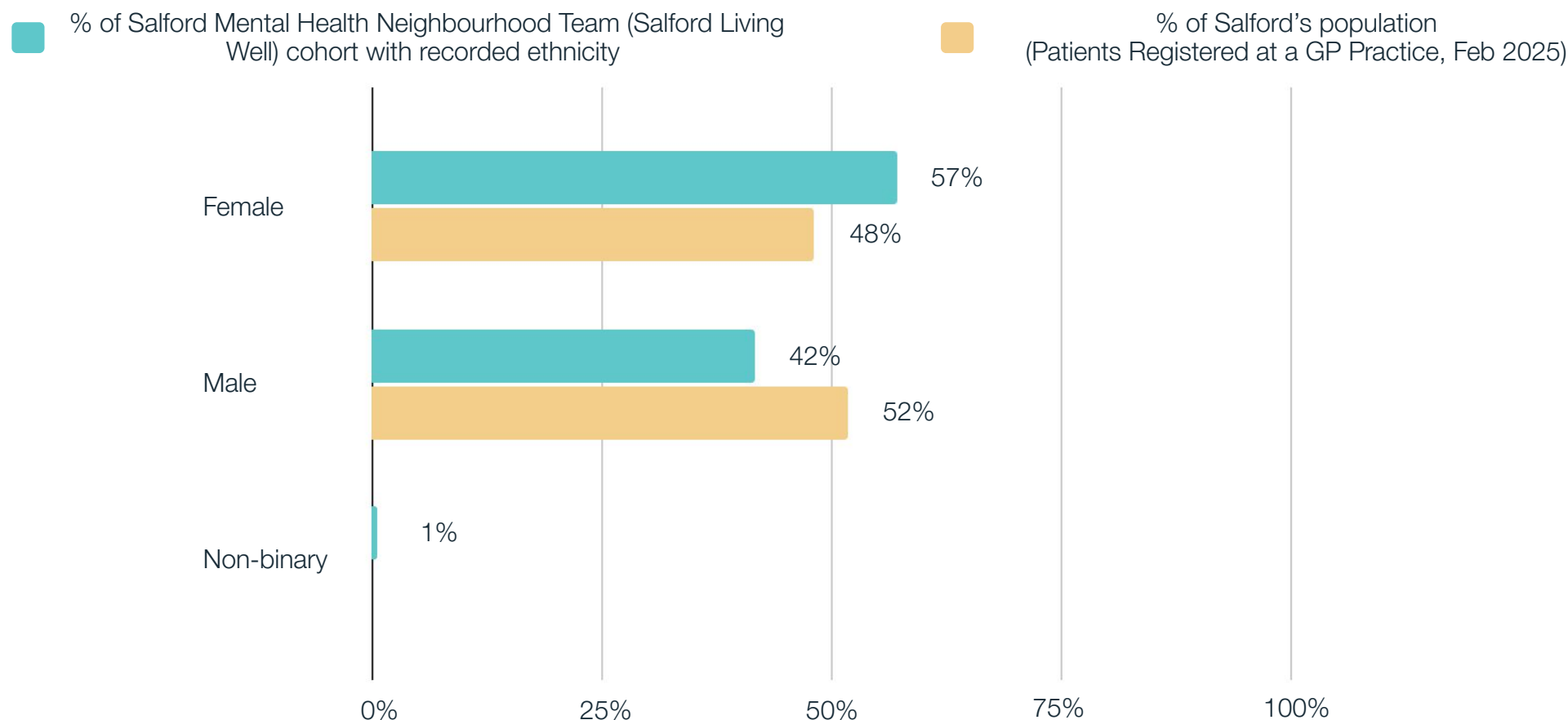
Indicators for outcome:

8.1 Access and care is inclusive and responsive to the needs of all adults, including younger and older adults, and people with different identities and experiences, including race, ethnicity, gender, sexuality, disability and caring responsibilities.

Data sources:

Demographic Data from PROMs dataset (n=203)
Patients Registered at a GP Practice Feb 2025 22
(N=157164)

Gender mapped to the local population



*Comparative population data is incomplete. Patients registered at a GP uses only two categories of gender & Census 2021 data on gender identity is no longer an official accredited statistic due to concerns that the question could not be interpreted correctly by all respondents.

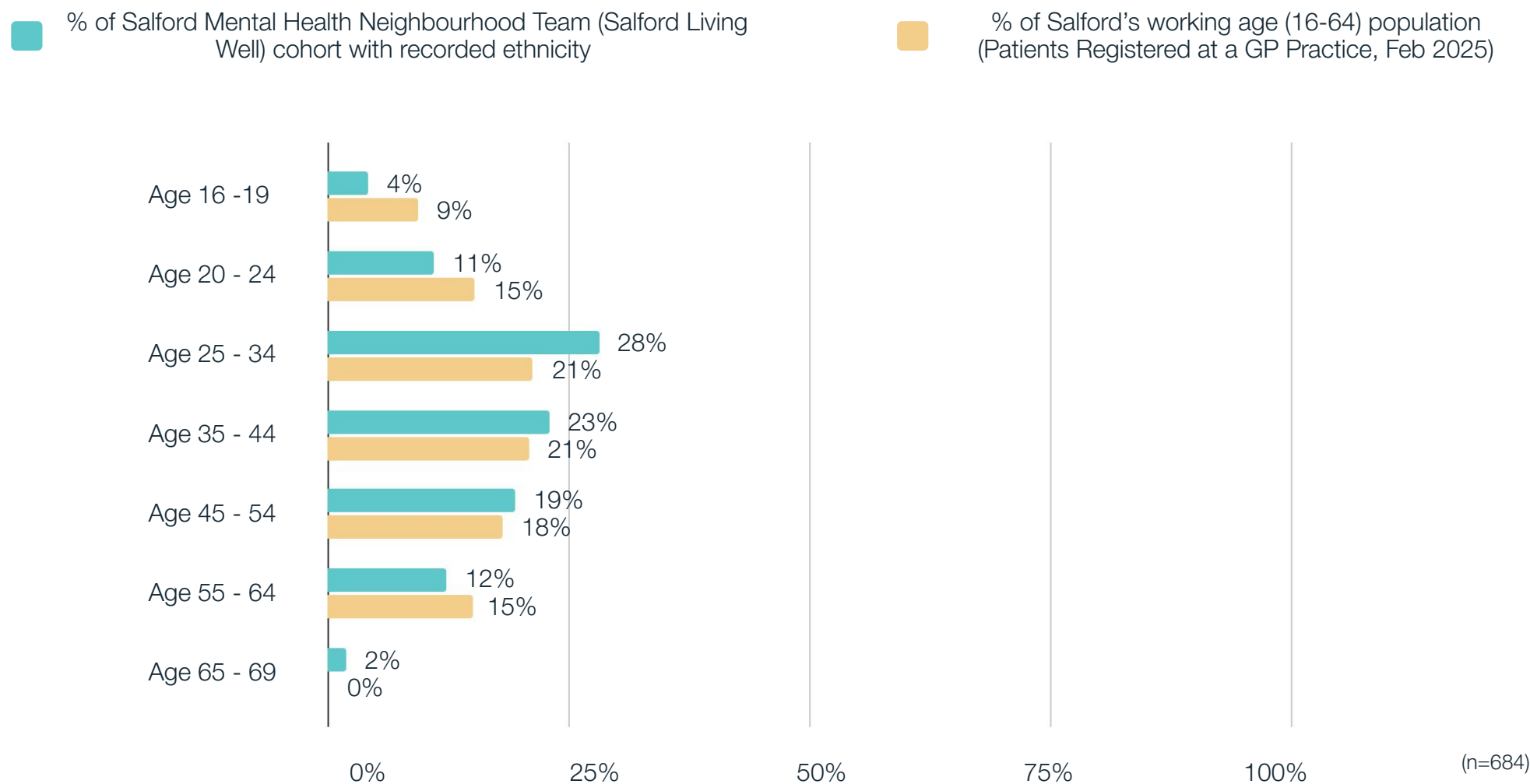
Indicators for outcome:

8.1 Access and care is inclusive and responsive to the needs of all adults, including younger and older adults, and people with different identities and experiences, including race, ethnicity, gender, sexuality, disability and caring responsibilities.

Data sources:

PowerBI Demographic Data (n=684)
Patients Registered at a GP Practice Feb 2025 (N=157164)

Current age mapped to the local population



Indicators for outcome:

8.1 Access and care is inclusive and responsive to the needs of all adults, including younger and older adults, and people with different identities and experiences, including race, ethnicity, gender, sexuality, disability and caring responsibilities.

Data sources:

PowerBI Demographic Data (n=684)
Patients Registered at a GP Practice Feb 2025 (N=157164)

Experience

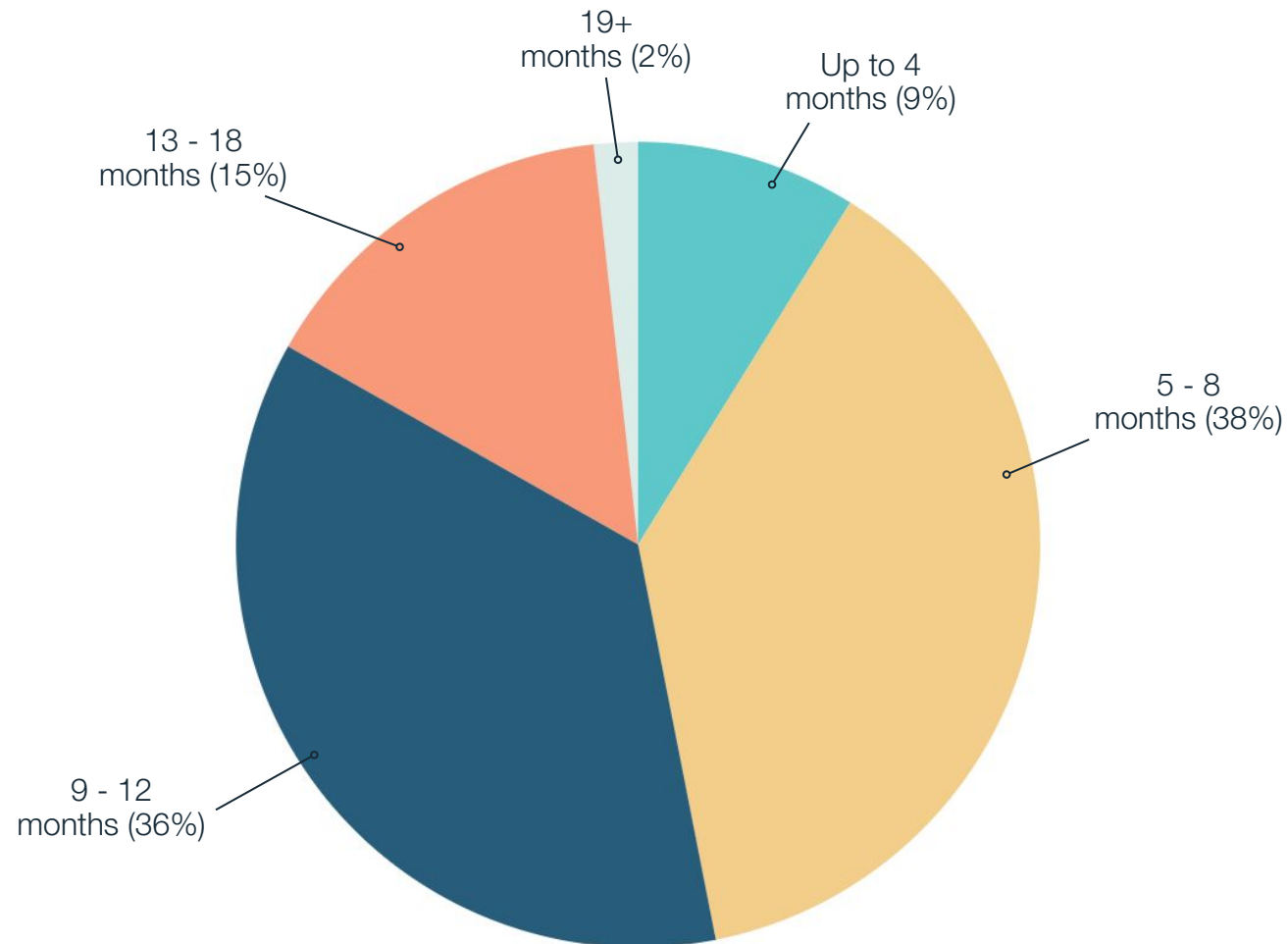


'My care has been acceptional and truly appreciated. [staff member] has helped me in someway, I am truly thankful'

