



Improving lives together

Impact Report 2024-25

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We are Cygnet, a leading provider of social care, complex mental health, learning disability and autism services in the UK. Established in 1988, our 37-year history has seen us build a reputation for delivering pioneering services and outstanding outcomes for children, young people, adults and older people.

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 and residents select, and stakeholders trust.

Our Mission

is to work together in a positive culture of openness, honesty and inclusivity, where we deliver safe, compassionate 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.

01 Our Values

Integrity

We have Integrity

Guided by a strong moral code, we act with the best intentions and for the right reasons; making person-centred decisions based on individual assessment.

Trust

We Trust

Forming the basis of our therapeutic and working relationships, we work hard to build and maintain trust.

Empower

We Empower

We empower people to make informed decisions and forge their own path. We encourage people to take every opportunity.

Respect

We Respect

We treat people fairly as individuals. We understand the strength that lies in our diversity. We ensure people have the ability and support to make a positive difference.

Care

We Care

We listen to each other and care for each other. We care deeply about everyone who is part of the Cygnet community.

Improving lives together

There has been so much for us to be proud of as an organisation over the last 12 months. As I reflect on our achievements in 2024, I am proud of the progress we have made as an organisation and the tangible impacts we have had on our service users, residents, their families and the communities in which we serve. Our commitment to enhancing the experiences of those we support has yielded remarkable results.

I've seen our staff work above and beyond to open new services to help meet the increased demand for care. I've taken pride in seeing teams innovate and share their expertise and knowledge with others, and I've witnessed our colleagues deliver a wonderful range of inspirational events for our service users and residents, enabling those in our care to live the most fulfilled life possible.

We have continued to demonstrate innovation through initiatives like our social hubs and have fostered a culture of collaboration within the mental health ecosystem, as seen through our extensive expansion plans.

In the UK, we know mental ill health is the largest single cause of disability, with suicide levels so high it is considered a public health emergency. Cygnet remains committed to being the best in class provider to the NHS and local authorities in the provision of specialist mental health and social care. In the past year we have invested significantly in our people, in our leadership and in our facilities. We have created state of the art hospitals and care centres that create an outstanding environment for our patients and service users.

Our innovative and agile approach to development means we are now able to offer even more beds to provide much-needed specialised care for some of society's most vulnerable individuals. We proudly achieved our mission to lead by example and be sector leading by building for better mental health, nurturing an extensive, compassionate dedicated workforce including those with lived experience, maintaining and excelling in our quality standards, working in partnership to ensure people get quality care closer to home and investing in our staff and culture.

2024 was undoubtedly a year of bold strides for Cygnet with our new openings and investment across our existing facilities. I look to our future with hope and with optimism, knowing we are doing all we can to play our part in supporting more people and Improving Lives Together.

We remain steadfast in our commitment to ensure those who need help get the right support at the right time in the most appropriate settings. I am confident Cygnet will continue contributing towards a brighter future and together, my team and I are poised for an even more impactful 2025 and beyond.

Dr Tony Romero

CEO, Cygnet Group



03 What We Do

We provide services in England, Scotland and Wales and our expert and highly dedicated care team of almost 13,000 employees support more than 8,300 individuals each year 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 services rated 'Good' or 'Outstanding'.**

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.

Cygnnet provides a broad coverage of the behavioural health spectrum from Secure, PICU / Acute, Mental Health Rehabilitation and Recovery, Personality Disorder, Children and Adolescents, Eating Disorder, Learning Disabilities, Autism Spectrum Disorder, Neuropsychiatric, Older Adults, Deafness and Mental Health.

04 Our Clinical Vision

Our aim is to provide the highest quality care to our service users and residents at all times, regardless of where they are in their care pathway.

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



05 Our Services

Health Care:

One of the Largest Independent
Sector Mental Health Providers in
the UK

82 Hospitals
2 Schools



Service Lines :

- > Secure
- > PICU/Acute
- > Mental Health Rehabilitation and Recovery
- > Personality Disorder
- > CAMHS & Schools
- > Eating Disorder
- > Learning Disability
- > Autism Spectrum Disorder
- > Neuropsychiatric / ABI
- > Mental Health and Specialist Deaf Services



2,206 beds in England, Scotland
and Wales



7,508 service users supported
each year



9,273 caring staff in our
Health Care Division



DUNDEE

EDINBURGH

NEWCASTLE

LEEDS

MANCHESTER

SHEFFIELD

NOTTINGHAM

BIRMINGHAM

CARDIFF

BRISTOL

COLCHESTER

LONDON

SOUTHAMPTON

BOURNEMOUTH

Social Care:

Expert and highly dedicated
Social Care team of
2,757 employees



Empower **810** residents
and service users



71 residential,
supported living
and day services



Service Lines:

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



06

Testimonials

"This is the best hospital I have ever stayed at. The outdoor space is good, it's natural. It's like a hotel. You get your own shower, en-suite, double bed, enough storage and most importantly, I feel safe here."

**Current service user,
Cygnet Hospital Sherwood**

"The facilities are beautiful. It's a home from home."

**Current service user,
Cygnet Hospital Sherwood**

"Staff are very professional, and the care people receive is exemplary. The marked improvement in my client's engagement in activities, access to the community and increased independence is significant."

Commissioner



"This isn't like a hospital; it's like a 5-star hotel. The colour scheme is beautiful, it creates a peaceful environment."

**Current service user,
Cygnet Paddocks**

"I love living at Ranaich. I am so much happier and never want to leave. Staff always listen to me, and I know they would do anything for me."

Current resident, Ranaich House

"The staff team are very dedicated professionals who are caring and respectful people. We think very highly of them and so does our [family member]. The staff think out of the box to make sure our [family member] has the best physical and mental health. Our [family member] has a life outside of the house since moving in. We are happy because they are happy."

Carer

"Cygnet hospitals have shown that their work supports wider system change for how carers are recognised and supported as equal and expert partners in care."

