



Improving lives together

Our Co-production Strategy **2024 - 2027**

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1 Foreword

Co-production has transformed the way health and social care providers operate, and the importance of involving the voice of the people we support at every level of the organisation is something that has been embraced at Cygnet over the last decade.

The strategic drive around creating a culture in which co-production can thrive has enabled equal partnerships working to shape and drive quality improvement across services. This has involved embedding lived experience in everything that we do on a strategic level through Experts by Experience and harnessing our People's Council structure on a local level.

This strategy reflects our ongoing commitment to continue enhancing and developing our existing structures and work to date, with power-sharing and working together as equal partners being the primary aim. This strategy also aims to support the wider strategic and organisational objectives.

We believe co-production is not simply a single thing or project that services can do, but is a culture and should be embedded into the very fabric and part of every decision that services make. From the built environment to recruitment, the 'Co-production Culture' strategy aims to make every department and individual accountable and part of the paradigm shift to an equal partnership with all.



Co-production is what defines our values as an organisation, it is about care, respect, empowerment, trust and integrity... it is about working together as equal partners and we have seen a transformation in culture as a result.

Dr Tony Romero,
Group Chief Executive Officer,
Cygnet



Our People's Councils and the Experts by Experience team have really set the tone on our journey and have demonstrated the importance and benefits of co-production.

It is now time to take things to another level and really embed co-production in everything we do at every level of the organisation and that is why creating a Co-production Culture is at the core of this strategy.

David Wilmott,
Director of Nursing and Patient Experience,
Cygnet

2 Summary

What is co-production?

Whilst there are many different interpretations of co-production, there are shared principles amongst the various definitions which are based on the people receiving and delivering care working together in partnership as equals.

The charity 'Involve' states that the co-production 'approach is value-driven and built on the principle that those who are affected by a service are best placed to help design it.' The Co-production Network for Wales defines co-production as being 'an asset-based approach that enables people providing and people receiving services to **share power and responsibility, and to work together in equal, reciprocal and caring relationships**'.



Co-production is about listening to each other and respecting what we both have to say. It's about occasionally compromising and recognising that we are all human beings that can work together with compassion.

DuVonne Solomon,
Expert by Experience



Co-production is about people from all walks of life coming together to work with each other as equals from the outset. It helps recognise that we all bring something to the table and we can work with each other to harness each other's assets for the benefit of all.

