



# Our 5 Year Strategy

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This is **Dr Tony Romero**, he is the Chief Executive of Cygnet Health Care.

He is responsible for making big decisions about the company and the care Cygnet provides.



Tony is proud to share the **strategy** for Cygnet's future. A **strategy** is a plan.



The **strategy** is full of aims and important things for Cygnet over the next 5 years.



The **strategy** puts services users at the **centre** of what Cygnet does.



Cygnet wants the best for you and to provide services that are **outstanding** in all areas.



Tony says that the **Covid-19 pandemic** has had a big effect on everyone's physical and mental health. He wants Cygnet to help **as many people as possible** and to be a **leading example** for mental health support.



He also says that even with changing attitudes to mental health there are some people that find it easier to get help than others. Cygnet wants to be makes sure everyone is treated **equally, fairly** and with **respect**.

## Our Plan



Our aim is to give you safe, high quality care at all times.



We aim to do this by working together. Our highly trained staff will work with you, your carers, friends, relatives and communities.



By working with the people across our services and also outside of Cygnet, this helps us to meet the changing needs of those in our care in the best way.



We will continue to encourage people to work together, making **co-production** an important part of your care. This will give us more opportunities to make a **positive difference** in people's lives.



## 5 aims of the plan are to:



### **Put service users first**

We will put people at the centre of what we do to deliver safe, high quality care.



### **Support and help more people**

We will provide the right care at the right time, in settings that meet each person's needs.



### **We will deliver service excellence**

We want Cygnet to be seen as the best choice for providing high quality and specialist care.



### **Value and help our staff**

We want to hire and keep the best people who share our values.



### **Create ideas and solutions for the future**

We want to use technology to help us provide your care and prevent risks. We want to meet our target to help the environment. We want to help the communities we work with.



# Our Strategic Framework



Our **purpose, vision, mission, aims** and **values** help to decide the strategy for the next 5 years.



## **Purpose:** Why we do what we do

We make a positive difference.



## **Vision:** What we are working towards for the next 5 years

We will provide high quality services that make users feel safe, supported and are proud to be a part of.



## **Mission:** What we do, who we are and how we manage and change our culture

We will work together. We will encourage positivity, honesty and inclusivity.



**Service users first**



**Help more people**



**Deliver excellent care**



**Value our staff**



**Create for the future**



Our **values** support how we look after you. **Values** are standards that are important to us. Cygnet's values are:



1

We care

2

We respect you



3

We will help you to make your own decisions



4

We want you to trust us

5

We are honest

## About Cygnet



Cygnet is a one of the **best places** to come to for care in **mental health, autism and learning disability services** in the UK.

We are **proud** to hold **high standards** in a range of **social and health care** settings.

We work together to provide safe and effective care.

## Our Service Lines

### Social Care

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

### Healthcare

- Secure
- Acute
- Mental Health Rehabilitation and Recovery
- Personality Disorder
- Eating Disorder
- Learning Disabilities
- Autism Spectrum Disorder
- Older Adults
- Deafness and Mental Health
- **CAMHS** - Child and Adolescent Mental Health Services
- **PICU** - Paediatric Intensive Care Unit

## Cygnnet in numbers



We are very proud of our achievements. We look after **150 services** in Scotland, Wales And England.

**82%** of our services are rated '**Good**' or '**Outstanding**'.

All Tier 4 **CAMHS** - Child and Adolescent Mental Health Services services have been rated Good by Ofsted.



*Dignity* in the heart, mind & actions  
[www.dignityincare.org.uk](http://www.dignityincare.org.uk)



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

Member of

**INPA**

Independent  
Neurorehabilitation  
Providers Alliance

ENSURING EXCELLENCE IN NEUROREHABILITATION



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



**CAMHeleon**

Good experiences for young mental health inpatients



**Our CAMHS PICU service** at Cygnnet Hospital Sheffield is **CAMHeleon accredited**.

**FORENSIC**  
QUALITY NETWORK FOR FORENSIC  
MENTAL HEALTH SERVICES



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



**Star Wards**

Inspiring inpatient care



**7** of our PICU, Acute and Service service have **Star Wards**

## Our services in the pandemic

An extra  
**500,000**  
people will  
experience mental  
health problems due  
to Covid-19.

The Covid -19 pandemic has meant there has been an increase in need for specialist mental health services.

We know that mental health struggles can affect not only your mind but:

- physical health
- relationships
- families
- job prospects
- housing security

At Cygnet we want to be part of the solution.

The care we provide should be safe, effective and personal, delivered in the least restrictive setting. We will always be supportive.





# Our Nation's Mental Health



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



**1 in 10** children will experience mental health illness



Suicidal thoughts among vulnerable people have increased during the pandemic



**2 in 3** people with anxiety and depression do not get **treatment**



**Men** are **x3** more likely to take their own lives than women



**1 in 4** Adults will experience mental health illness



Mental Illnesses are **more common** and **long-lasting** than other health conditions.

## Mental Health

### People with learning disabilities



For people with a learning disability changes in their routines due to the lock-down **restrictions** were **difficult to understand** and cope with.

The **restrictions** meant people could **not have contact** with family and carers. This was hard to deal with and had a bad effect on many people.

### Children and young people



**5 in 30** children are now likely to have a mental health problem.

The number of young people with a mental health problem has increased **50% in 5 years**.

# Strategic Priority

# 1.

## Service Users First

**We put you at the centre of what we do. We will deliver safe, high quality care.**



### How we will deliver this



We will ask you, your carers, families and friends opinions and listen to your feedback.