Carers Trust

"Your team go above and beyond to make our daughter's life safer, happier, more interesting and fun. Your staff are quite simply shining lights and we are so grateful."

Parents

"What I like about this service is the focus on a person-centred approach. There is no blanket method to care here. Everyone is seen as an individual and supported that way."

Staff Member



"She has built trusting relationships with the staff and they have really gone the extra mile for her. She is now able to engage with her treatment plan and has started to see a future for herself out of hospital."

Parent

"The values of compassion, dignity and respect were central to service delivery."

For the first time in some people's lives, their home placement is safe, and they are thriving both at home and in the wider community. Leaders and staff appreciated people for who they were, rather than simply looking at their disability or their life history."

**Scottish Care
Inspectorate**

"My admission to Cygnet Nield House gave me something to wake up for until I slowly began to regain a genuine sense of enjoyment previously lost. I have reconnected with my hobbies and can clearly envision myself outside of hospital. I have goals and plans that I want to stick around for."

**Current Service User,
Cygnet Nield House**

"The team at Cygnet Nield House rescued me, and for the first time in forever, I actually think things are going to be okay."

Current Service User, Cygnet Nield House

Delivering Excellence



With record levels of referrals, in 2024 we supported **8,318** of people to **recover, regain independence, and rebuild their lives**

This includes **2,520** already in our care on 1 January 2024 and **5,798** new admissions

In 2024, we worked with **360** commissioning bodies; **187** NHS and **173** Local Authorities



We reach people through our UK-wide services that provide:



82 hospitals and step down services with **2,206** beds



71 residential, supported living and day settings with **785** places



2 inpatient schools to give young people the **education they deserve**

We received **3,745** compliments, an **increase of 509** for the same period in 2023 (+16%).



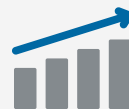
Transformation



7 new hospitals in 2024 - 2025



230 new beds



£132million investment

Quality



81% of our services rated **Good or Outstanding**



100% Good or Outstanding OFSTED ratings



17% higher CQC Good or Outstanding ratings than the rest of the mental health independent sector

981 services users were internal discharges to a pathway option within Cygnet. This represented **17%** of all discharges



Staffing

13,000 staff



8 new apprenticeship subject areas became available



580+ Nurses recruited (**390** FTE and **195** Bank)



Tier 2 Learning Disability and Autism Training:
Delivered **335** courses, training **3,618** staff year to date



204 qualified MDT hires (**197** FTE and **7** Bank)



Rolled out stand-alone ligature training
Delivered **783** courses - training **6,380** staff



New employment partnerships launched with Princes Trust, Rest Less and Tent



148 new apprentices enrolled on programmes this year



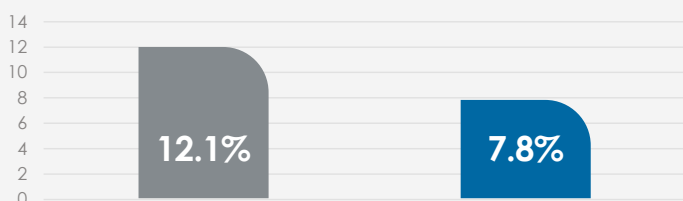
Hired 5,000 staff across all job families



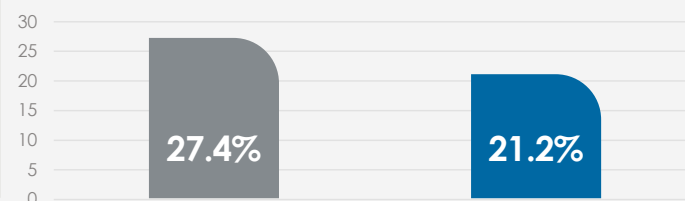
6 supportive **Cygnat** staff networks



Agency reduced from **12.1%** to **7.8%**



Turnover reduced from **27.4%** to **21.2%**



Service Users First

Our service users gave us a rating of **4.5 stars** out of 5 when we asked them if they **feel safe in our care**



We opened **18** new social hubs and we now have a total of **21**



Across all our service lines, **75%** of those in our care were **successfully discharged back towards the community**



Held **500+** People's Council Meetings to hear feedback from our service users



We recruited **27** new **Experts by Experience**



More than **50** Experts by Experience, made over **1,000** visits to our hospitals in 2024



Awards, Accreditations and Media

Cygnnet Social Care
Winner of the Specialist Provider 2024
HealthInvestor Awards 2024

HealthInvestor
Awards

13 services received the
Triangle of
Care accreditation



Cygnnet's social media content
was **seen over 2.5 million** times
across the year



Recognised at more than **40** external
awards including:

Nursing Times Awards
Learning Disabilities
Autism Awards



In 2024 we **grew our social media**
following by over 9,000 to exceed
more than 50,000 followers across
our three main corporate platforms;
LinkedIn, Facebook and Instagram

More than **1,000** pieces of
positive media coverage with a
reach of more than **40 million**



Environmental

By 2024, the **vehicle tracking device, Lightfoot**,
had been installed on all Cygnnet vehicles.

Collectively, the programme has now **reduced**
CO₂ emissions by 236 metric tons across the
vehicle fleet since it was introduced in 2020



We installed **solar panels**
at 30 Cygnnet facilities.
Installation of these panels has
generated more than
2.2 Gigawatts of electricity

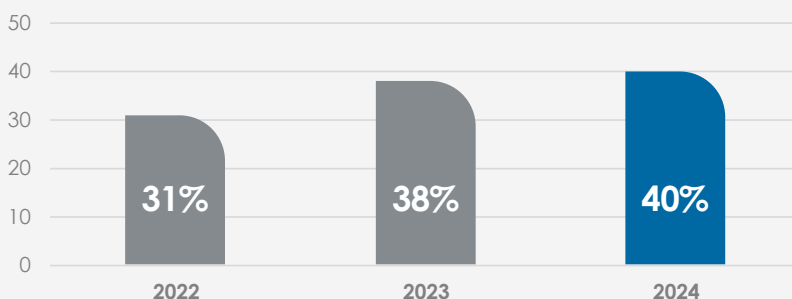


In 2024, **less than 1%**
of Cygnnet's waste was
disposed of via landfill



Waste recycling across
Cygnnet increased from:

31% in 2022,
38% in 2023
40% in 2024



08 Supporting More People

2024 marked an exciting year of **growth, dedication and innovation at Cygnet**. We expanded our capacity to provide much-needed mental health care, closer to home, for some of society's most vulnerable individuals.