Raf Hamaizia,
Expert by Experience Lead



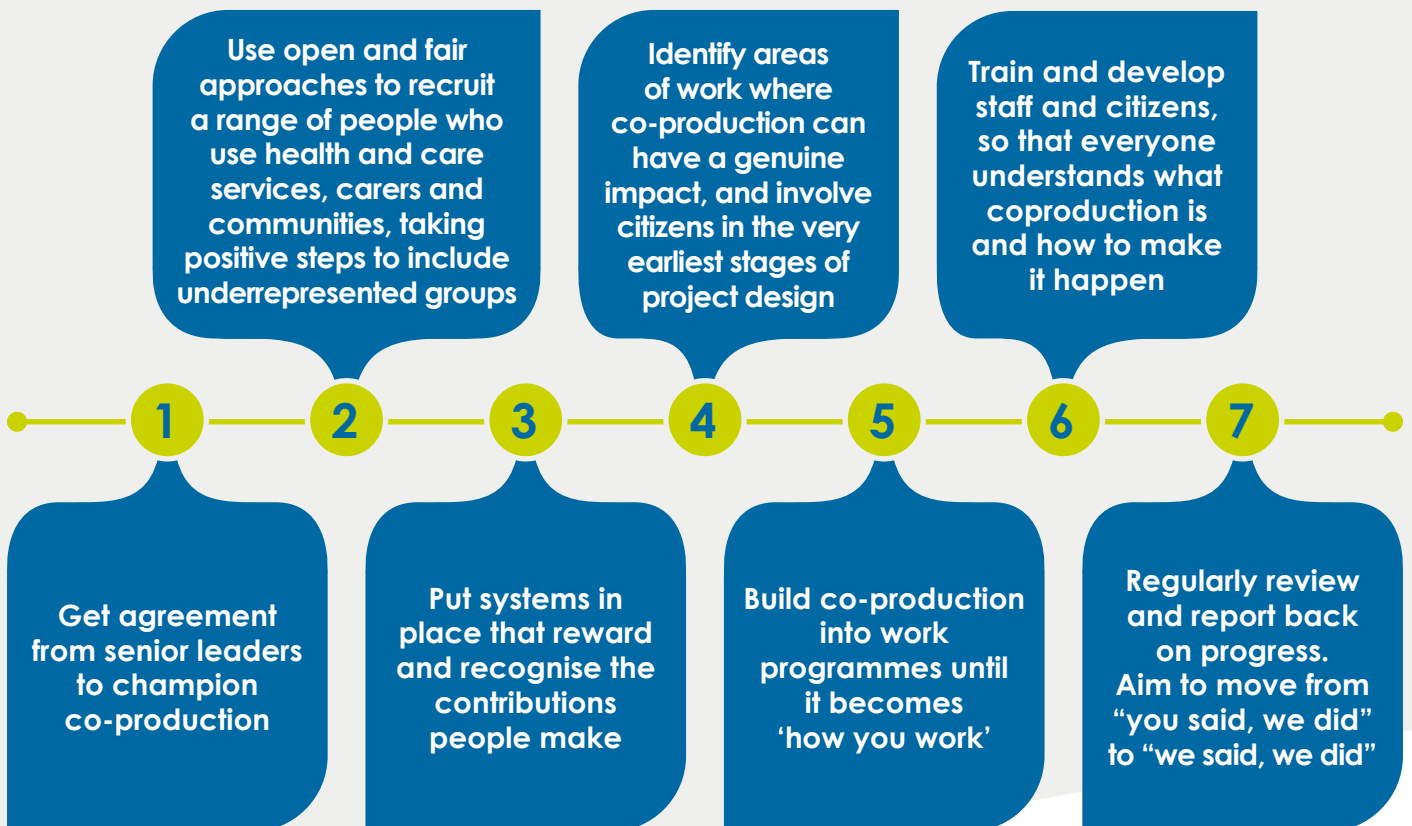
3 The Co-production Model

The work undertaken to date by Cygnet has followed the five principles and seven steps as defined by the co-production model created by Coalition for Personalised Care and NHS England.

Five principles:



Seven steps:

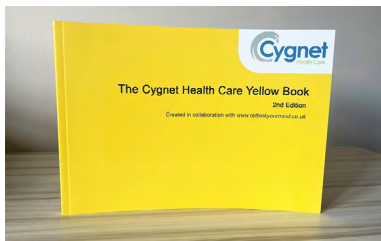


4 Our Work



Experts by Experience

Our Experts by Experience programme ensures people have a voice at every level of the organisation. Through co-production and working alongside people with lived experience both on the ground and on a strategic level.



The Cygnet Yellow Book contains artwork, poetry, music and creative contributions from service users across Cygnet and is a celebration of how creativity can support positive mental health.

SMOKE AWARE

Our Smoke Aware Initiative was founded by the Expert by Experience team at Cygnet in partnership with the Collaborative Centre for Smoking Cessation. The project aims to reduce health inequalities through supporting meaningful smoking cessation and awareness within inpatient services.

Music 2 Empower

Music2Empower is an initiative by Cygnet, launched in October 2019, that aims to bring the positive effects of music therapy across our services.



Led by our Procurement and Experts by Experience teams, Co-Sustain uses the principles of co-production to raise awareness and educate individuals on meaningful changes they can make to have a positive impact on the environment.



The People's Council is a co-produced forum within Cygnet which aims to share power and give a voice to service users, residents and family carers at every level of the organisation.

5 Objectives

Objective 1: Embedding the Co-producing All The Time (CATT) Model to support culture change through co-production

This objective will see the development and implementation of the CATT model across the organisation, from 'floor to board'.

This new co-produced model focuses on recognising co-production as a culture and should be a fundamental part of service provision, from every decision to every interaction.

The model also extends to departments and the wider organisation on a strategic level to ensure equal partnerships with stakeholders and people with lived experience are harnessed to create meaningful change.

We will achieve this by:

- 1.1 Developing the CATT model toolkit alongside the People's Council and Experts by Experience by implementing the CATT model.
- 1.2 Co-creating a CATT model masterclass alongside Learning and Development to support competencies around implementation.
- 1.3 Having the model independently reviewed and further developed by external stakeholders ahead of implementation.
- 1.4 Supporting an implementation programme to introduce the CATT model to services, staff teams, and departments across the organisation.
- 1.5 Obtaining an independent review and organisational audit of the effectiveness of implementation.
- 1.6 Co-producing a recognition award for services that are able to evidence implementing the CATT model.



Objective 2: Harnessing lived experience at every level of the organisation

Building on our existing work on a strategic level, this objective will further aim to support the local growth of service line-specific and designated Experts by Experience.

From our successful pilots to date, we have found that recurring visits from the same service line appropriate Expert by Experience supported consistency and localised relationships where co-production, peer support and peer advocacy can thrive.

This objective will also see the continued drive to embed lived experience on a regional level in recognition of the importance of this agenda and the subsequent benefits seen to date.

We will achieve this by:

2.1

Continuing to grow and develop the Experts by Experience programme at every level of the organisation, ensuring the diversity of service lines is appropriately represented within the programme. There will be a specific focus on a local and regional level reflecting the work that has taken place on a strategic and best practice throughout the organisation.