We will respect your needs and wants through person-centred care.



Where possible, we will involve you in decision making about your care.



We will aim for high standards, reduce risks and have a positive impact on your life.



We will make sure people feel safe to speak up and that staff are well trained.

## Strategic Priority

# 1.



We will learn from risks and incidents.



We will use technology to help us look for risks and areas of your care that need improvement.



We want to work with you wherever possible. We want to learn from your experiences to make sure this is shown in the care we provide.



We want to look at ways to help support families and carers.



The people in charge of your care will be open and honest, they will listen to advice from others and be open to your experiences.

## Our Success Measures



100%

of service users were given the chance to take part in surveys and have their say



100%

of service users have a role in their care plan



Lessons we've learnt are shared at all levels.



Expert by Experience coach in each region.



Carers and families invited to all review meetings



We use technology to show any possible issues or risks

# Strategic Priority

## 2.

### 2. Support and Help More People



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

#### How we will deliver this



We will work with others to make sure we are following the highest standards for your care.



We will expand our services where it is needed.



We will make sure those with lived experience are listened to and help us make choices about services and the support we give to people.



## Strategic Priority

# 2.



We will support **more people** in these services:

- Eating Disorders
- Neuropsychiatry
- CAMHS
- Acute/PICU services.



We will create more step down facilities and community placements.



We will give you information about the clinical models of care for your service.



We will work with you, other areas of the community, your carers and families to help you safely transition to future placements.

We will make sure these changes offer you the best outcomes.

# Our Success Measures



People are in placements closer to home



We are working towards a less restrictive environment



People with LD/ Autism moved safely from hospital settings to the community



We provide more services to more people



We are working with others to make sure your care is safe

# Strategic Priority

# 3.

## Deliver Service Excellence

To be seen as the best choice to deliver high quality, specialist care.



### How we will deliver this

We will make sure staff have time to care for you.



We want everyone to feel respected.



Our managers will encourage people to aim for the highest standards.



We will measure and improve the quality of our services.



We work to make sure all service users will rate their care as good or excellent.

# Our Success Measures



Meaningful person centred activities for all



We act upon People's Council feedback



More staff are trained as workplace mentors and coaches



Levels of harm are reduced every year. Service user safety is promoted at all times.



We publish a service user newsletter.

## Strategic Priority

# 4.

## Value and Develop Our Staff

**We will recruit and keep good people who are proud to work in an environment that is open and fair and aims for excellence.**

### How we will deliver this



We want Cygnet to be a great place to work.



We will try to employ the right number of staff with the right skills to work in the right places.



We want staff to feel valued and to know when they speak up they will be heard.



We will ensure our recruitment process is inclusive for all.

## Our Success Measures



There has been an increase in new people starting work with us



Vacancies have gone down



More international doctors and nurses recruited

### Keeping good staff



- We will make sure staff are protected.
- We will provide opportunities for carer progression.
- We will support staff well-being, helping them to balance work and life by providing flexible working.
- We will look at the diversity of our workforce.



# Strategic Priority

# 5.

## Innovation for the Future



We aim to use technology to help us provide good care. We want to reach our environmental aims and support the communities we serve.

### How we will deliver this



Using technology will:

- Allow us to focus on your needs
- help us track your progress
- look after and manage the quality of your care
- reduce risks and make you safer



## Strategic Priority

# 5.



### Environmental Strategy

We take our responsibility to build towards a greener society very seriously.

So far we have:

- removed black plastic from our food supplies
- cooking oil is recycled
- when a vehicle has needed changing we have changed to electric vehicles where possible
- new buildings are fitted with more environmentally friendly resources

### In the Future

We will reduce our use of paper and single use plastics.

## Strategic Priority

# 5.



### Clinical Innovation and vision

We will work with people from research groups and share our knowledge to help work out the best practice and solutions to the services we provide.

### Cygnets in the community



We have good relationships with people in the communities where we have services.

We employ **12.500** people across the UK.

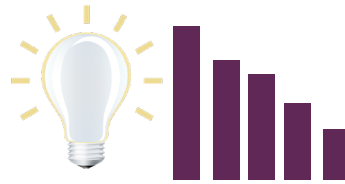


Where possible we try to use local produce and resources to support the local community.



We will always look to improve our facilities and resources to meet high standards to deliver safe and high quality care.

# Our Success Measures



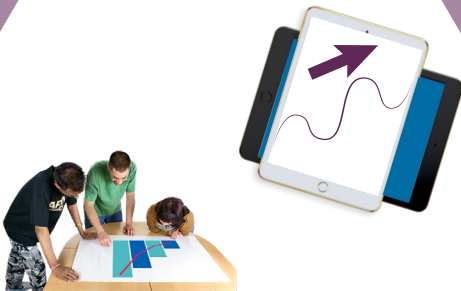
We have improved our energy management



Technology means we have safer control of observations and seclusions



We have increased our recycling and introduced electric vehicles



Technology can assist us to make better decisions



we work with local communities

## Next Steps



We will aim to achieve what we have set out in this strategy. We will track our progress and measure our successes.

We always want to hear what you have to say. We will ask for feedback from you, our staff and carers to make sure these aims are achieved.

We want to make a positive difference to your life and will work together to do this.

**Thank you to everyone who has contributed to this strategy.**



## Your notes

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Thank you to photosymbols for  
helping us make this easy read.



**Accessible  
Information  
Standard**