(Salford Living Well* People survey 2024/25)

Length of Support

Time in months between referral date and date of support ending



Person Centred Outcomes

100%

Agreed (58%) or strongly agreed (42%) that the support they received has improved their wellbeing

Indicators for outcome:

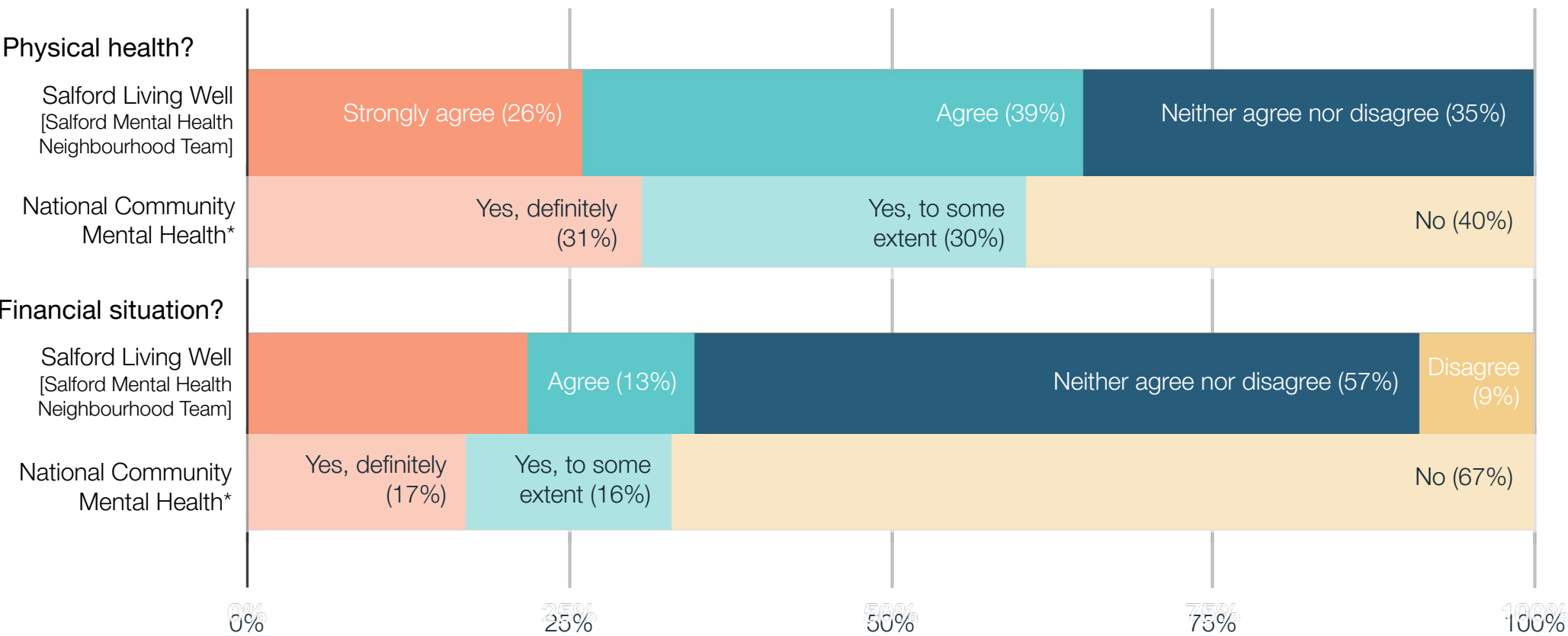
1.2 People's quality of life and wellbeing is improving

Data source:

GM Living Well People Survey (n=24)

Person Centred Outcomes

Has the support you received helped you improve your:



*Question from national community mental health survey: In the last 12 months, has your NHS mental health team supported you with your ...

Indicators for outcome:

1.3 People’s personal, social and financial well being is improving

5.1 People access a range of support tailored to their needs

Data sources:

GM Living Well People Survey (n=24)

NHS Community Mental Health Survey 2023 (n=8061, n=9779)

29

Person Centred Outcomes

The support from Living Well [Salford Mental Health Neighbourhood Team] helped me improve my:



Indicators for outcome:

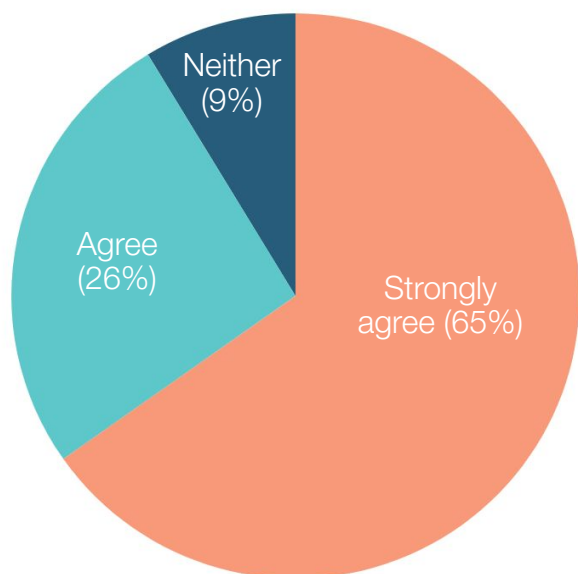
- 1.3 People's personal, social and financial well being is improving
- 5.1 People access a range of support tailored to their needs

Data source:

GM Living Well People Survey (n=24)

Person Centred Outcomes

Was the support you received from Living Well [Salford Mental Health Neighbourhood Team] more helpful than support you have received in the past?



Decisions on the care I received took into account my ...



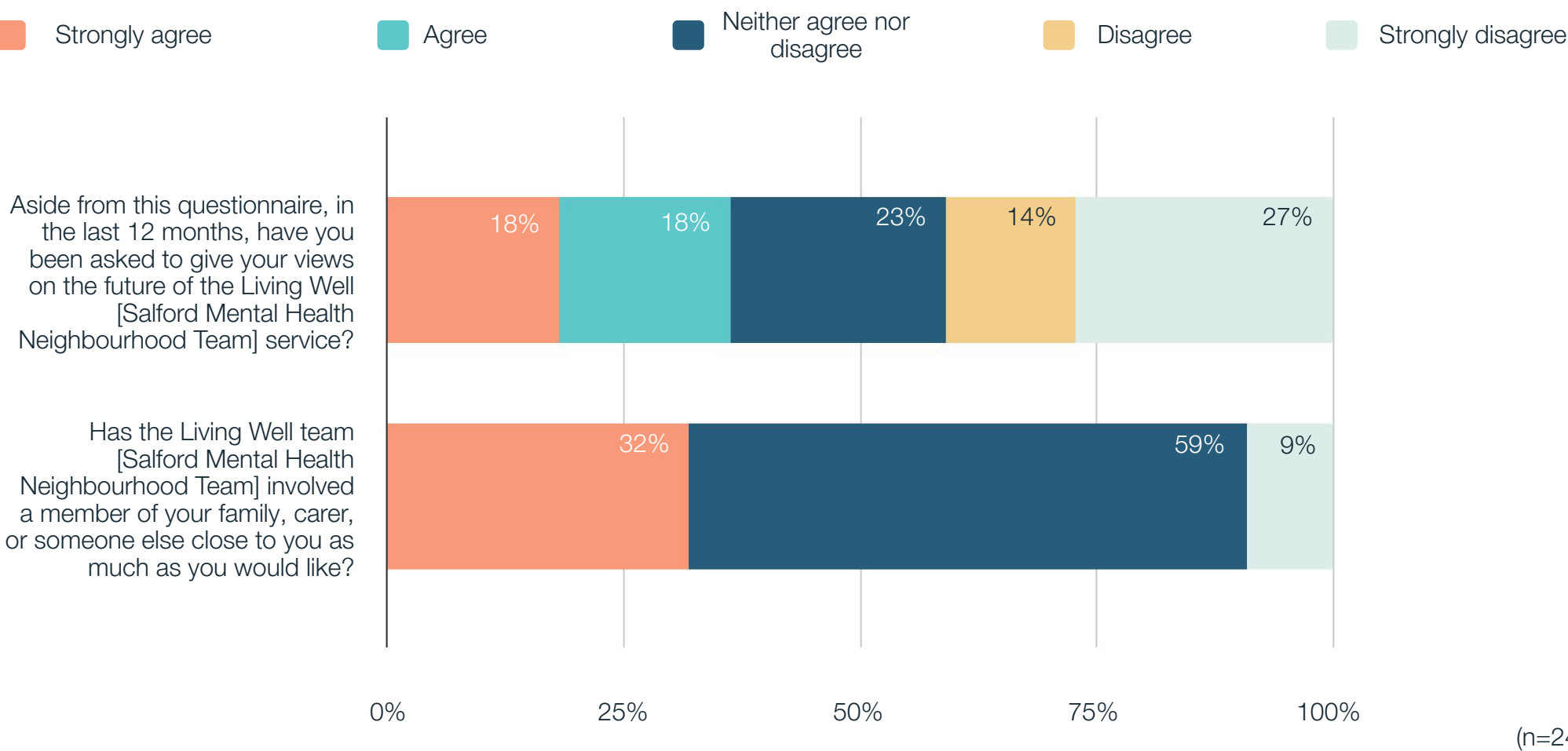
Indicators for outcomes:

- 1.4 People are satisfied with their care
- 1.5 Outcomes are equitable for people across communities, including younger and older people, and people from black and minority ethnic backgrounds
- 5.1 People access a range of support tailored to their needs

Data source:

GM Living Well People Survey (n=24)

