



Improving lives together

Our Strategic Plan 2022 - 2027

Together we make a positive difference

Contents

1	Welcome from Dr Tony Romero	03
2	Our Strategy	04
3	Our Strategic Priorities	06
4	Our Purpose, Vision, Mission and Values	07
5	Our Strategic Framework	09
6	About Cygnet	10
7	Cygnet in Numbers	11
8	Aligning Services to Post-pandemic Need	12
9	Our Nation's Mental Wellbeing in Numbers	14
1	Strategic Priority 1: Service Users First	16
★	Our Success Measures	17
2	Strategic Priority 2: Support & Help More People	18
★	Our Success Measures	19
3	Strategic Priority 3: Deliver Service Excellence	20
★	Our Success Measures	21
4	Strategic Priority 4: Value & Develop our Staff	22
★	Our Success Measures	23
5	Strategic Priority 5: Innovation for the Future	25
★	Our Success Measures	25
★	Our Strategic Priorities KPIs	30
★	Contact	32



I am pleased to share Cygnet's five year strategy which sets out our ambition to deliver outstanding care of the highest quality for everyone who uses our services.

At Cygnet we are driven to make a lasting impact on the provision of exceptional mental health and social care. We are ambitious for the future and for all the people who need to access our services, whether they require mental health support or long term care for enduring mental health conditions or learning disabilities. It is our commitment that each person we help should have a positive experience of care with outcomes that bring benefit to their unique and individual needs.

There is no doubt the Covid-19 pandemic has had a significant impact on the nation's physical and mental health. Collectively how we respond to the rising demand for mental health and social care support will be critical in the coming years.

At Cygnet we want to be part of the solution through the provision of services that provide meaningful care that is accessible, responsive, evidence-based, innovative and compassionate.

Our ambitions and priorities

This strategy sets out our priorities for the next five years and reflects our ambition to provide services for children, young people, adults and older people that are outstanding. Our aim is for everyone in our care to have the opportunity to fulfil their potential. We want all our services to deliver to the level of our absolute best and provide person-centred care. By listening and being responsive in all our interactions we will shape our processes and systems to ensure that service users are at the heart of all we do. We are motivated by excellence and we will use data intelligently to drive improvement and foster a culture of continual learning. We recognise our staff are our most important asset in the delivery of safe, quality care. We will demonstrate how we value our workforce through training, development, compassionate leadership, recognition, and responding to their own wellbeing needs.

We are aligned with the commitments of the NHS Long Term Plan and we will continue to build on the work we have already achieved to deliver sustained, quality, safe care. Our existing models of care will continue to be embedded and evolve to ensure our work is pioneering, dynamic and at the forefront of service excellence.

The mental health landscape

In recent years mental health has been driven up the health care agenda and the need to improve outcomes for people with complex mental health needs has been given more prominence. Greater openness about the mental health struggles people face has helped to reduce stigma and raise awareness across society with increased focus being given to mental health provision.

As we see this positive shift towards greater investment and changing societal attitudes we should embrace this exciting opportunity to champion the importance of positive mental wellbeing and be a driver for change in the landscape of mental health provision.

Treating everyone equally, fairly and with respect

Whilst a growing awareness and a willingness to address issues of mental ill health have helped to lessen the stigma associated with it, we know that inequalities continue to exist and people are still marginalised. Respecting human rights, treating people fairly and providing dignity in care will be the cornerstone of all we do.

We are building on the hard work and dedication of the past five years, which has seen our service provision expand and develop. We are immensely proud of our workforce for rising to the unexpected challenges of the pandemic and we have seen how much can be achieved by teams who work together, adapt and innovate. We will always be grateful for the resilience and dedication our staff showed in their unwavering commitment to protecting our service users and keeping each other safe.

As we all look to the future and emerge from the demands of the pandemic, this is the right time to set out our plans for the next five years. Our values, vision, mission and purpose will be familiar. Not everything has to fundamentally change as we look ahead. Indeed we have strong foundations to build upon and our aim is to continually improve so that we can be even more proud of the care we provide as we move forward over the next five years.



