



Improving lives together

Clinical Strategy

2023-2028



Contents

Introduction	03
Our Purpose, Vision, Mission and Values	04
Who We Are	05
Our Strategic Priorities	06
1. Service users first	07
2. Support & help more people	08
3. Deliver service excellence	09
4. Value & develop our staff	10
5. Innovation for the future	11

“Our clinical strategy is a blueprint of how we will ensure the delivery of high-quality, sustained and person-centred care, support learning and innovation, and promote an open and fair culture.”

- Dr Jon Van Niekerk, Group Clinical Director



Introduction



I am delighted to share with you our five-year Clinical Strategy. Our clinical strategy is a blueprint of how we will ensure the delivery of high-quality, sustained, and person-centred care, support learning and innovation, and promote an open and fair culture to attract and retain the best people in our workforce.

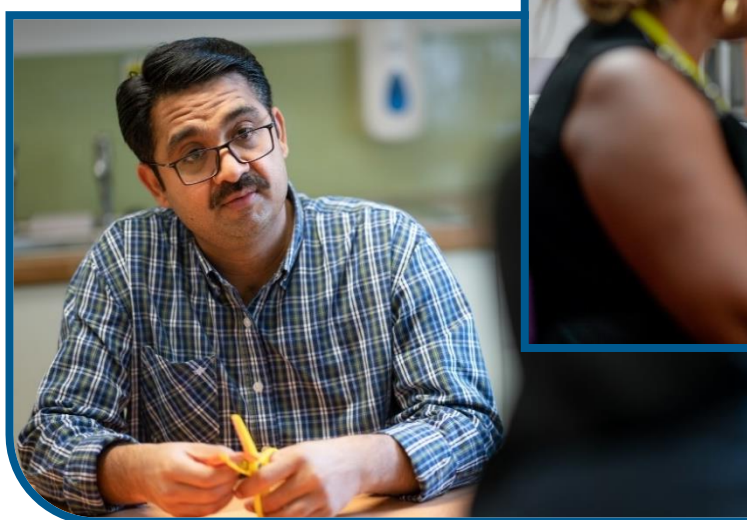
One of the things that makes me proud of being the Group Clinical Director for Cygnet, is our constant drive for quality improvement and clinical excellence.

In this Clinical Strategy we pledge to deliver our models of care to make a positive difference to the lives of all the individuals we care for, their loved ones and all those that work for us. We will aim to coproduce the care we deliver with those that use our services, to ensure they have greater control of their own recovery. We will work collaboratively with service users, families, carers and stakeholders across health and social care to deliver services that are person-centred and focussed on individual needs, whilst ensuring we deliver safe, compassionate, and excellent care for all.

Our approach aligns with the NHS Long Term Plan priorities that details the need to work collaboratively with our system partners.

The Clinical Strategy should be read alongside the Cygnet Strategic Plan 2022 -2027, which reflects the corporate priorities for the next five years. Achieving our Strategic Plan will be supported by our Clinical Strategy.

Dr Jon van Niekerk, Group Clinical Director.



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.



Who We Are

Cygnets was established in 1988. Since then we have developed a wide range of health and social care services for young people and adults with mental health needs, acquired brain injuries, eating disorders, autism and learning disabilities within the UK.

Through our values of Integrity, Trust, Empower, Respect and Care we take pride in the services we offer and the outcomes we enable individuals in our care to achieve.

Our expert and highly dedicated care team of 10,685 employees support 2694 individuals across 150 services to consistently make a positive difference to their lives.

We maintain a good relationship with our quality regulators and undergo regular inspections, with 81% of our health care services rated 'Good' or 'Outstanding'.

Health Care Services:

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

Social Care Services:

- > Learning Disabilities
- > Autism Spectrum Disorder
- > Supported Living
- > Nursing Homes



Our Strategic Priorities

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.

Our Strategic Priorities

1. Service Users First

Objectives and Actions	
Objective 1	
Objective	Actions
<p>Putting individuals at the heart of all we do in the delivery of safe, high-quality care.</p>	<ul style="list-style-type: none"> > Establish, pilot, and embed meaningful Patient Reported Outcome and Experience Measures (PROEMs) across the service lines, including DIALOG.
	<ul style="list-style-type: none"> > Services will be person-centred and delivered according to the needs, and preferences, of people, families and carers who access our services and with a focus on the triangle of care between professionals, service users or residents and carers.
	<ul style="list-style-type: none"> > Implement new Patient Safety Incident Response Framework (PSIRF) with compassionate engagement and involvement of those affected and a system-based approach to learning.
	<ul style="list-style-type: none"> > Coproduce care plans and care decisions that are informed by individuals' preferences, needs and values.
	<ul style="list-style-type: none"> > Utilise our clinical dashboard and trend analysis to pro-actively provide support to site, accordingly.