Lived Experience



Indicators for outcome:

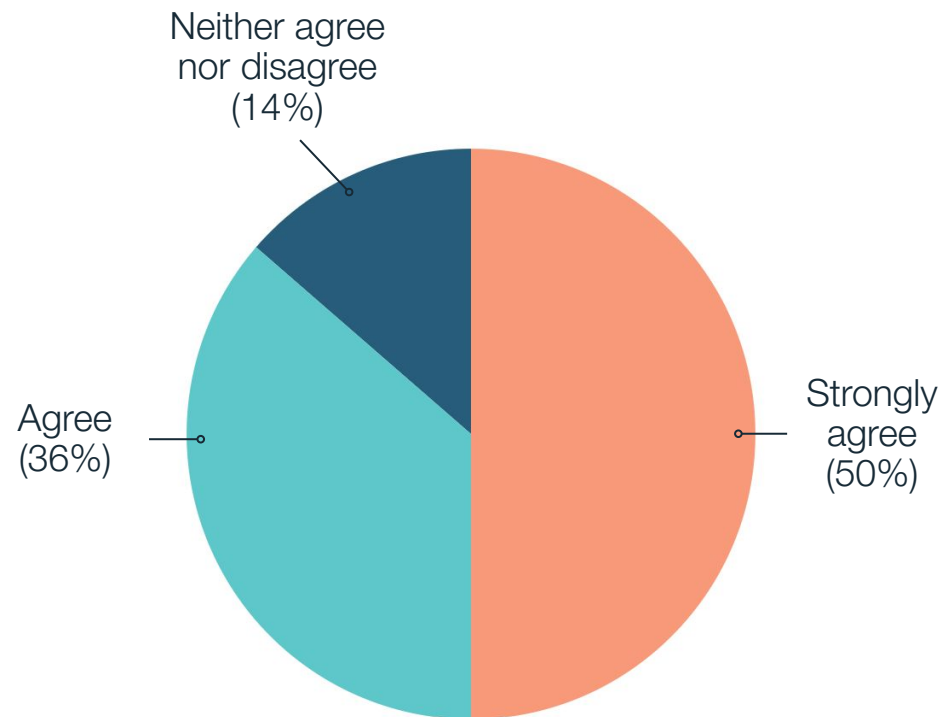
2.1 People with lived experience and carers feel meaningfully engaged in all aspects of governance, design, delivery and evaluation

Data source:

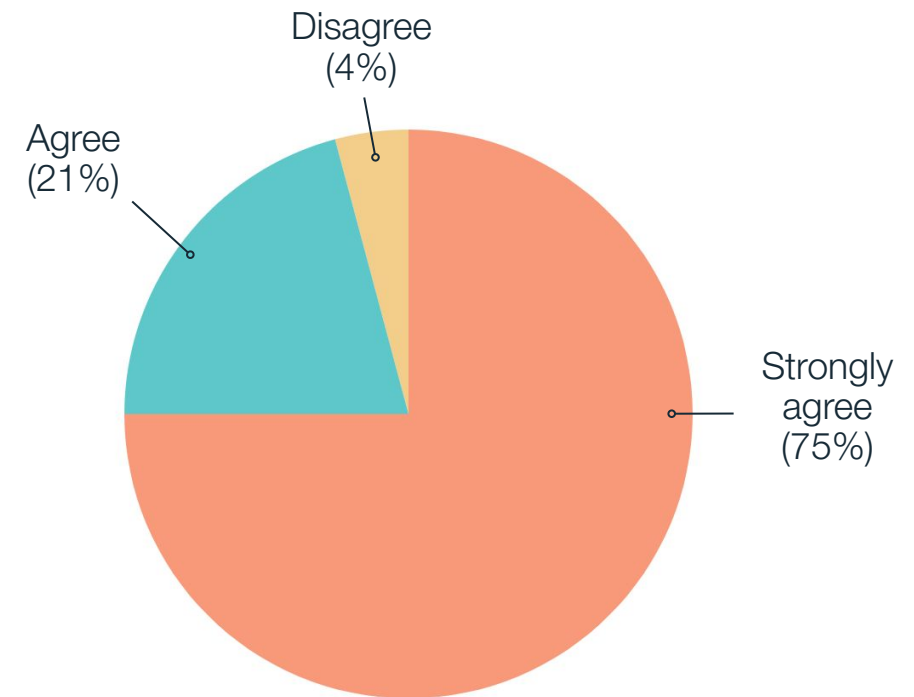
GM Living Well People Survey (n=24)

Living Well Practice

Were you involved as much as you wanted to be in deciding what care you will receive from Living Well [Salford Mental Health Neighbourhood Team]?



Did decisions on what care you will receive take into account your skills and interests?



Indicators for outcomes:

5.2 People have choice and control over care & support that is personalised, strengths-based & trauma informed

Data source:

GM Living Well People Survey (n=24)

Community

88%

Agreed or strongly agreed that they had been connected with other activities, organisations, or groups that can support them.

In the NHS Community Mental Health Survey 2023, **55%** of people stated that their NHS mental health team helped or gave advice with finding a group or activity.

Indicators for outcome:

7.1 People feel safe and connected to the people & resources in their communities

Data sources:

GM Living Well People Survey (n=24)

NHS Community Mental Health Survey 2023 (n=11873)

Onward referrals

This analysis found at least

165

onward referrals were made during the 3 month data capture period.

The true figure is likely to be higher as not all partners responded to requests for referral data in time.



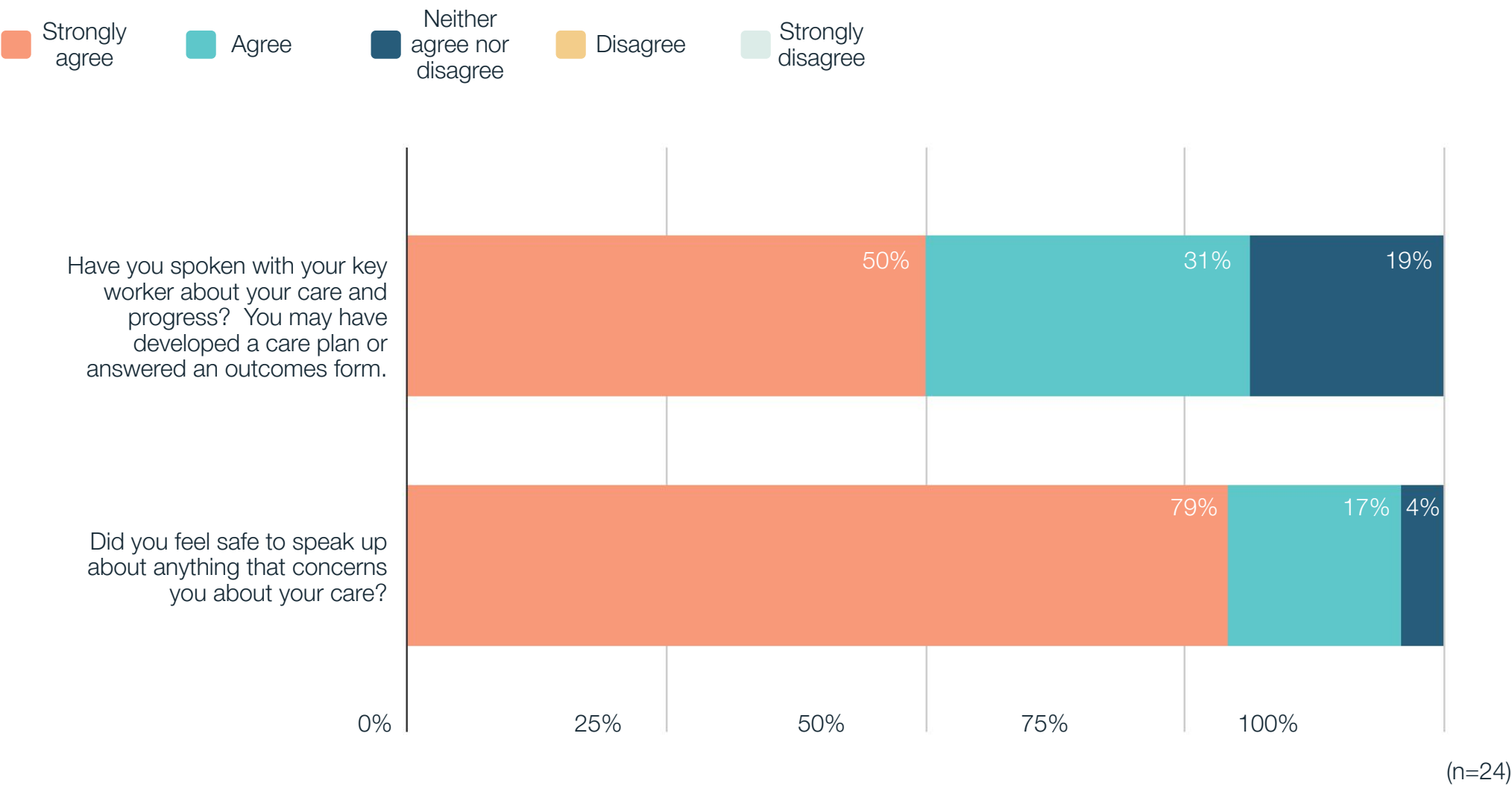
Indicators for outcome:

6.3 People access coordinated support from across the network

Data source:

Referrals data from 4 LW partners

Learning culture



Indicators for outcome:

14.1 Open, trusting, learning cultures are visible across every level of the system

Data source:

GM Living Well People Survey (n=24)