Dr Tony Romero
Chief Executive Officer

2

Our Strategy

Our overarching aim is always to deliver safe, high quality, person-centred care at all times, regardless of where a person is on their care pathway. We are committed to providing the most effective care possible across all our services, in all our interactions, with each individual, every single day.

We aim to achieve this through our highly trained and motivated staff working in partnership with service users, residents, their carers, relatives, communities and commissioners.

Working in collaboration across our services and also extending beyond our organisational boundaries to work with the NHS, social care and key stakeholders will be critical to delivering our strategic priorities. We look forward to further strengthening these relationships and exploring new opportunities to collaborate so that we can meet the diverse needs of those in our care in the best possible way.

In producing this strategy, as well as our vision, mission, purpose and values, we have consulted with staff, service users and stakeholders to hear their views. We will continue our strategy implementation journey in a way that embraces collaboration and co-production.

This strategy re-focuses on our five key strategic priorities that were initially developed in 2020, just before the Covid-19 pandemic hit. These priorities outline where we believe we can have the most impact on making a positive difference to people's lives. Each priority has guiding principles to describe what we want to achieve together. We also set out how we plan to deliver these priorities and how we will measure our success.





1



Service users first

Putting individuals at the heart of all we do in the delivery of safe, high quality care.

2



Support & help more people

Providing the right care, at the right time in settings that best meet individual needs.

3



Deliver service excellence

To be seen as a provider of choice for the delivery of high quality, evidence-based, specialist care.

4



Value & develop our staff

To recruit and retain talented people who exemplify our values and feel proud to work in a culture that promotes excellence, delivers person-centred care and provides opportunities for everyone to be their best.

5



Innovation for the future

Showcase innovation and vision. Harness technology. Deliver our sustainability targets. Be a force for good in the communities we serve.

4

Our Purpose, Vision, Mission and Values

Our **purpose** is to make a positive difference to the lives of the individuals we care for, their loved ones and all those who work with us.

Our **vision** is to provide high quality, sustainable specialist services that: Ensure service users and residents feel safe and supported, staff are proud of, commissioners and service users select, and stakeholders trust.

Our **mission** is to work together in a positive culture of openness, honesty and inclusivity, where we deliver safe, compassionate, quality care for our service users and staff enjoy a fulfilling, rewarding environment in which to work.

Our **values** are to care for our service users, staff and visitors, to respect them, to ensure a bond of trust is built among us, to at all times empower those we look after as well as our staff, to deliver quality services with integrity.



We recognise that our people define us - the people who are our colleagues, the individuals who we care for as well as their families and loved ones.

Working together we are driven by our values; Integrity; Trust; Empower; Respect and Care.



Improving lives together



Our Strategic Framework

Collectively, our purpose, vision, mission, strategic priorities and our values form our strategic framework.

We make a positive difference

Our purpose:
Why we do what we do

To provide high quality, specialist services that: Ensure service users feel supported and safe, staff are proud of, commissioners and service users select & stakeholders trust

Our vision:
How we want our organisation to be viewed during the next five years and what we are all working for

To work together in a positive culture of openness, honesty and inclusivity. We deliver safe, compassionate care for our service users and our staff enjoy a fulfilling environment in which to work

Our mission:
What we do and who we are, shaping our culture and informing our objectives

Service users first

Support & help more people

Deliver service Excellence

Value our staff

Innovation for the future

Our strategic priorities:
Our key themes to deliver our vision

Integrity

Trust

Empower

Respect

Care

Our values:
Our DNA

As a leading provider of mental health, autism and learning disability services within the UK, Cygnet is proud to deliver a range of high quality specialist support across our health and social care settings. We work together with a shared goal of providing safe, effective care that makes a positive difference to those we look after.

Together, our 10,500 staff support around 7,500 people at our 150 services around the UK each year. Through our values of Care, Respect, Empower, Trust and Integrity we take pride in the services we offer and the outcomes we enable individuals to achieve.

As a national care provider, with a network of professional and high quality services across the UK, we are able to offer solutions and work in partnership to provide services that can help more people including through emergency and planned admissions. Alongside this we are able to provide robust and quality data to demonstrate the outcomes we enable people to realise.