2.2

Considering a pilot of Peer Support programmes at a select number of wards and / or hospitals to scope the potential wider rollout in the future. This will be an exciting step forward in embedding a lived experience workforce to support recovery on a local level.

2.3

Growing and developing the Lived Experience Advisory Board, co-chaired with the group Chief Executive Officer, to ensure that people with lived experience also have an opportunity to feedback directly to the board as well as via the Governance structure.

2.4

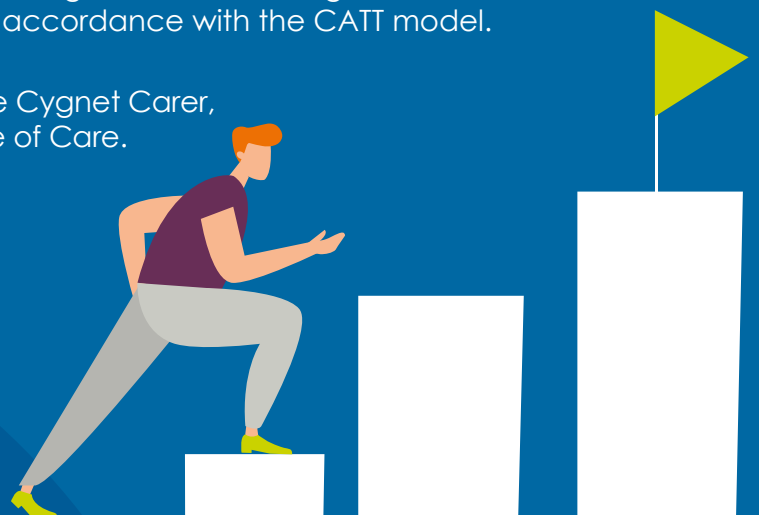
Further embedding Experts by Experience within strategic meetings, steering groups and group-wide projects / initiatives

2.5

Working towards ensuring local-level meetings such as clinical governance involve people with lived experience in accordance with the CATT model.

2.6

Supporting the full implementation of the Cygnet Carer, Family & Friend Strategy and the Triangle of Care.



Objective 3: Empowering the People's Council

The People's Council is now a recognised and established part of Cygnet as an organisation. The initial focus was primarily on identifying the appropriate structure, creating buy-in through awareness and supporting meetings taking place.

This objective will shift the focus from compliance (as meetings are now taking place) to quality (the impact and gravitas of meetings). This will also see us continue to work towards further embedding the People's Council within the organisational Governance structure with the vision to be the 'go-to' forum to co-produce and discuss matters both locally and strategically.

We will achieve this by:

3.1

Co-producing a new People's Council guide to reflect the broader range and diversity of service lines across the organisation since its inception.

3.2

Ensuring accessible forms of the People's Council guide are available on demand including easy read, large print and multiple languages alongside the Multicultural Network.

3.3

Enshrining the People's Council in policy to ensure the longevity and mandatory nature of this important agenda. This will also ensure new or re-tooled services establish People's Councils.

3.4

Strengthening quality audits and support of People's Council leads.

3.5

Promoting senior and departmental attendance of People's Council meetings.



Objective 4: Growing recovery-oriented practices and co-produced initiatives

We have seen significant growth in co-produced initiatives and a paradigm shift regarding the recovery-oriented practices now being widely embraced amongst services. We would like to further support this and work with internal and external stakeholders to further create recovery-oriented environments through coproduction.

We will achieve this by:

4.1

Supporting the arts across services to further engage service users in meaningful activity and aid in recovery journeys. This will include, but is not limited to, a focus on establishing music, art and drama initiatives across services in partnership with the appropriate departments and local teams

4.2

Further developing and enhancing Recovery Colleges across the organisation with access to a new suite of information resources such as a masterclass on Recovery Colleges, apprenticeship opportunities and support from a national Recovery College lead.

4.3

Growing co-produced initiatives such as Music2Empower and Co-sustain to have more of a long-lasting impact within services, harnessing the awareness such projects have raised to date.



Objective 5: Co-producing the built environment

The built environment has been a long-standing agenda item within the sector and a theme identified by our various feedback structures. There have been significant improvements regarding the built environment in recent times and this objective hopes to build on this further through coproduction. This objective aims to ensure co-production is a fundamental part of the built environment and decisions/priorities should involve people with lived experience from the outset.

We will achieve this by:

- 5.1 Supporting the development of a national co-production artist role to help co-produce environments through art and murals across the organisation.
- 5.2 Working closely with the Estates team and the People's Council in relation to identifying environmental priorities on a local level.
- 5.3 Establishing apprenticeship opportunities for service users with the local Estates teams to learn new skills, build confidence, aid recovery and gain experience.



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Integrity

Trust

Empower

Respect

Care