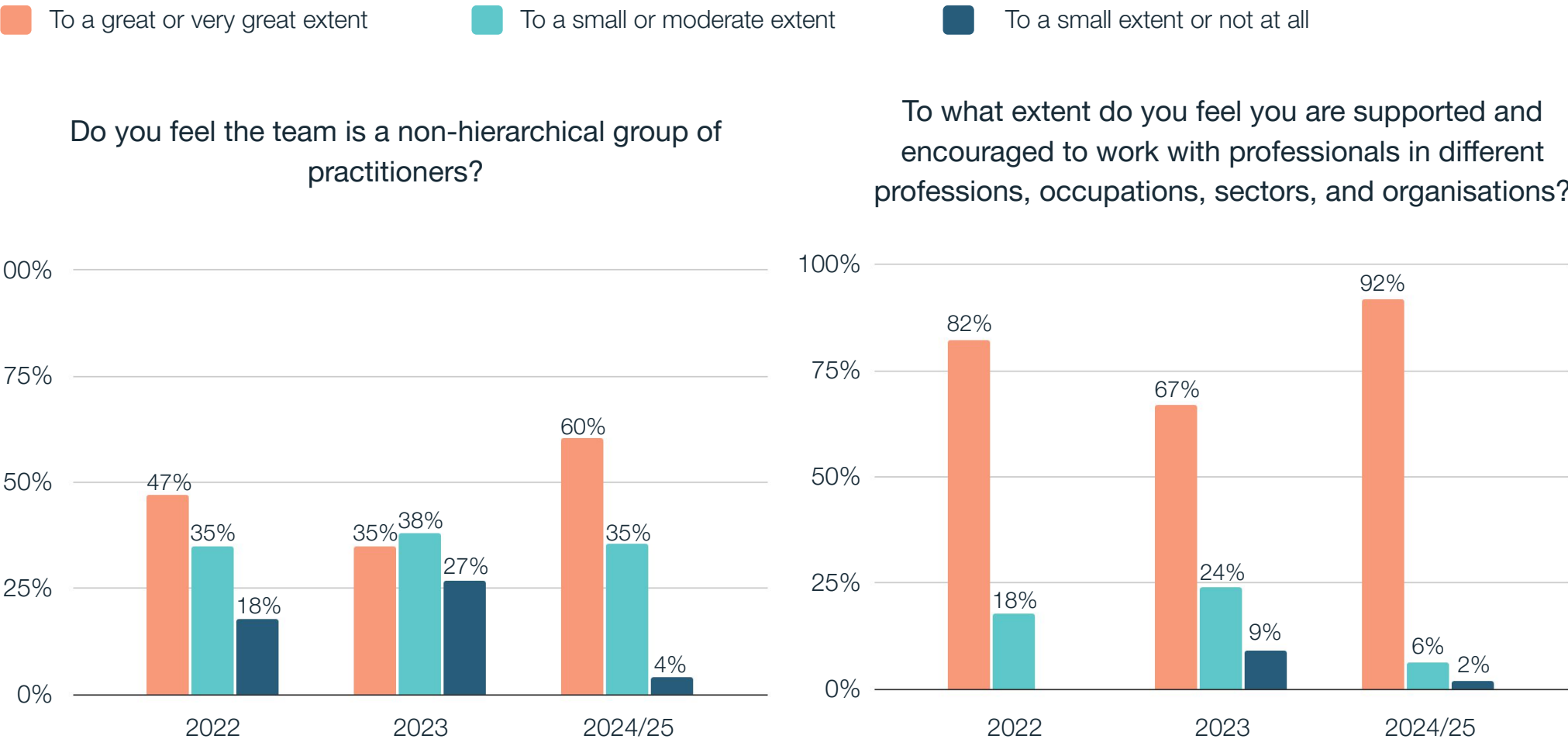
Perspective from the team



'Salford Living Well is the best team I have ever worked in. You never feel like you're on your own with anything. Everyone is so genuinely caring and this shines through making it a great team to be a part of and to receive support from.'

(Salford Living Well People survey 2024/25)

Multi-disciplinary Teams



Indicators for outcome:

4.2 Team members work as one, non-hierarchical team, with common goals & practices

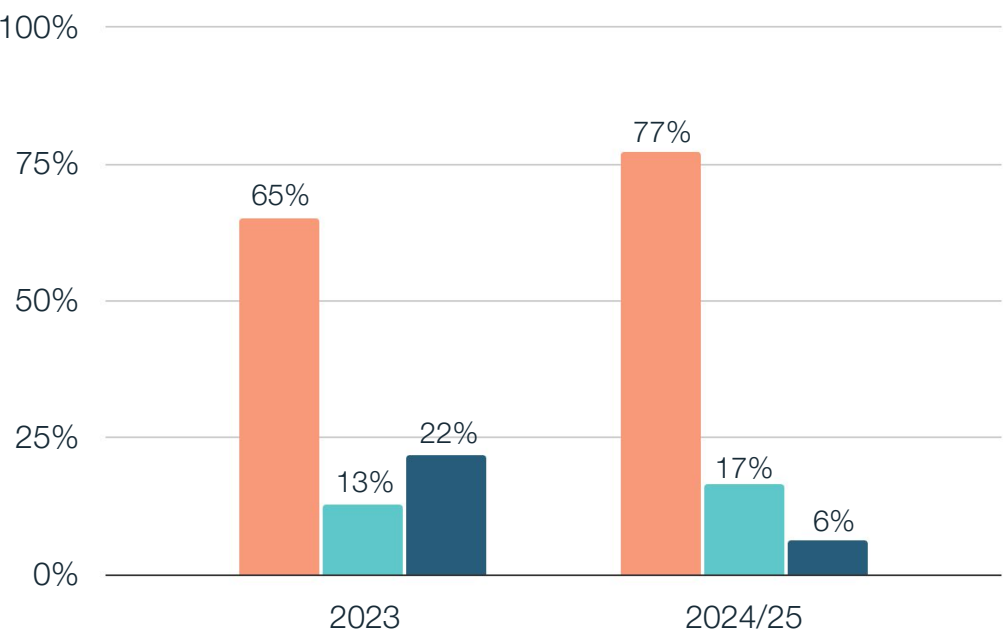
Data sources:

Salford Living Well Staff Survey
(2024/25 n=48, 2023 n=45, 2022 n=17) 39

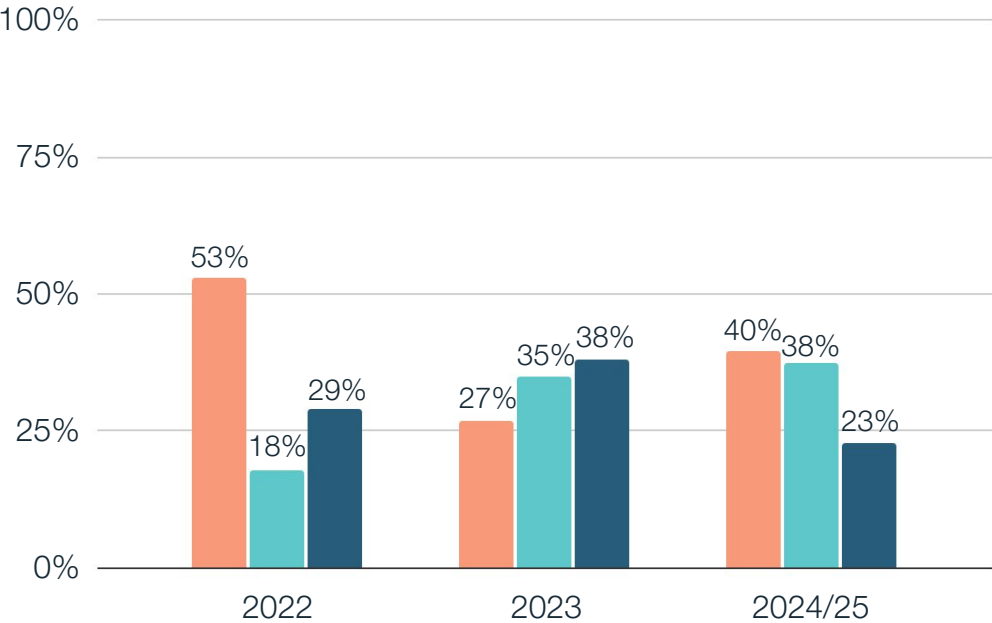
Multi-disciplinary Teams

■ To a great or very great extent
 ■ To a small or moderate extent
 ■ To a small extent or not at all

Do you feel Living Well [Salford Mental Health Neighbourhood Team] is proactive and effective in supporting your wellbeing?



Do you feel there are opportunities for your own career growth and development within Living Well [Salford Mental Health Neighbourhood Team]?



Indicators for outcome:

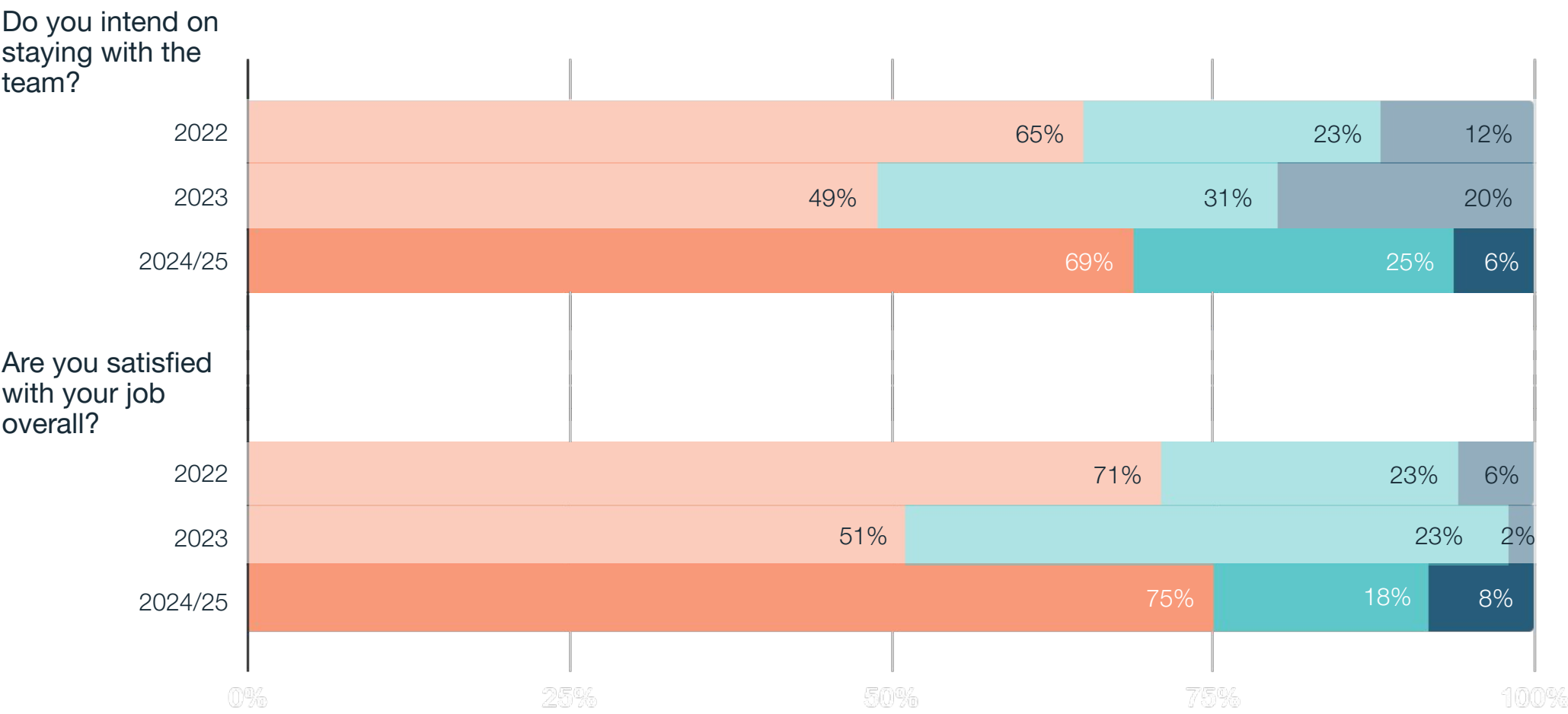
4.3 Team members can access the training and support they need

Data sources:

Salford Living Well Staff Survey
(2024/25 n=48, 2023 n=45, 2022 n=17)