Our nationwide network of specialist services span across 11 distinct service lines in healthcare and 5 in social care:



Service lines



11 in Healthcare

- Secure
- PICU
- Acute
- Mental Health Rehabilitation and Recovery
- Personality Disorder
- CAMHS
- Eating Disorder
- Learning Disabilities
- Autism Spectrum Disorder
- Neuropsychiatric
- Deafness and Mental Health

5 in Social Care

- Learning Disabilities
- Autism Spectrum Disorder
- Day Services
- Supported Living
- Nursing Homes

7

Cygnnet in Numbers

Accreditations



Our expert and highly dedicated care of c. **11,850 employees** empower **7,500 individuals** across **150 services** to consistently make a **positive difference** to their lives



We provide services in **Scotland, Wales and England**



81% of our services rated **'Good'** or **'Outstanding'** by our regulators

All Tier 4 CAMHS services have been rated **Good** by **Ofsted**



Over 60 of our Social Care services have **achieved their Dignity in Care Award**



All of our Neuropsychiatric services are **accredited by INPA**



4 of our Neuropsychiatric services are **Headway accredited**

All of our CAMHS services are members and /or are **accredited with the Quality Network for inpatient CAMHS (QNIC)**



Our CAMHS PICU and Acute services at Cygnnet Hospital Sheffield are **CAMHeleon accredited**



6 of our inpatient mental health services are **accredited with AIMS-Rehab and AIMS-Working Age**



16 of our secure services are members of the **Quality Network for Forensic Mental Health Services (QNFMHS)**



5 of our PICU services have been **accredited and/or are members with the Quality Network for Psychiatric Intensive Care Units (QNPICU)**



6 of our PICU, Acute and Secure services have been **accredited with Star Wards**

*Figures accurate as at end of 2022.

Aligning Services to Post-pandemic Need

Demand for mental health services is high and rising. Whilst some progress has been made in recent years to work for parity of esteem in mental and physical health provision, evidence shows that inequalities still exist.

Life under lockdown and the impact of the Covid-19 pandemic has exacerbated demand for specialist mental health services across the country. Inevitably the increased need has also meant many individuals face long waits to access the care they need. At Cygnet we want to be part of the solution and support the sector to respond to demand through the provision of much-needed services across the UK.

The long-term impacts of Covid-19 are yet to be realised. The Centre for Mental Health reports an expected additional 500,000 people will experience mental health problems due to Covid-19.

We know that mental health struggles can affect not only psychological wellbeing but also physical health, relationships, families, job prospects, housing security and social connectedness. Its impact is far reaching and can be devastating.

Whilst a growing awareness and a willingness to address issues of mental ill health have helped to lessen the stigma associated with it, we know that there is much more work to do. People are still marginalised and mental health inequalities continue to exist.

These inequalities are often interrelated with wider, more complex societal and cultural systems of disadvantage, including: poverty, unemployment, homelessness, incarceration, adverse childhood experiences, poor physical health and behaviours that pose a risk to health, such as smoking and poor diet. These can all have significant impacts on an individual's wellbeing.

It is also a challenging environment for everyone across the sector in terms of resources, funding and staffing. However it is our hope that we are able to work collaboratively with sector partners to help find solutions and unlock new possibilities.

At Cygnet we can bring innovation and share best practice. We will deliver sustained, quality care with measurable outcomes, provide clinical excellence and collaborate in a responsive and agile way with key stakeholders across all our provision and different geographical locations so that we can support a system to collectively respond to the demand. Most importantly we are committed to ensuring those we care for are represented and that our services are designed in their best interest.

Where possible, we will deliver services that are designed in partnership with people who have mental health problems and with carers. The care we provide should always be safe, effective and personal, and delivered in the least restrictive setting by a workforce that is motivated and supported.





Our Nation's Mental Wellbeing in Numbers

Approximately **1 in 4 adults** and **1 in 10 children** in the UK will **experience mental illness** and many of us know and care for people who do.

Reports from both England and Wales suggest that approximately **1 in 8 adults** with a mental health problem are **currently receiving treatment**.

Currently **two-thirds of people** with anxiety and depression access **no treatment**.

Mental health problems represent the **largest single cause of disability in the UK**.

Mental illness is the **second-largest source of burden of disease in England**. Mental illnesses are more common, long-lasting and impactful than other health conditions.