We proudly **opened four new hospitals in 2024 with more opening in 2025**.

Against a national backdrop of a reduction in NHS mental health beds over the past decade, and with a growing demand for mental health services across the UK, we pursued an ambitious expansion programme in 2024 to help meet demand by building more hospitals and retooling wards across our portfolio to:

- ✓ Increase capacity
- ✓ Reduce waiting times
- ✓ Provide care closer to home
- ✓ Alleviate pressure on the NHS
- ✓ Deliver economic growth in the communities we serve

The construction of **seven brand new hospitals** progressed at pace in 2024, four of which were proudly opened throughout the year, with the remaining three opening in the first half of 2025.

Combined, these **seven new hospitals** will provide **230 beds, help 1,500 patients** each year, and bring **1,000 new jobs** to the economy.

Our vision for building state-of-the-art facilities was complemented by the renovation and re-purposing of wards across our existing portfolio, bringing significant **improvements to 181 beds**.

With an **investment of more than £132million**, these developments make Cygnet one of the **largest independent providers of mental health care in the UK**.

As a committed partner to providing much-needed services, we invest most of our operating profit in our facilities across the country. In 2024, we invested £66million across new developments and existing services with a further £66million investment planned for 2025.

Our facilities include:

- > En-suite bedrooms – with double beds as requested through service user feedback
- > Spacious communal areas on each ward
- > Hair salon or barber shop
- > Quiet lounges
- > Dining rooms
- > Activities of daily living kitchens
- > Multi-faith room
- > Fully equipped gym
- > Multiple meeting and therapy rooms



We believe that good design is a powerful and cost-effective way of promoting quicker recovery.

Our service users deserve to have healing environments which help with recovery and not hinder. We tailor our designs to the people in the care of each particular service. We work closely with our clinical and operational colleagues, developing the interior and building design choices during planning and delivery of projects.

Our in-house interior design team also consult with current and former patients, as well as carers, on designs and interiors that enhance wellbeing and create calm, therapeutic environments.

Each new development and design across our new services is co-produced to bring therapeutic benefits to help people recover and provide centres of excellence for staff to provide outstanding care.

Patient perspectives are always taken into consideration when planning furnishings, artwork and colour schemes. For example, at Cygnet Hospital Oldbury, as a female service, the choice was for bright colours and illustrative, inspirational quotes to adorn the walls to encourage mindfulness and hope. We also focused on installing sensory items, dimmable lighting and a scent machine.



Our New Hospitals

| Hospital | Location | Service | Beds |
|--------------------------------|------------------------------|--|------|
| Cygnets Hospital Sherwood | Mansfield, Nottinghamshire | PICU/Acute (Male) | 44 |
| Cygnets Hospital Wolverhampton | Wolverhampton, West Midlands | PICU/Acute (Male) | 29 |
| Cygnets Hospital Oldbury | Oldbury, West Midlands | PICU/Acute (Female) | 27 |
| Cygnets Paddocks | Widnes, Cheshire | Neuropsychiatric rehabilitation (Male) | 28 |

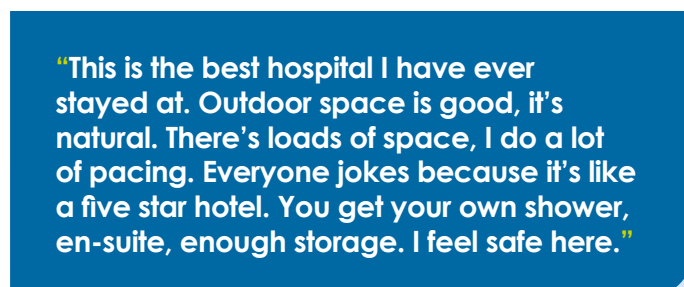


Hospitals Under Construction in 2024, to Open in 2025

| Hospital | Location | Service | Beds |
|----------------------------|-------------------------------|--|------|
| Cygnets Kenney House | Oldham, Greater Manchester | PICU/Acute Mental Health Rehabilitation (Female) | 44 |
| Cygnets Hospital Kidsgrove | Stoke on Trent, Staffordshire | Acute Personality Disorder rehabilitation (Female) | 31 |
| Cygnets Elowen Hospital | Derby, Derbyshire | Eating Disorder Personality Disorder (Female) | 24 |



Testimonials





Cygnets Hospital Oldbury

"We have a fantastic environment to work in, I think it makes everyone want to look after it. I love the pictures and decoration, it has to be safe but it can still look nice."

"It has a really spacious feel, it looks homely and robust. Great to have double beds!"



Cygnets Paddocks



Cygnets Hospital Wolverhampton

"It doesn't feel like a hospital, it is very well thought out. Décor and colours is very calming and tranquil."

Cygnets Hospital Sherwood



Cygnets Hospital Oldbury

"The facilities are beautiful. It's a home from home."



Cygnets Paddocks

(April 2024 - March 2025)

At Cygnet, we continue to deliver outstanding clinical outcomes across our Health Care services, underpinned by our strong focus on recovery, community reintegration, and measurable progress in individual wellbeing and functioning.

Our latest data from 2024-25 highlights the tangible, positive impact we are making across our services. At the heart of our approach is a commitment to person-centred care, rigorous quality assurance, and continuous improvement.

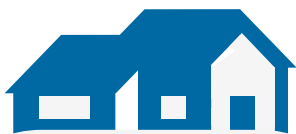
Our clinical outcomes reflect the dedication of our staff in supporting individuals on their journey to recovery and independence.