Staff satisfaction

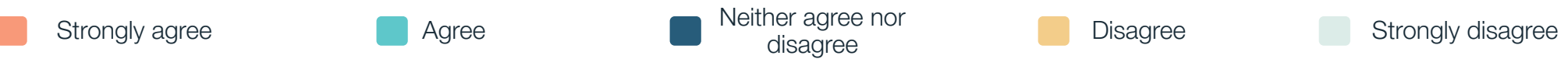
■ To a great or very great extent ■ To a small or moderate extent ■ To a small extent or not at all



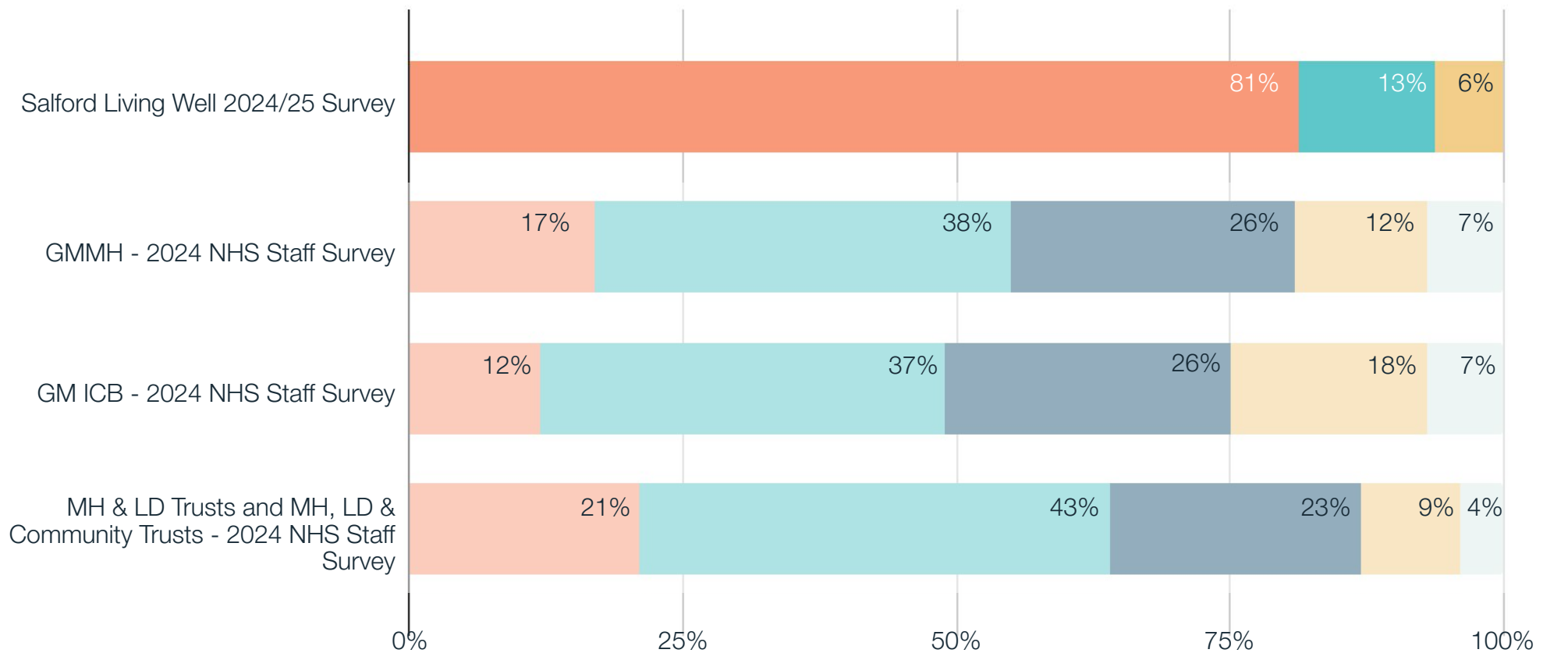
Indicators for outcome:
9.3 Staff are satisfied in their work

Data sources:
Salford Living Well Staff Survey
(2024/25 n=48, 2023 n=45, 2022 n=17) 41

Staff satisfaction



Would you recommend your organisation as a place to work?



Indicators for outcome:
9.3 Staff are satisfied in their work

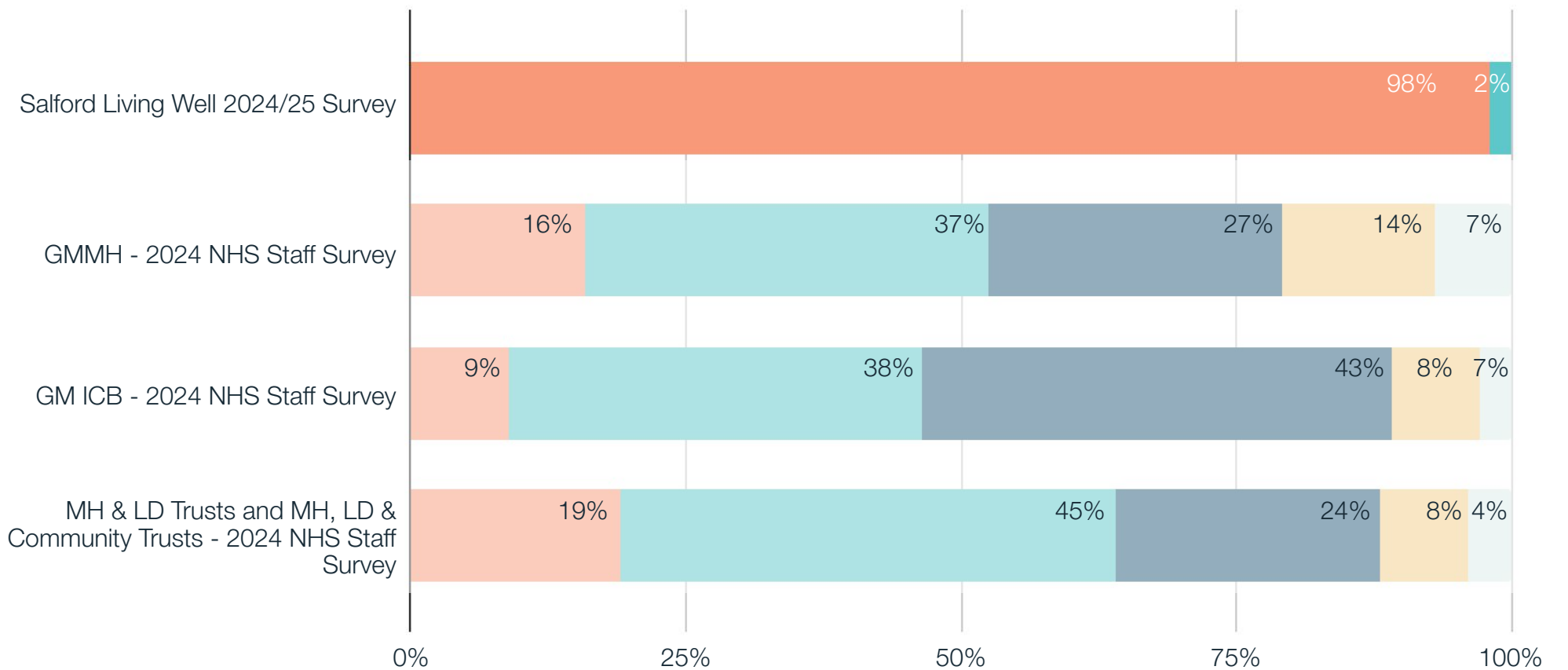
Data sources:
Salford Living Well Staff Survey 2024/25 (n=48)
NHS Staff Survey 2024: GMMH (n=3207), GM ICB (n=1056), MH Trusts (n=135160)

42

Quality of Care (from the team's perspective)

Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

If a friend or relative needed mental health support, would you be happy with the standard of care provided by [Salford Living Well]* or [your organisation]?

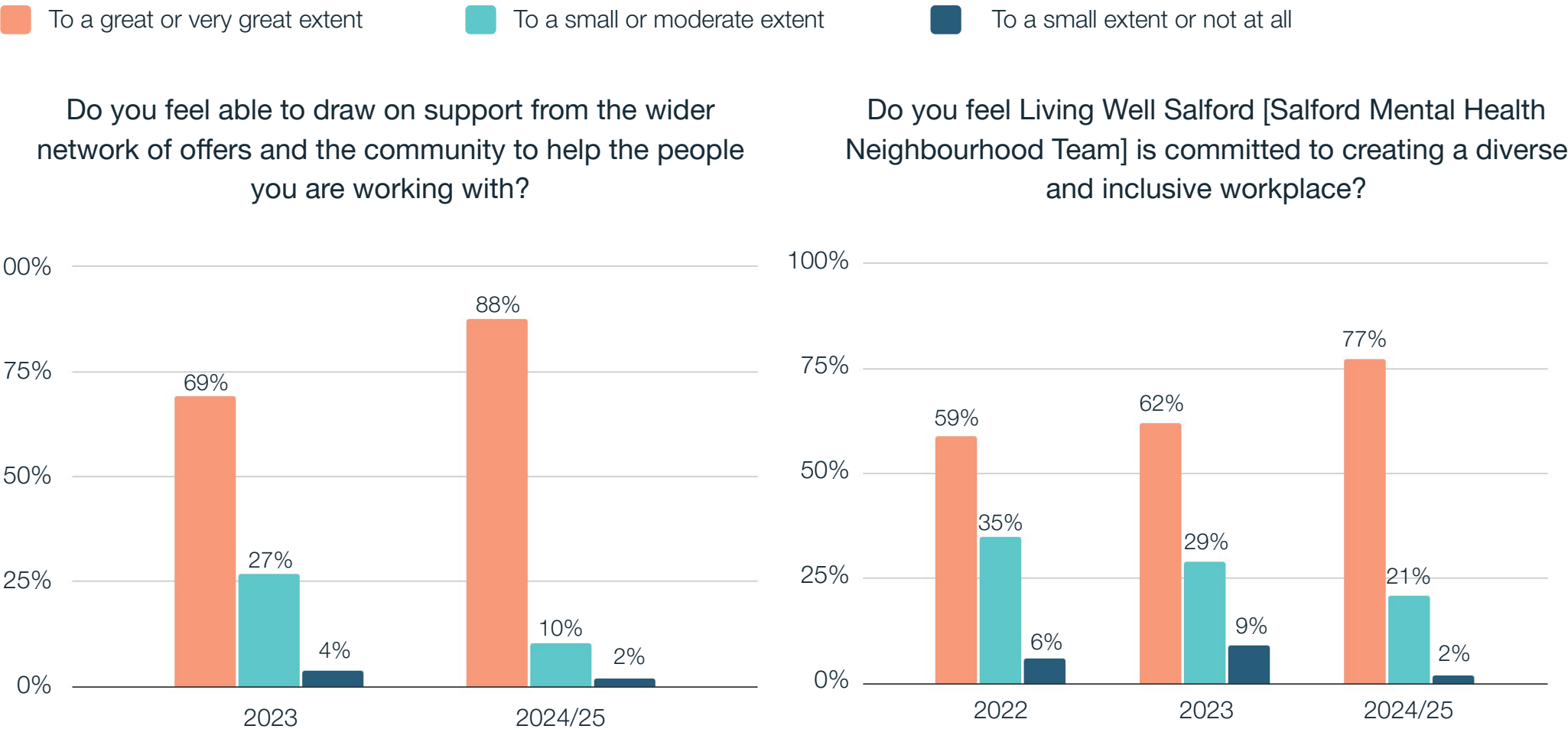


Indicators for outcome:
N/A
*Salford Living Well is now Salford MH Neighbourhood Team

Data sources:
Salford Living Well Staff Survey 2024/25 (n=48)
NHS Staff Survey 2024: GMMH (n=3209), GM ICB (n=1045), MH Trusts (n=125040)

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Network & Collaboration (from the team's perspective)



Indicators for outcomes:

- 6.3 People access coordinated support from across the network
- 13.1 Leadership and governance is collaborative and inclusive at every level

Data sources:

Salford Living Well Staff Survey
(2024/25 n=48, 2023 n=45, 2022 n=17)

Learning culture

83%

of staff feel empowered to exercise their judgement to support others to a great or very great extent. 17% feel able to do so to a small or moderate extent.