Our Strategic Priorities

2. Support & help more people

Objectives and Actions	
Objective 2	
Objective	Actions
<p>Providing the right care, at the right time in settings that best meet individual needs.</p>	<ul style="list-style-type: none"> > Work in partnership with other departments to ensure the repurposing of services is clinically informed, in line with our overall strategy and meet the requirements of our commissioners and system partners (Cynet Clinical Service Change Model adherence, including staffing matrix).
	<ul style="list-style-type: none"> > Co-design new builds/repurposing of old/new acquisitions for each service in line with individuals' needs.
	<ul style="list-style-type: none"> > Expand our provision of Specialist Services according to the standards of our Clinical Models of Care and Service Level Operating Frameworks, implementing external accreditation standards as appropriate.
	<ul style="list-style-type: none"> > Ensure continuity of care and high quality discharge processes are followed, including regular audit of compliance with same-day discharge notification, discharge summaries according to discharge checklists.
	<ul style="list-style-type: none"> > Streamline referral processes with Commercial Department to ensure a clinically-informed and responsive service for referrers, with audit of response times and with a focus on commissioner feedback to further refine.
	<ul style="list-style-type: none"> > Work with sector partners, individuals in our care and their families to safely transition those in our care to onward placements that suit their own individual requirements.

Our Strategic Priorities

3. Deliver service excellence

Objectives and Actions	
Objective 3	
Objective	Actions
<p>To be seen as a provider of choice for the delivery of high quality, evidence-based, specialist care.</p>	<ul style="list-style-type: none"> > Actively contribute and support Quality Improvement projects and support services to enable a Continuous Improvement culture.
	<ul style="list-style-type: none"> > Develop further focus on improving physical health outcomes through: <ul style="list-style-type: none"> • Enhanced training, including diabetes, asthma, epilepsy, and healthy living (diet and exercise) • Fulfil our commitment to STOMP (regular audits)
	<ul style="list-style-type: none"> > Support sites who are aiming for an “outstanding” rating by regulators through Corporate Improvement projects (Project Excelsior).
	<ul style="list-style-type: none"> > Measure, monitor and improve the quality of all services through standardised clinical outcome measures. <ul style="list-style-type: none"> • HONOS, HONESCA and GAP progression and Patient Reported Outcome Measures (PROMs)
	<ul style="list-style-type: none"> > Work towards accreditation and benchmarking of services by external agencies, including participation in: <ul style="list-style-type: none"> • National RCPsych POMH Audits • CCQI RCPsych accreditation, AIMS, QNIC, QNLD and Headway. • NHS Benchmarking



Our Strategic Priorities

4. Value & develop our staff

Objectives and Actions	
Objective 4	
Objective	Actions
<p>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.</p>	<ul style="list-style-type: none"> > Recruit clinical staff with standardised interview processes based on Cygnet values.
	<ul style="list-style-type: none"> > Regular salary and terms and condition benchmarking to ensure Cygnet remains competitive.
	<ul style="list-style-type: none"> > Promote visible, accountable and compassionate leadership and ensure all healthcare leaders have regular supervision and 360 leadership appraisals to support further development.
	<ul style="list-style-type: none"> > Ensure managers conduct regular supervision and weekly 1:1 catch-ups for all qualified clinicians. Supervision of managers to include talent mapping and succession planning.
	<ul style="list-style-type: none"> > Launch a new <i>Doctors in Difficulty</i> policy to ensure a compassionate response to doctors needing extra support during investigations.
	<ul style="list-style-type: none"> > Commitment to developing career pathways and train staff to become clinicians, achieving professional registration in their respective disciplines.



Our Strategic Priorities

5. Innovation for the future

Objectives and Actions	
Objective 5	
Objective	Actions
<p>Showcase innovation and vision. Harness technology. Deliver our sustainability targets. Be a force for good in the communities we serve.</p>	<p>> Clinical leaders to work closely with all stakeholders (including IT, Operations, Nursing and Learning and Development departments) in the development, testing, implementation, and support of new Digital Transformation projects to enable more integrated clinical systems:</p> <ul style="list-style-type: none"> • Roll out of new Incident Management System (DATIX) • Update to Electronic Health Record system (MyPath2), including patient and carer access. • Electronic Prescribing system
	<p>> Develop a digital service line specific performance report for qualified clinical staff to support appraisal/supervision processes.</p>
	<p>> Evaluate reducing restrictive practices, including:</p> <ul style="list-style-type: none"> • Cygnet 7 Cs to reduce Enhanced Observations • Coproduction principles in Personality Disorder services
	<p>> Continue to develop Clinical Dashboard to ensure proactive monitoring of clinical performance through trend analysis and predictive risk monitoring.</p>
	<p>> Ensure a robust Research and Development team and R&D strategy with a commitment to support Academic publications and innovative practice.</p>

Cygnnet

4 Millbank, 3rd Floor

Westminster, London

SW1P 3JA

www.cygnnetgroup.com



Integrity

Trust

Empower

Respect

Care