Across all our service lines, we achieve meaningful results that transform and improve lives.

These outcomes are not just numbers; they represent real progress for the people we support and reinforce Cygnet's role as a leader in delivering high-quality care.

Successful Discharge Outcomes

Our commitment to supporting individuals through their recovery journey is reflected in consistently high discharge success rates.



Adult Health Care Services:

95% of service users were discharged towards community-based settings, underscoring our focus on reintegration and independence.



CAMHS Services:

93% of young people successfully transitioned back into the community.



Learning Disability Services:

79% of service users progressed into settings offering greater independence, dignity and the opportunity to thrive.

Global Assessment of Progress (GAP)

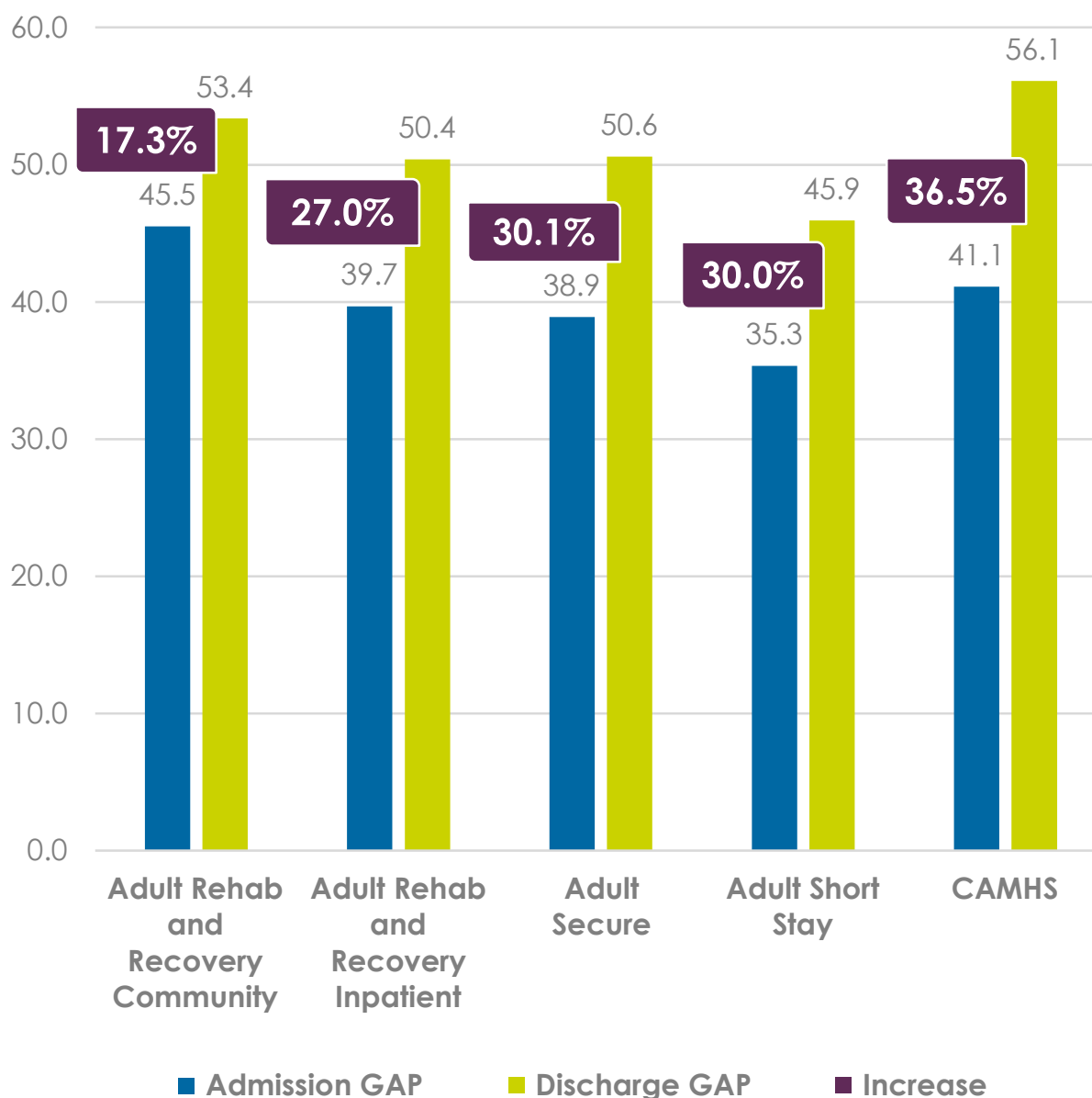
The GAP tool, which measures improvement in daily functioning and life skills, revealed impressive progress across our services.



Health Care Services:

Service users demonstrated a **30%** average increase in daily functioning and skills development.

Average Admission Vs Discharge GAP Score



Reduced Length of Stay

We continue to focus on delivering timely, person-centred, effective care that supports progression and avoids unnecessary time in services.

In 2024, the average Length of Stay decreased across all services, with the exception of our eating disorder services, where it increased by 22 days. This increase, however, reflects a positive development of fewer short-term admissions and more sustained, intensive support. As a result, a greater proportion of individuals transitioned successfully towards independent living.

In health care services, we achieved a **17% average reduction** in Length of Stay.

17%
Average
Reduction

In Community Rehabilitation Level 1 services, Length of Stay was reduced by an impressive **22%**.

Reduced by
22%

"I am so passionate about telling people how important places like Cygnet Maple House are. For me, it has been a game-changer and changed my life. If there were more places like this with support and therapy from people who understand personality disorders, then more people would be able to get better." **Current Service User**

11

Outcomes - Social Care

(April 2024 - March 2025)

Successful outcomes in Social Care services at Cygnet are defined by the positive and meaningful progress individuals make on their personal journeys. Our UK-wide network of Social Care settings provide safe, happy and supportive, often lifelong homes for our residents and outcomes for our social care service users are unique to each individual.