An increase from 62% of staff in 2023 and 76% in 2022.

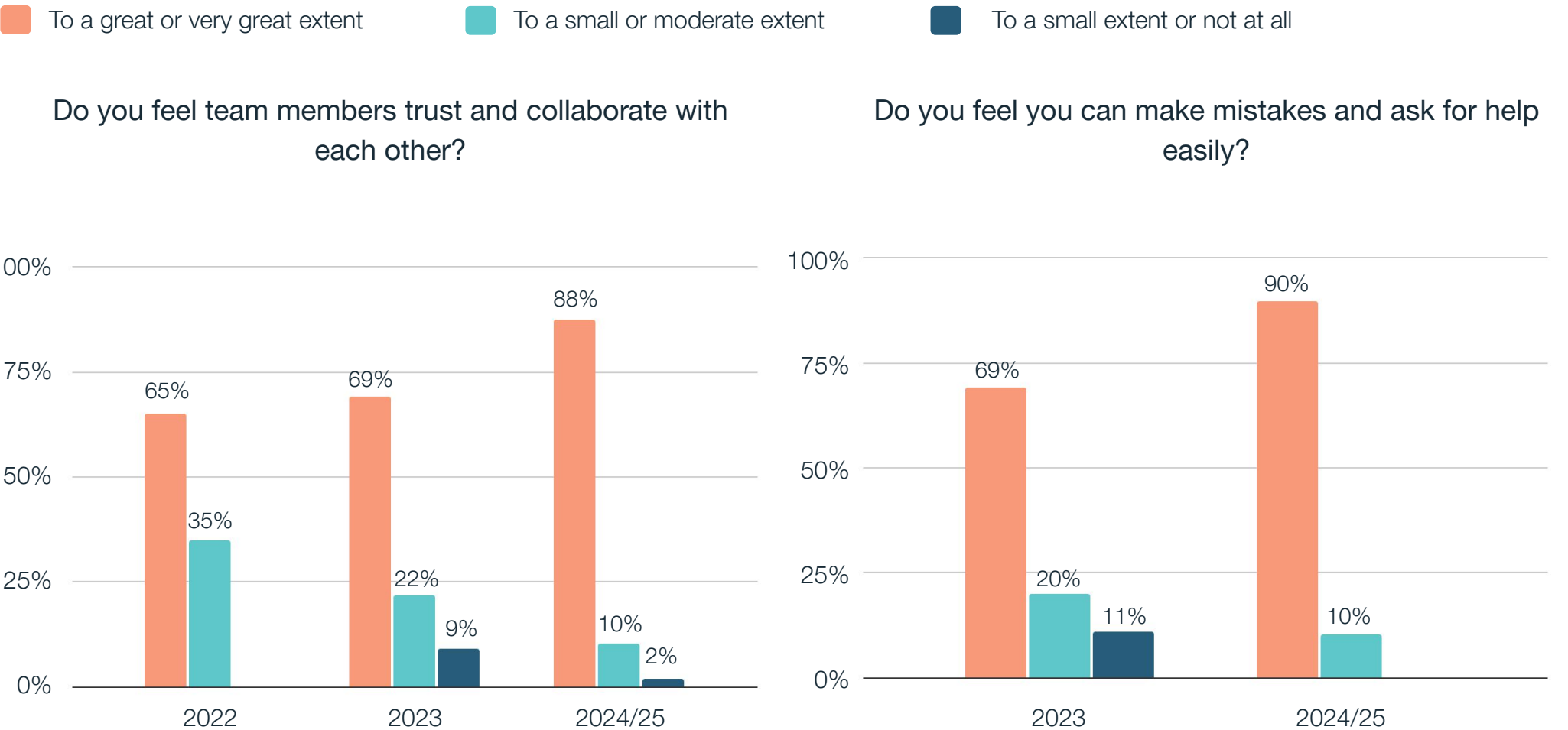
Indicators for outcome:

14.1 Open, trusting, learning cultures are visible across every level of the system

Data sources:

Salford Living Well Staff Survey
(2024/25 n=48, 2023 n=45, 2022 n=17)

Learning Culture



Indicators for outcome:

14.1 Open, trusting, learning cultures are visible across every level of the system

Data sources:

Salford Living Well Staff Survey
(2024/25 n=48, 2023 n=45, 2022 n=17)

Key Learning Area

Multi-disciplinary Teams

The majority of staff (60%) feel the team is a non-hierarchical group of practitioners to a great or very great extent. A further 35% feel this to a small or moderate extent. Only 4% of staff felt this was to a small extent or not at all.

This is an improvement on previous data: 27% of staff felt this to a small extent or not at all in 2023 and 18% in 2022.

Through the survey, staff also identified an opportunity for improvement in this area:

'Staff at band 7 or higher are difficult to pin down to get involved with joint working or even sometimes to offer an opinion. It's harder as they are not always present at case discussions.'

Staff Satisfaction

Data suggests staff in Salford's Mental Health Neighbourhood Team experience high levels of satisfaction.

75% of staff are, overall, satisfied in their job to a great or very great extent with a further 18% satisfied to a small or moderate extent.

Through the survey, staff also identified an opportunity for improvement in this area:

'Induction and training for new staff is poor and not what it was. Highlighting staff who do not feel confident in their role and reminders are being sent regularly if missed documentation ... that could be avoided if staff were told in the first instance that it needed to be completed, to what standard, and what regularity.'

Indicators for outcome:

4.2 Team members work as one, non-hierarchical team, with common goals & practices

Data sources:

Salford Living Well Staff Survey
(2024/25 n=48, 2023 n=45, 2022 n=17)

'This is a fabulous team - I have been privileged to be a part of something new, something innovative and something that has given people a service and a voice where historically they have been rejected and 'bounced around the system', left feeling rejected.

We have been able to foster a culture that promotes speaking up, giving all team members a voice and not individually holding risk. This is something that we should champion and celebrate.

I only ask that with the continual evolution of services within the community transformation, this is not something that is lost and we do not revert back to the same way of working and make the same mistakes services have of yester year. The ethos and the values of Salford Living Well should be celebrated and protected - what has been achieved gives hope that all community mental health services can work towards a brighter future and produce better outcomes for the people that we serve.

(Salford Living Well* Staff survey 2024/5)

Perspective from stakeholders

The stakeholder survey was sent to:

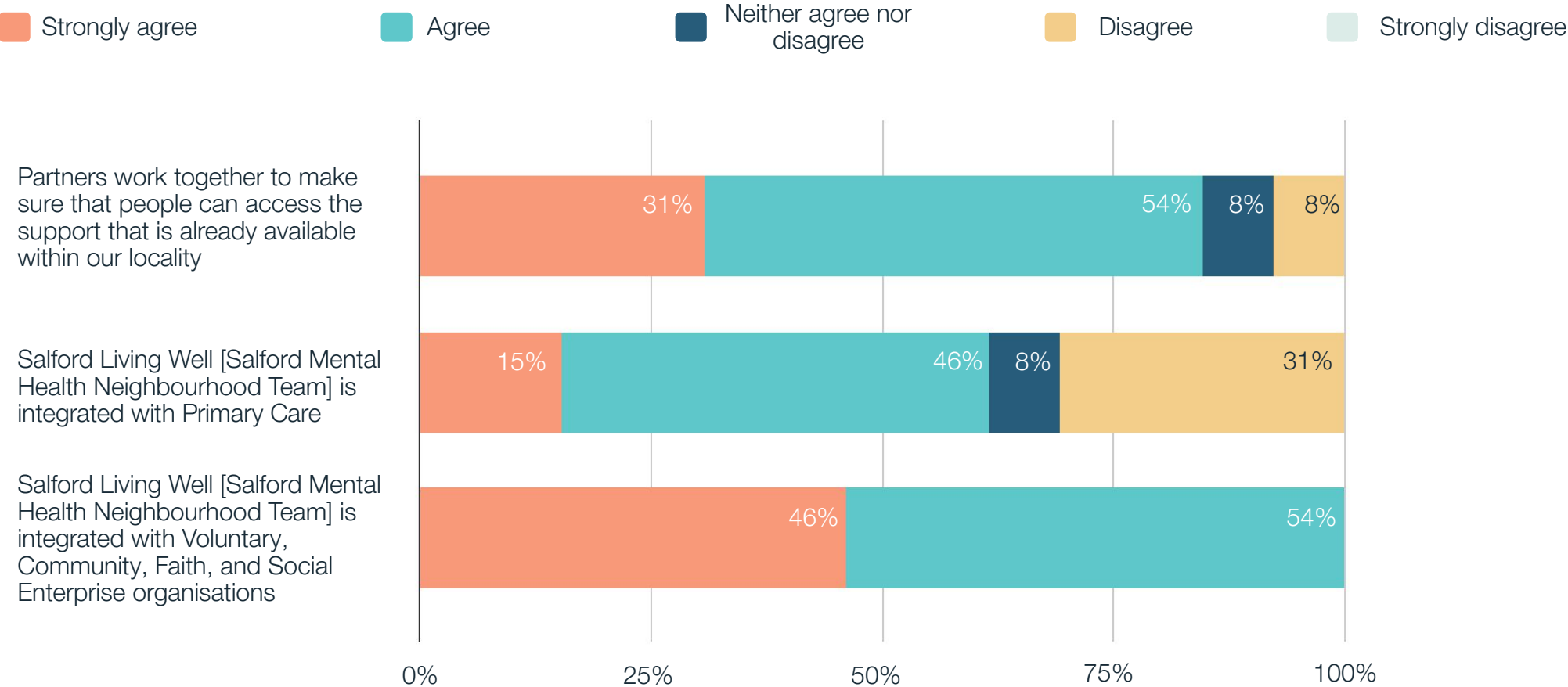
- Primary Care Networks
- Leaders of VCSE Partners (staff employed by VCSE partners within Salford's Mental Health Neighbourhood team received the staff survey)
- Members of the wider network
- Adult Social Care
- Commissioners
- Lived Experience collaborative members