Within the Long Term Plan **reducing suicide remains an NHS priority**.

Suicide levels are such that **suicide is considered a public health emergency**.

Men are **three times more likely than women** to take their own lives.

The prevalence of suicidal thoughts and feelings has been consistently higher, across the pandemic, among some more vulnerable groups. Figures for June /July 2021 show that **suicidal thoughts and feelings were especially common among people with a pre-existing mental health condition (33%)²**.



People with learning disabilities



For people with a learning disability **the lockdown restrictions saw a traumatic loss of routine, activities, and contact with family and carers that was hard to understand and to cope with, which had an impact on their mental wellbeing.**

Concerns also centred around those with a learning disability, mental health and challenging behaviours citing a **risk of relapse or further deterioration** of challenging behaviour and their access to mental health services.

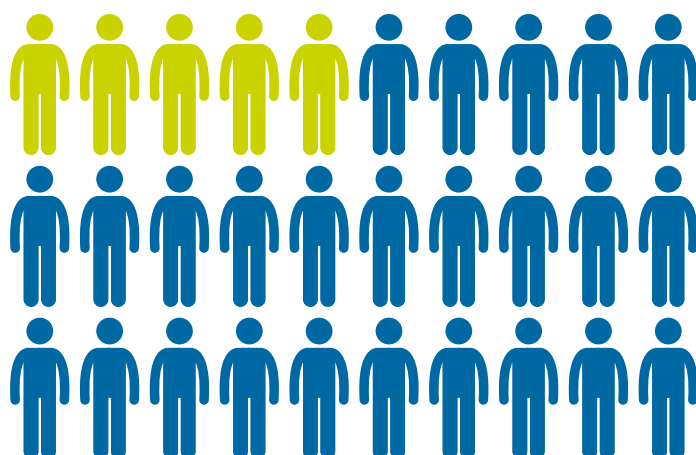


Children and young people



In the last three years, the likelihood of **young people having a mental health problem has increased by 50%.**

Now **five children in a classroom of 30** are likely to have a **mental health problem.**



Putting individuals at the heart of all we do in the delivery of safe, high quality care.

Guiding Principles

We will always strive to provide the best mental health services and social care provision to help achieve positive outcomes and improved wellbeing for those in our care.

Quality and safety are at the core of all our service delivery. Meeting and exceeding the expected standards will enable us to provide a positive experience of care for every individual we look after so that they are able to fulfil their potential.

Each and every one of our services should operate in line with the best standards of quality, safety and service user satisfaction.

We will work with and for those in our care to empower them to make their life better, with the aim of supporting them to always live safely and healthily. Care must be integrated - spanning people's physical, mental and social needs.

We will use data intelligently to monitor our performance, measure progress, assess our quality and inform our decision-making.

How we will deliver on this priority

To ensure individuals have a positive experience of our care and support we will:

- > Proactively seek the opinion, suggestions and feedback of our service users, families/carers, our staff, external partners and the public with a view to enhance service quality
- > Ensure people's preferences, needs and values guide clinical and care decisions through person-centred care
- > Always keep the individual at the heart of decision-making and, where possible, we will involve them in decisions regarding their care
- > Ensure the outcomes, safety and experience of those we look after meet the expected high standards, reduce harm, enhance people's lives and continually drive improvement
- > Foster a proactive safety culture where people are appropriately trained, resourced and feel able to speak up
- > Reduce harm and risk by learning from incidents
- > Be informed by data to measure our progress, assess our quality and equitably benchmark with other providers and make improvement where needed
- > Embrace further opportunities for co-production across our service lines so that we engage and capture the ideas and insight of those with lived experience of mental ill health and mental health services, and their families, carers and the communities we serve
- > Ensure our Co-production Strategy continues to identify opportunities to reflect the diverse needs and experiences of those in our care and the people who work with us
- > Recognise and respond to the impact of caring for people with mental health struggles, learning disability, autism or other complex needs on families and carers
- > Identify ways to provide support to families and carers and understand what assistance they might benefit from
- > Have a robust governance framework which is open and transparent, includes external scrutiny from our Advisory Board and provide feedback that is shared from 'the floor to the Board'
- > Invest in technological solutions to give us structured data and visibility of our performance metrics
- > As a learning organisation our data dashboards will show trend analysis, flag any alerts and enable us to drill down into each service to identify any areas for improvement





Our Success Measures



2

Strategic Priority 2: Support & Help More People

Providing the right care, at the right time in settings that best meet individual needs.