Their journey with us begins with a carefully planned and well-supported transition process, subsequently leading to successful admissions into our services, where each person feels safe, welcomed and understood.

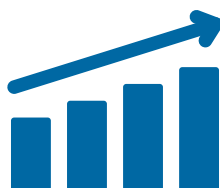
Sustaining placements through tailored support and consistent input is central to our approach, helping individuals to stabilise and thrive. We focus on empowering people to develop new skills, build confidence, and increase independence at a pace that's right for them.

Where appropriate, success also means supporting individuals to move on into less restrictive settings or supported living, enabling them to enjoy greater independence and a more fulfilling quality of life in the community.



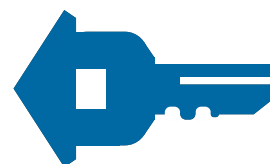
Adult Social Care Services:

We welcomed **46** people into our Social Care services who are now living happily with the right support, and are working towards their personal goals.



GAP scores:

A **9%** improvement in daily functioning and life skills was recorded, indicating steady progress in personal development and community readiness.



Supported Living:

We supported **21** people to move into supported living services, enabling them to achieve a greater level of independence.



Volunteering in the Community

When appropriate, volunteering provides a vital opportunity for individuals in our Social Care settings to build confidence, develop skills, and contribute meaningfully to their communities. At Old Leigh House in Essex, Martin's story exemplifies the life-changing impact of these opportunities.

In May 2024, Martin began his first-ever volunteer placement at St. Vincent's Charity Shop in Westcliff, Southend. With support from staff, he was introduced to the shop team and quickly embraced a variety of responsibilities, including sorting stock, restocking shelves, and preparing donated items for sale.

Martin approached his role with enthusiasm and independence, requiring minimal supervision. His efforts were quickly recognised by the shop's management, who described him as "an asset" and welcomed him as a valued member of the team.

They said: **"He is such a lovely guy, and very easy going. He fits in so well with all of us and has become an integral part of the team."**

"He really is fantastic, you can't fault him. He is an asset and such a hard worker. You ask him to do something and he does it. Nothing is ever too much trouble."

"Martin is a pleasure to work with and in such a short time he has made a huge difference to the shop and to the charity."

This experience marked a significant milestone for Martin, who had never previously held a work or volunteering position. The opportunity has contributed to a noticeable increase in his self-esteem and sense of purpose.

"I like to help and it gives me a happy feeling," Martin said.

"I am able to give back to the community and I like meeting new people."

"I was keen to volunteer because I want to give my love and support to community as I receive lots of kindness."

"I have developed a friendship with a staff members at St Vincent's Shop. It keeps me busy!"



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 together to harness each other's assets for the benefit of all.

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.

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."

Raf Hamaizia

Expert by Experience Lead



Experts by Experience



Experts by Experience are people who have lived experience of using or caring for someone who has accessed Health and / or Social Care services. In many cases, our Experts by Experience are people who have been Cygnet service users.

We have long championed and valued co-production across our services, using the voices, views and insight from service users to provide the very highest standards of care.

In 2018, Cygnet became the first independent provider of healthcare services to invest in a full-time Experts by Experience (EbyEs) lead. We work with Experts by Experience to help ensure the opinions of service users are heard and considered across the organisation and that feedback is actioned upon to improve our services.

Last year we recruited 27 new EbyEs and we now have more than 50 EbyEs, who made more than 1,000 visits to our hospitals last year, ensuring service users are consulted at all stages in the planning and delivery of our care.

Former service user and Expert by Experience Euan Atkinson has shared his story and what he hopes to bring to the role to ensure service users have a positive experience with Cygnet services.



My Mental Health Struggles

I've been in hospital twice, once in 2022 and then again in 2023. Both times going in I had become engrossed in my own world, I couldn't think rationally.

I was in a disconnected state where what I thought was happening and what was really happening were completely different. I was in a really volatile frame of mind and had a dangerous sense of self-confidence.



My Mental Health Journey

My problems started in 2019 when my relationship broke down. I became very depressed and attempted suicide. My mum supported me and I was helped by an early intervention service. My community care wasn't enough and I was admitted into hospital, though after five weeks I was discharged.

Following a trip to Asia with my dad, I became paranoid and my mental health relapsed. I was admitted into Cygnet Hospital Wyke where I initially struggled to settle but the staff put the time and effort in to reassure me and build our rapport. This then gave me the comfort and confidence to grow and learn, helping me become the person I am today.

It was the unwavering support and dedication of the staff on the ward that allowed me to take control of the turbulent journey of life and make better choices. Their guidance gave me the strength to maintain a healthy mindset and lifestyle. Without the people who cared for me and wanted the best for me, even when I didn't know what that was, I would not be in the position I am today.

Becoming an Expert by Experience

Whilst I was in Cygnet Hospital Wyke, I was given the opportunity to fill in an application form. A year after discharge, I had just finished a course in Railway Engineering, however, because of my medication, I was not allowed to do safety critical work.

I received an email asking if I was still interested in becoming an EbyE and it came at just the right time, when I wasn't sure what would be open to me. I was given training and then I was given the green light to become an Expert by Experience.

Now I go to Cygnet Hospital Wyke and Cygnet Fountains once a week and I am really enjoying the role and feel I am making a difference already.

My Priorities

My main priority as an Expert by Experience is making sure that the service users are comfortable in the service because we cannot be expected to grow and recover in unfavourable conditions. I want to enforce safeguarding, reduce restrictive practice and make the hospital as homely as possible.

I have been involved with a couple of projects already to help achieve this. At Cygnet Hospital Wyke and Cygnet Hospital Fountains, I have been part of the team putting together the social hubs, a homely environment away from the clinical atmosphere on the wards. This has been the 'brain child' and passion project of our company Expert by Experience Lead, Raf Hamaizia. These rooms have so many amazing facilities and they enable service users to have FIFA tournaments or movie nights as well as providing a welcoming fun space for group therapies or one-to-one sessions.