'To do things differently takes courageous leadership with the intent of doing things differently, leading by example. We have seen this within Living Well and the culture shift has been evident, ultimately leading to better outcomes for local people'

(Salford Living Well* Stakeholder Survey 2024/25)

Living Well Network



Indicators for outcome:

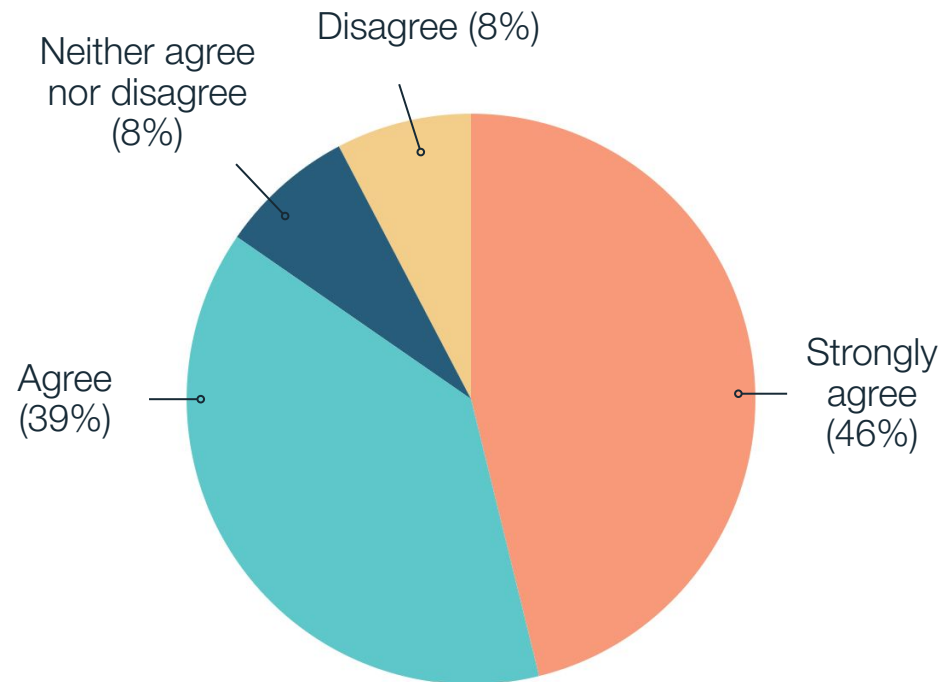
6.1. Health, VCSE and Local Authority services are integrated

Data source:

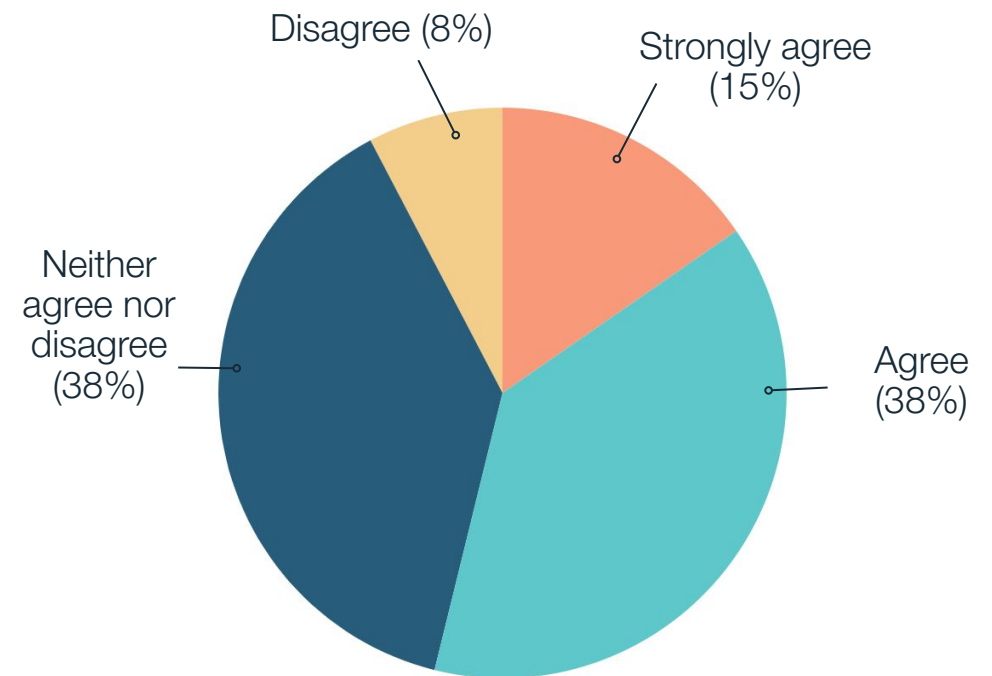
GM Living Well Stakeholder Survey (n=13)

Living Well Practice

Salford Living Well [Salford Mental Health Neighbourhood Team] is integrated with specialist mental health services



Salford Living Well [Salford Mental Health Neighbourhood Team] is integrated with adult social care



Indicators for outcomes:

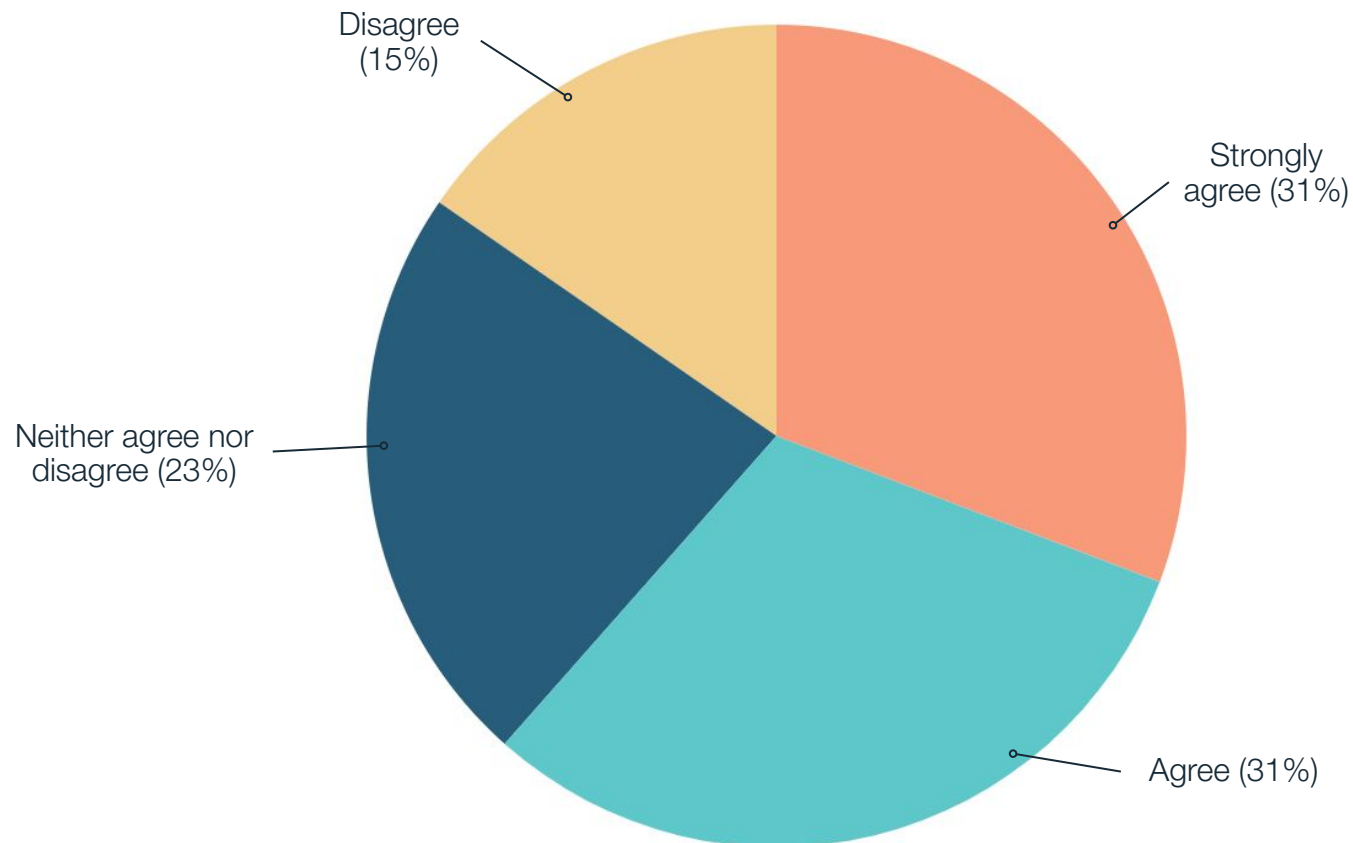
- 6.2. Offer is aligned with other services, including IAPT, CYP & perinatal
- 6.3. People access coordinated support from across the network

Data source:

GM Living Well Stakeholder Survey (n=13)

Living Well Community

Increasingly, people in Salford, see mental health as everyone's business



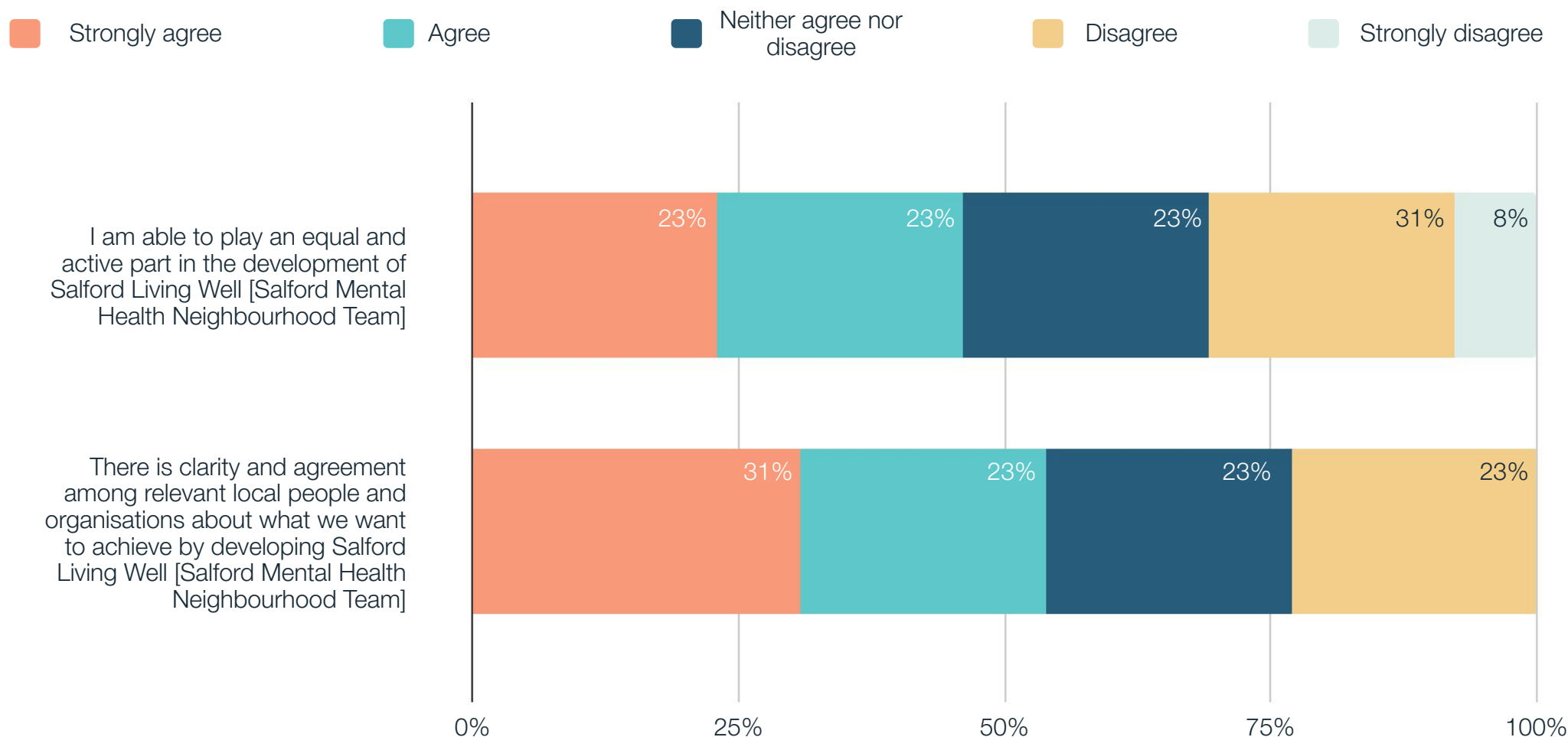
Indicators for outcome:

7.2. Mental health and distress are de-stigmatised and seen as everyone's business in the community

Data source:

GM Living Well Stakeholder survey (n=13)

Approach to Change (across the system)



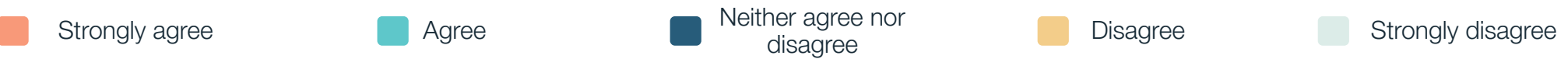
Indicators for outcomes:

- 11.1. Stakeholders (statutory, VCSE and people with lived experience) are working towards a shared vision
- 11.2. Stakeholders feel safe and supported to play an equal part in the change

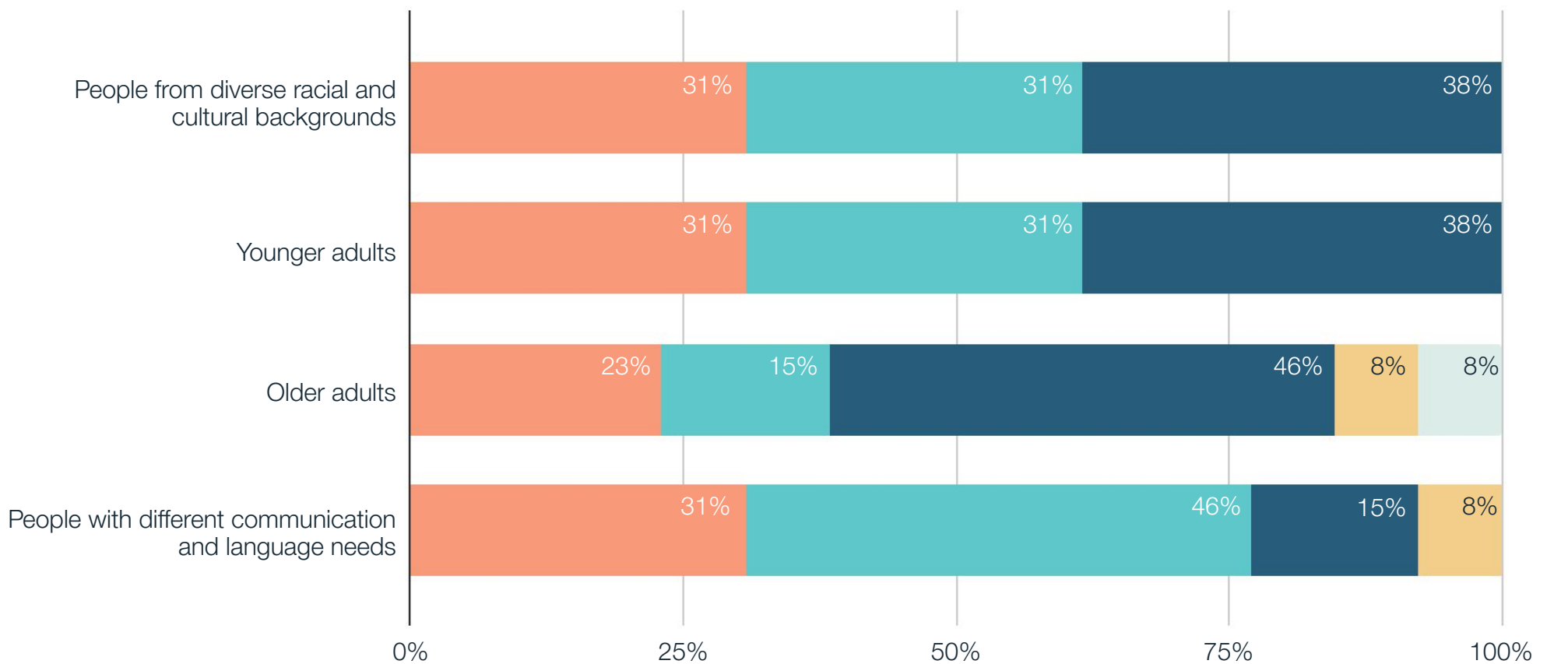
Data source:

GM Living Well Stakeholder survey (n=13)

Approach to change



Partners work together to make sure that we are meeting the needs of:



Indicators for outcome:

11.3. Vision and priorities are responsive to local context and need

Data source:

GM Living Well Stakeholder Survey (n=13)

Co-design

69%

of stakeholders strongly agree (38%) or agree (31%) that partners work together to ensure that voices from across the community are heard in the co-creation of the Salford Living Well [Salford Mental Health Neighbourhood Team] model

23% neither agree nor disagree and 8% disagree.

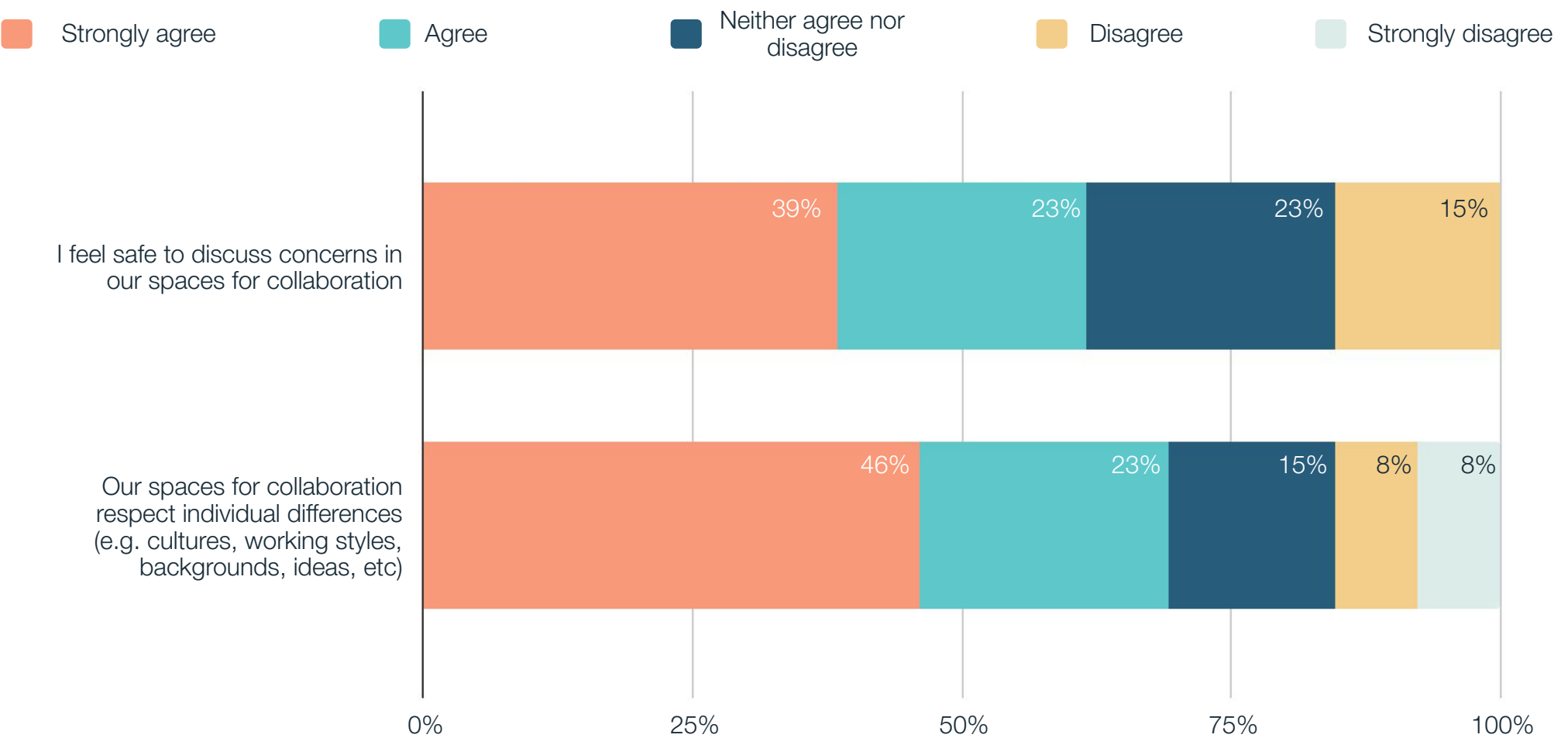
Indicators for outcome:

12.1. New model design extensively co-produced by service users/carers

Data source:

GM Living Well Stakeholder Survey (n=13)

Collaboration (across the system)



Indicators for outcomes:

- 13.1. Leadership and governance is collaborative and inclusive at every level
- 13.2. Spaces for collaboration feel safe and inclusive

Data source:

GM Living Well Stakeholder Survey (n=13)

Learning culture

77%

of stakeholders strongly agree (31%) or agree (46%) that the collaborative is an effective space for bringing people together to shape our community mental health offer

The remaining 23% neither agree nor disagree.

Indicators for outcome:

14.1 Open, trusting, learning cultures are visible across every level of the system

Data source:

GM Living Well Stakeholder Survey (n=13)



Thank you to Salford Mental Health Neighbourhood Team (Salford Living Well) for their support in testing an evaluation approach.

Report compiled by Laura Edwards, Innovation Unit (2025).

Supported by the wider Innovation Unit Living Well team: Frances Brown, Christina Cornwell, Stacey Hemphill, Rachel Shapcott, and Isabel Vasconcelos.