Guiding Principles

We aspire for all our service users to experience outstanding care as a result of the environments created by our people and the facilities we offer.

We aim to be able to help more people by providing services that meet national demand and respond to local need. Whilst we recognise we can't be everywhere for everyone, we understand and respect the benefits of placements being closer to home.

We want our service users, families and commissioners to feel assured that the placements we provide will deliver support that is appropriate to each individual's needs.

We will support individuals in our care to develop the confidence, skills and knowledge to look after themselves as far as they personally can and make decisions about their own wellbeing where they are able.

Our core value of 'Empower' will see us offer support that enables mental health recovery so that each person feels able to progress on their care journey. Where we can provide the next step in that journey we will always strive to make it as seamless as possible. Where we need to discharge elsewhere we will always work collaboratively to achieve the smoothest transition for the individual concerned.

We will work with our partners to forge local connections and strengthen our relationships so that we can work together to help improve the life opportunities for people using our services.

We will invest in our facilities to ensure our environments provide comfort and are tailored to the needs of those who stay there.

How we will deliver on this priority

We will work in partnership to deliver this by:

- > Working collaboratively with our commissioners in Integrated Care Systems to respond to, and meet, the needs in their localities
- > Being a strategic member of NHS Provider Collaboratives, ensuring that services operated are designed to meet regional need and reduce the need for Out of Area Placements (OAPs)
- > Through our membership in Provider Collaboratives we will also seek to support early intervention and prevention work where we can bring benefit
- > Continuing to work in partnership with Scottish Local Authorities and Welsh Local Health Boards, to meet their ongoing needs and respond to changing requirements wherever possible
- > Developing and broadening our service lines where our commissioners and system partners tell us there is a need
- > Extending our specialist services and working with those who have lived experience to co-design and co-produce services so they are led by the needs of the individual, not just the system
- > Expand our provision of Eating Disorder services, Neuropsychiatry, CAMHS and Acute/ PICU services
- > Supporting continuity of care by developing pathways for onward provision, step down facilities and community placements
- > Have clear referral protocols, access thresholds and information for staff, stakeholders, service users and families
- > Provide information on clinical models of care, including inclusion and exclusion criteria to all stakeholders
- > Development of community focused services to help meet the needs of the Transforming Care Programme
- > Aligning our inpatient Learning Disability & Autism services with the Transforming Care Programme
- > Work with sector partners, service users and their families to safely transition those in our care to onward placements that suit their own individual requirements and offer the best for their future prospects

Areas where we will not seek to build new provision

Inpatient Learning Disability and Autism services

As part of our commitment to aligning our inpatient Learning Disability services with the Transforming Care Programme (TCP), Cygnet Health Care will not build any new Learning Disability Hospitals. Over time we will seek to work in consultation with our commissioning partners and in the best interest of those in our care to find appropriate community-based placements that will bring benefit to those currently receiving inpatient care. Our aim will be to work collaboratively with our sector partners, service users and their families to ensure onward provision that best suits each individual's own unique requirements and offers the best for their future prospects. This will be done at an agreed and planned pace with safe transitions being our absolute priority.



Our Success Measures

Compliance with all KPIs within the NHS standard contract



3

Strategic Priority 3: Deliver Service Excellence

To be seen as a provider of choice for the delivery of high quality, evidence-based, specialist care.

Guiding Principles

Service user experience and outcomes drive the overall direction of our quality improvement work and keep service users at the centre of what we do as an organisation.

Our focus will be on providing tailored, personalised treatment and therapeutic interventions that are holistic, purposeful and grounded in respect.

We strive to provide greater choice and control for those receiving care so that they have an active part to play in their care plans and decision-making towards their personal goals where they are able to.

Restrictive practices are the least possible, with training on de-escalation being the primary focus.

Those who commission our services will do so based on outcome-focused evidence that is backed by data and centred around the individual.