I have also taken part in a Safeguarding Charter, working with the service users to understand what safeguarding means to them and how staff can best meet their needs. I then take that feedback back to the hospital managers to make sure things are the way they need to be to keep the service users safe, but to also give them the best chance for their recovery.

In our daily battles to improve our positivity and diminish our troubles, it is the collective effort of everyone involved that makes a difference. From the cleaning lady's cheerful "good morning" to the doctor's "see you later" while on their way out, every action is aimed at aiding those who need it most.

Service users are people who, through no fault of their own, require help to find balance and stability. I want to help them seize opportunities and create better lives for themselves.

Why Experts by Experience are so Important

What Experts by Experience contribute is the lived experience of being in hospital and improving our own mental health.

We know what it's like to be in that position and, more importantly, we know what it takes to get better. Understanding the common goal of finding and remaining in a healthy place mentally means we connect and relate to service users, making it easier to support them in their recovery.

I also think it's hard to take advice and guidance from someone who doesn't understand the culture and lifestyle around substance abuse as they cannot speak from experience of getting sober.

In my short time as an Expert by Experience, I have been told several times 'it's good that you're here because you know what it's like to go through the highs and the lows of drug induced illness'.

That common experience goes a long way to helping someone through their darkest days, when they see that recovery is possible.

Looking Back

It's absolutely unbelievable to have gone from the place I was in to where I am now. Eighteen months ago, I was still having irrational thoughts and was in a bad place.

Now I have my head screwed on and I'm feeling better than I have done in a long while.

I was so honoured to help open one of Cygnet's newest services; Cygnet Hospital Wolverhampton. This service will heal homes, restore faith to families, and generate more sustainable futures. I am confident that this place will be a turning point for many families, households and communities, offering hope and transformation.

It helped me to realise myself how far I had come in my own journey. The site is remarkable and I know it will have a profound impact on countless lives and create a brighter, healthier future for everyone who walks through the doors.

I want to use my recovery to support people who are in the place I once was, that is why I am so passionate about the Experts by Experience role and the difference it can make.



14 Social Hubs



Arcade games, sensory lighting and pool tables have helped to transform clinical spaces into new 'social hubs' across multiple Cygnet hospitals as part of a unique collaboration between patients and staff.

Patients now have access to homely environments – named 'social hubs' – away from the wards after unused, sometimes dull spaces in the hospitals were given a stunning makeover in an effort to provide service users with a safe space where they could relax and socialise together.

21 Cygnet services now have a social hub installed



Over a six-month period, the introduction of social hubs led to a **25-35%** reduction in incidents across multiple Cygnet sites



At Cygnet Woking, staff engagement increased by **45%**, correlating with a **35%** drop in burnout – this suggests that when staff have meaningful interactions with service users, rather than just supervising from a distance – their roles feel more **rewarding and less stressful**



They have been co-produced, designed and installed by staff and service users working together. Raf Hamaizia, Cygnet Expert by Experience Lead, explained: **"This co-produced project demonstrates how staff and service users can enhance both the built environment and engagement through working together."**

"The new social hubs are a great place for service users to get off the wards to relax and socialise, particularly on evenings and weekends. Feedback has been really positive with one service user saying that the room "gives a positive and relaxing energy" and another remarking that it is "stunning and helps us to stay chilled."

"We strive to make our services "homes away from homes" and the social hubs have been hugely beneficial for the service users, reducing incidents, helping to de-escalate and providing them with a non-clinical, relaxing environment to enhance off-ward activities."

"The ultimate benefit is that the service user has a place to do what they want to do, that they feel invested in from co-creating, that doesn't feel clinical or hospital-like. It helps them work towards creating a sense of self, connectedness and ultimately recovery. It also provides reassurance to families when seeing this space and knowing their loved one is not in an institution."

"The social hubs help to build trust between staff and service users and have been used as drop-ins and advice hubs too."

The social hub concept has generated interest from other providers including NHS Trusts who want to replicate our innovation.

Raf has presented to NHS Trusts in Lincolnshire, Lancashire and Northamptonshire, Kent, Surrey and Sussex LPC, Essex ICB and more.

Social hubs have also been positively recognised by the CQC and Health Inspectorate Wales.

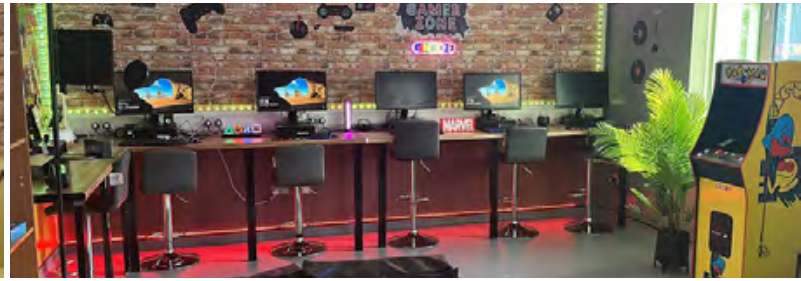
Service user feedback

"It has been a game changer. Its just so cool and fun, there's always something going on in there now."

"I love the social hub, it is my favourite place here, it doesn't feel like a hospital."

"I like to come down a listen to music and play FIFA with my friends on the ward, staff join in too, it's very good."

"It's a really nice place to just chill out and relax."



Innovation in Clinical Care

Total Active projects: **49**

- **32** Health Care
- **6** Social Care
- **11** National and regional projects



Total Completed projects since QI launched: **29**



520 staff have been trained as QI practitioners (Level 2) to deliver QI projects



Quality Improvement Case Study: Diamond Framework, Knightstone Ward

The Knightstone Diamond Framework was developed as a comprehensive and integrative strategy designed to enhance the effectiveness of treatment pathways for individuals who have received a diagnosis of personality disorder. The aim was to reduce self-harm incidents by 25% and increase engagement in therapeutic activities.