Our quality strategy and quality improvement initiatives will:

- > Drive innovation
- > Challenge our teams to reflect on how they work
- > Encourage teams to develop new ways of working
- > Deliver service improvement that is measurable and evidence-based

How we will deliver on this priority

- > Empower our staff to be invested in quality improvement by ensuring they:
 - Have time to care
 - Feel valued and understand their contribution to the organisation
 - Are empowered to make decisions/changes to deliver better quality care
- > Promote highly visible, compassionate leadership to inspire and encourage our staff. Our managers will behave as role models and champion quality
- > Further investment in Leadership and Management training
- > Expand access to workplace mentors and develop a coaching culture
- > Provide opportunities for shared learning through job rotations or projects
- > Measure, monitor and improve the quality of all our services through optimal outcomes for those we look after, clinical excellence and world class care
- > Provide the best service user experience through the assurance of service user safety, purposeful engagement and clinical effectiveness at all levels
- > Work to ensure all service users will rate their care as good or excellent
- > Ensure our workplaces and facilities are always safe, comfortable, well-maintained and well-resourced for service users and staff





Our Success Measures



*POMH - Prescribing Observatory for Mental Health
 *CQUIN - Commissioning for Quality and Innovation
 *STOMP - Stopping over medication of people with a learning disability, autism or both with psychotropic medicine

4

Strategic Priority 4: Value & Develop Our Staff

To recruit and retain talented people who exemplify our values and feel proud to work in a culture of openness and fairness, that promotes excellence, delivers person-centred care and provides opportunities for staff to be their best.

Guiding Principles

Our most valuable asset is our staff. Their health, well-being and career development are essential to outstanding service provision.

We fundamentally want to deliver on our vision and mission of working together in a positive culture of openness, honesty and inclusivity.

This means ensuring that staff feel valued, understand their contribution to the organisation and know that their voice will be heard and acted upon.

We also want to grow our talent within Cygnet through our specialist training and apprenticeship schemes and nurture those who want to develop and progress in their careers.

Our specialist training will be accessible, succinct and aligned with operational requirements. We will provide workplace mentors and coaching opportunities to support our staff to develop their knowledge and performance so they are able to further their own skills and goals.

We want Cygnet to be an employer of choice that our staff recommend as a great place to work.

How we will deliver on this priority

Recruitment

We recognise that workforce capacity and demand for staff across health and social care is one of the biggest challenges the sector faces. Having the right number of staff, with the appropriate skills, in the right locations is essential to effective service delivery.

We will deliver an integrated recruitment marketing strategy that attracts enough candidates to meet the needs of the wider business, including growth.

Our recruitment strategy will focus on four key themes:

1. Strong employer brand
2. Direct sourcing capability
3. Data driven decisions
4. Empowering our services and departments

Through the delivery of this strategy we will:

- > Offer roles that are clearly identified
- > Conduct behaviour-based recruitment and assessment to ensure we have the right people to safely undertake their work
- > Adhere to all regulatory requirements
- > Have a clear and sustainable strategy for international recruitment of doctors and nurses
- > Ensure our recruitment processes are inclusive for all





Our Success Measures



Retention

We treat people fairly and we understand the strength that lies in our diversity. We want Cygnet employees to feel they belong so they can thrive in their roles.

We will support all our staff to give their best because it is their skills, passion and motivation that will help us realise our ambitions to provide the best. We will do this by:

- > Ensuring our staff are safe and protected when carrying out their jobs, often in the most challenging environments. Following-up and checking-in when our staff need support
- > Providing satisfying and fulfilling roles that people take pride in
- > Establishing clear career pathways and opportunities for succession and progression
- > Prioritising the mental health and well-being of our staff so that we can provide them with the support, recognition, rewards and benefits they deserve
- > Looking critically at all aspects of our work and developing long term, outcome driven action plans for inclusion, equality and diversity
- > Reflecting the diversity of our workforce and those we look after in our leadership and opportunities for progression
- > Hearing our staff voice, giving clear responses and making sure we feedback
- > Provide targeted and relevant staff communications through accessible and interactive platforms
- > Promoting a culture where people feel able to 'speak up' and understand that doing so is viewed as a positive action
- > Reconvene our Staff Representative Groups (SRGs) to gather and respond to feedback
- > Continue to deliver our Diversity & Inclusion strategy and build our staff networks, such as Multicultural and LGBTQ+, ensuring robust leadership, meaningful objectives and organisational support
- > Support staff wellbeing through work/life balance options & flexible workforce

Learning & development

- > Providing specialist training that is accessible, appropriate and aligned with operational need to maximise learning and enhance service delivery
- > Offering training and development that inspires staff to pursue their career ambitions
- > Equip staff with the training to learn and excel through bespoke training suited to their role
- > Further investment in leadership and management training
- > Implement talent mapping processes to identify potential in all our staff from all backgrounds



Our Success Measures



5

Strategic Priority 5: Innovation for the Future

Showcase innovation and vision. Harness technology. Deliver our sustainability targets. Be a force for good in the communities we serve.

Guiding Principles

Digitally enhanced care

Our innovation, often enabled by technology, should enhance the care we provide so that we use systems and technology to:

- > Increase our efficiency
- > Enable staff to work productively
- > Enhance safety
- > Reduce risk
- > Track progress
- > Monitor quality
- > Meet service user needs

Our 'Informed by Data' initiative will give us greater visibility and up to the minute monitoring and analysis.

We will build upon our business intelligence solutions to support both clinical and management information and decision-making.

In addition we will continuously measure our progress so we can identify key needs and always strive for the next level of improvement or new innovation.

The current Electronic Patient Record (EPR), myPATH will see functionality added and we will develop myPATH version 2, which will be a co-produced, "ground-up" build using micro-services. The co-production will involve all areas of the business including service user input. Our Incident Management System (IMS) is being developed to integrate better with myPATH.

We will bring focus to differentiating between our Social Care and Health Care divisions and build, implement and purchase the appropriate applications to fit the respective and different needs of each division.

We are building a secure tablet solution to better mobilise Cygnet staff and also offer a better range of applications on tablets for our service users.



Our Success Measures



Environmental strategy

Cygnets is proud of the part we play in the communities where we provide care and we are committed to having a positive impact on the environment.

We take our responsibility to contribute to a greener society very seriously and our Sustainability Strategy clearly sets out our aims to achieve:

- > Net zero carbon for our direct and indirect emissions by 2035
- > Net zero carbon emissions in our supply chain by 2045

A number of measures have already been taken to demonstrate our green credentials which we will continue to build upon. These include: 100% renewable electricity procured in 2021; black plastic has been removed from our food supplies and used cooking oil is recycled.

In addition, all new builds or fit-outs are completed to high environmental standards including solar energy generation, LED lighting, high-efficiency boilers, full insulation and double glazing. All light fittings in existing sites are replaced with suitable LED units when they reach end of life and high efficiency condensing boilers are installed when heating boilers need to be replaced.

At the point that any of our vehicles needs to be changed or upgraded we have committed to doing so with electric vehicles, where appropriate, to ensure our large fleet is increasingly environmentally friendly.

Going forward, we will also reduce our use of paper, single use plastics and implement ISO5001 energy management.



Our Success Measures



Clinical innovation and vision

We will support a culture that promotes continuous improvement, innovation and high quality research.

Our peer reviewed Cygnet Journal will be published twice a year and will include articles on research, quality improvement, innovation, audits, case studies, service user initiatives and perspectives, expert opinions, book and training reviews. It will serve to showcase our in-house expertise and talent.

We will engage with national research networks and programmes to contribute our knowledge, as well as to benefit from national and international best practice.



Our Success Measures



Cygnnet in the community

Cygnnet genuinely values good relationships with people in the local communities where we have services. We have more than 30 years of helping and caring for people in communities across the UK and we have built strong relationships with our neighbours.

Cygnnet employs more than 12,500 people UK-wide and we bring additional economic and social benefits to the local economies in which our services are based.

Where possible we use local produce, resources and suppliers at our facilities to support the local economy and community infrastructure.

We will continue to provide stable and fairly remunerated jobs for local people. Our pay rates will be benchmarked against other local employers both within and outside our sector, so that we are competitive and positioned as an appealing employer that offers opportunities to develop fulfilling and rewarding careers.