The framework led to improvements in care, satisfaction, outcomes and cost efficiency;

- > Self-harm monthly incidents decreased by **72%**
- > The number of restraints reduced by **85%**
- > Attendance across therapy sessions increased by up to **22%**
- > Patients could self-regulate, using intervention techniques to manage difficult emotions and prevent potential incidents and medication interventions
- > Patients feel empowered to make informed decisions about their care e.g working with the MDT to rescind their section

Commissioning bodies are now placing more patients in our care and now, Knightstone Ward is operating at full capacity with a small waiting list.

The project was chosen to be presented at the RCPsych's Annual Quality Improvement Conference.

"The framework has given me the skills and confidence to manage my emotions and handle situations. The support and understanding from the staff has greatly helped me in my recovery."

Service user



The fiancée of a service user at Cygnet Pindar House has spoken about the “extraordinary” level of care he received after a heart attack left him with brain damage when he was clinically ‘dead’ for 50 minutes.

Ben Wilson, 31, received support from Cygnet Pindar House following a heart attack on 11 June 2023. His heart stopped beating for almost an hour and he had to be shocked 17 times by paramedics before his heart started beating again.

He was initially transferred to Northern General Hospital in Sheffield where he was treated for brain swelling and severe kidney problems, as well as seizures. He was put into an induced coma to help his recovery.

The team of medics spent seven and a half weeks subsequently trying to wake him from the coma, but each time they tried, they were dealt setbacks. His lungs collapsed, he had repeated chest infections, required kidney dialysis and had recurrent heart attacks.

His partner, Becki, said she was told by medical staff to prepare for Ben to never recover given how long his brain was starved without oxygen.

“I was told to prepare for the worst,” she explained. “He drew strength and kept fighting. I was told on numerous occasions that he wouldn’t survive, but he kept proving everyone wrong.”

Ben spent four months in the Cardiology Ward at Barnsley Hospital before being transferred to Cygnet Pindar House, our 22 bed Neuropsychiatric care and treatment service in Barnsley for men affected by acquired brain injuries.

After undergoing rehabilitation, Ben has learnt how to walk and talk again.

Describing the standard of care he received, Becki said: **“He made such significant progress, it’s extraordinary.**

“Right from the get go, the staff always listened to me and were so patient answering all my questions. They couldn’t do enough for both of us. They always took on board any suggestions I had for what might be good for Ben.

“It isn’t just Ben they’ve helped, it’s me too. Since Ben’s initial heart attack, I’ve developed quite severe anxiety and panic attacks. I was so much more relaxed when he was at Cygnet Pindar House, knowing he was getting the right help. The support was there for me too, no matter what I needed.

“Every time I went to see him, the staff asked how I was. It might seem small but that’s such a massive thing when you have been through something like this. The fact they took time out of their day to check on me.

“The way they cared for Ben and myself, the staff became part of the family. I’ve never experienced such warmth and compassion.”



Patient, Resident and Family Carer Feedback

Health Care



Social Care

We asked our residents and their carers what they thought of the care we provide and were incredibly proud of the feedback we received.



Service User Case Study

Across our Cygnet Social Care services we work with individuals to ensure they have more choice and control in their lives. We find out their strengths, abilities and preferences so that the care provided can be as person-centred and meaningful to each individual as possible. Here's how we achieved that for Clo:

Clo, a resident at Trinity Lodge in Lockerbie, was reunited with her dog Pongo after staff made special arrangements for Pongo to live at the service when they could see how much Clo was missing her pet.

Clo, who has severe complex needs alongside autism, mutism, and anxiety, moved into the service in December 2023 and at first, she had to leave behind her dog of nine years, Pongo.

Both Clo and the Liver Dalmation dog struggled with the separation and the management team at Trinity Lodge undertook a risk assessment and made arrangements for Pongo to come and live at the Lodge with Clo. She was delighted to be reunited with her "best friend".

Jenine, Clo's mum, said: **"The bond between Clo and Pongo is special. They have been together since 2015, they met when Pongo was 12 weeks old. He knows what she needs, he can read her like a book."**

"Pongo helps Clo by reducing her anxiety. He responds to her sensory needs, calms her down by giving her deep pressure where he uses his body weight to provide calming sensory feedback through pressure on Clo's body. Also, she can pet him and he is always with her. He gets her out on walks."

"Clo's disabilities impact her every day, all the time. Due to her having complex needs, she finds it hard to communicate and live life. Also, being born with no left forearm has made it difficult for her. This means she needs care all the time."

"As her parents, we are so happy that the pair are reunited as they were both pining for each other. She was in distress without him and Pongo was so stressed."

"When they were reunited, the pair clicked together like they were never apart."

"Clo was so happy that she squealed with excitement and was jumping up and down."



Commissioner Satisfaction

Our commissioners awarded us a **99% approval rating** when asked if we are a provider they can trust



They gave us **4.1 stars** out of 5 when asked if service users feel safe



We got **4.4 stars** for people regarding Cygnet as a helpful provider



We scored **4.0 stars** for the **overall rating** of the services provided at Cygnet



Staff Satisfaction

None of our achievements or new services would be possible without our **talented workforce** of almost **13,000 staff**



Attracting and Recruiting a Talented Workforce

As part of our vision in helping to develop the nation's Health and Social Care workforce and bringing jobs to local communities, we have recruited for roles in multiple disciplines such as doctors, nurses, support workers, therapy staff, admin roles, maintenance, hospital managers and clinical managers, catering, housekeeping and many more.

We are ambitious about attracting and retaining the best talent and being recognised for our award-winning care.