We support our staff in their local community endeavours including building relationships with local businesses, schools, charities, community groups and other residential care services. We actively encourage our staff to play a proactive role in the communities where they work and are proud supporters and sponsors of numerous community initiatives and groups.

We will continue to invest significantly in our estate to ensure we have the facilities and resources to meet and exceed the high standards required in the delivery of safe, quality care.



Our Success Measures







Our Strategic Priorities KPIs

To measure our performance against our strategy, we will assess the degree to which we can demonstrate progress through the following indicators.

Strategic Priority 1: Service Users First



To **achieve 33% response rate to Discharge Survey compliance in 2022/23** increasing by **10%** each year to achieve a target of **80%** within 5 years

At each Quarterly Board Meeting, we will ensure that those with lived experience are **invited to speak directly to the Board**



By March 2023 we will establish an **'Expert by Experience Advisory Group'**. We will also **increase the number of Experts by Experience** to cover young people up to the age of 18, individuals aged 30 to 50 and individuals with a Learning Disabilities/autism diagnosis



25% Increase in co-produced work and increasing numbers participating in co-production initiatives ensuring the **diversification across the Cygnet portfolio year on year**



At least **90%** of sites hold a **quarterly People's Council meeting**



By March 2023 at least **3 Quality Improvement projects** will be entirely led by service users across each of the regions with **improvements year on year**

Strategic Priority 2: Support & Help More People



To **increase capacity by 100 beds a year over the next 5 years (3%)**, to help more people be cared for closer to home; working with the developing commission landscape



To **achieve a tender success rate in excess of 95%**



To **operate total average occupancy levels** at those forecasted



To **put in place wellbeing resources, supplies and sources** of support in all Cygnet services by **March 2023** that will provide help to those experiencing hardship



To **provide access to the 'Blue Light Scheme'** for all Staff

Strategic Priority 3: Deliver Service Excellence



Report 100% NHS/Local Authority contract compliance annually, with no contract penalties. Including **100% compliance with CQUIN** where such a scheme exists



To **implement a shortened on-boarding process** during 2022/23 resulting in improvements in recruitment



To **achieve a 2% reduction in complaints** by 2023 based against the 2022 baseline



To **achieve 5% improvement on key quality indicators** by 2023 and improvement year on year



To **achieve 80% compliance of sites rated good or outstanding** and to reduce the number of inadequate sites year on year

Strategic Priority 4: Value & Develop Our Staff



To **achieve 10% reduction in vacancies** by 2023 and **15%** by 2024



To annually run through the staff survey process, **maintain a rating of above 80%** for "I enjoy working for Cygnet"



To **achieve 10% reduction on staff turnover** across the organisation by end of 2023



To **achieve 50% internal promotions** for new posts by 2024



To **reduce sickness absence to 5.0%** in 2023, **4.5%** 2024



To **ensure management and leadership training** is taken up by at least **10% of our workforce**

Strategic Priority 5: Innovation For The Future



To procuring at least **25% of our electricity from renewable sources** by 2024



To replace at least **15% of Cygnet's fleet with Electric Vehicles** by 2024



To pilot the full **automation of at least 5 sites** over the next 36 months



To deliver **improvements in the integration of systems**, as a minimum DATIX by the end of 2023



To pilot and expand the **'Cygnet in Schools' initiative** with the Education team from our CAMHS units



In partnership with local community groups/sports partnerships, further enhance the Cygnet brand to support **awareness of the services we provide locally and promote recruitment**

Next Steps

To deliver against our objectives we will harness the skills that exist within our clinical, specialist and support services to realise our ambitions.

The Board will monitor progress of the strategy through the appropriate governance processes and sub-committees that have oversight of the organisation's work.

We will seek to hear further feedback from our workforce, service users, carers, and stakeholders to ensure the direction of our strategy is meaningful and deliverable.

It can only become a reality with everyone's input and a shared determination to make a positive difference.

Thank You

With thanks to those who have already contributed their feedback and insight as the strategy has been drafted and evolved.

We look forward to seeing it become a reality, in partnership with our workforce and all those who we collaborate with, so that we can have the greatest impact on improving the lives of those we care for.

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CYG.939 | Date of Preparation: 20/04/23

Integrity

Trust

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