Our 2024 Highlights

Filled **nearly 5,000 vacancies** across all job families



580+ Nurses recruited (**390** FTE)



All our doctor positions were **fully recruited to in-house**



12 have successfully completed the **Aspiring Managers Programme** and **4** have already been promoted to Manager roles



Successfully recruited to support openings of all new services and refurbished wards



204 qualified MDT hires (**197** FTE)



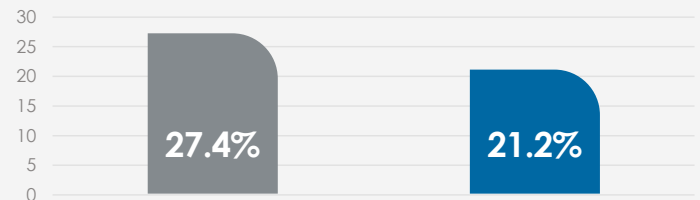
Enrolled **148** new apprentices on programmes



Agency reduced from **12.1%** to **7.8%**



Turnover reduced from **27.4%** to **21.2%**



"The apprenticeship programme is an incredible initiative, not least because it makes you feel valued and invested in, but also empowers you to be a better version of yourself. I will be indebted to Cygnet for the rest of my career as without them, nursing would not have been possible for me."

Staff Member



Welcome to
Cygnet Hospital
Sherwood
Opening Day 10th

Cygnets Staff Survey 2024

Our latest staff survey had a **77% response rate across the company** and our colleagues told us that team spirit, career opportunities and a positive work culture all contribute to high levels of job satisfaction.

90% of employees say that **care of service users** is Cygnets's top priority



90% said their **manager treats them with respect**



95% of staff were aware of Cygnets's **Freedom to Speak Up Guardian**



90% said **access to training** enables them to **deliver better care**



We are ambitious about attracting and retaining the best talent and being recognised for our award-winning care.

"The results from our annual staff survey paint an accurate picture of the positive and open culture we foster here at Cygnets.

"This has also been demonstrated in the last couple of years with an impressive improvement in staff retention along with a reduction in staff vacancies.

"Our people clearly feel they are being treated well and with respect, and responded that managers are interested in their wellbeing. This outcome closely aligns with our core values of care, respect, empower, trust and integrity."

Jenny Gibson, Cygnets HR Director




Staff Survey 2024 Results

More than 8,100 colleagues took part in the survey, nearly 77% of our workforce.



Service Users

90% 
of employees say that care of service users is Cygnet's top priority

92% 
say Cygnet acts on concerns raised by service users

83% 
of staff would be happy for a friend or relative to be cared for by Cygnet



My Manager

Treats me with respect

90% 
Motivates me to do my job well

86% 
Values my work


87% 
of staff would be happy for a friend or relative to be cared for by Cygnet



My Role

88% 
of staff enjoy working for Cygnet

84% 
are proud to work with us

80% 
would recommend Cygnet as a great place to work compared to just 61% of colleagues in the NHS



Training and Development

90% 
said their access to training enabled them to deliver better care

83% 
of people 'valued learning'

80% 
knew how to access development opportunities, including apprenticeships



Culture

95% 
are aware of Cygnet's Freedom to Speak Up Guardian

85% 
said people at Cygnet were caring

83% 
said people at Cygnet are respectful

83% 
said people at Cygnet value learning



Health and Wellbeing

We are pleased that fewer staff have felt unwell due to work related stress.

82% 
said their manager takes an interest in their health and wellbeing and they could access support to help with the pressures of the job if needed



Diversity, Inclusion and Equity

We are committed to creating fairer and inclusive work environments for all.

93% 
staff are aware of at least one of our staff networks



Workplace

94% 
feel encouraged to report errors, near misses or incidents

97% 
said if they had a concern about malpractice, fraud or wrong doing they would know how to report it



At Cygnet we are committed to Equity, Diversity and Inclusion

We are incredibly proud of our globally diverse team, all working together to help improve the lives of the people in our care every single day. We celebrate diversity because different people, with different perspectives make Cygnet a better health and social care provider.

Our staff networks thrived in 2024 and they are an important mechanism to allow colleagues to discuss their experiences, offering a safe space, and help us to shape our organisational culture to create a fairer and inclusive work environment for all.

Nearly **13,000** staff, Over **110** nationalities, **1** amazing team

Carers Network

In 2024, Cygnet launched a staff network for colleagues with caring responsibilities, including caring for a disabled child, partner or relative with ill health, or elderly parents for example.



Cygnet Women's Network

The mission of the Network is to engage and empower women and their allies across Cygnet, enabling them to connect with and support each other in a safe and non-judgemental environment.



Disability Network

The Network looks at Hidden Disability and Known Disability affecting colleagues in Cygnet, those who are caring for someone with a disability at home, and the impact of disability on your work. The aim is to provide a safe forum, a place where people can raise issues of disability in a safe way, but also to celebrate positives and the achievements of people living with disability.



LGBTQ+ Network

Cygnet's LGBTQ+ Network is as colourful, creative, honest and open as its members.

The network aims to collaboratively promote understanding and inclusivity within the workplace. As well as to provide a safe space for all LGBTQ+ people to discuss their unique experiences and share ideas of how we can support emotional wellness at work.



Our Multicultural Network

Our Multicultural Network aims to enhance the experience of ethnic minority colleagues by creating an environment of openness and fairness, promoting excellence, delivering person-centred care, and ensuring opportunities for all staff to be their best.



2025 sees the launch of our new Men's Network, giving our male colleagues a safe space to share their experiences and support one another on a range of issues which affect their wellbeing.

4,035 courses held and **33,181** staff trained in; Basic Life Support, Immediate Life Support, Prevention Management of Violence and Aggression, and Safety Intervention



148 new apprentices enrolled on programmes in 2024



80 apprenticeships completed in 2024



Nursing Bursary; **14** trainee nurses being funded this year



8 new apprenticeship subject areas became available (Payroll Admin L3, Data Technician L3, Recruitment Consultant L3, Senior Production Chef L3, Cleaning Operative L2, Multi Channel Marketer L3, Learning and Skills Teacher L3, Solicitor L7)



Tier 2 Learning Disability & Autism Training: delivered **335** courses, trained **3,618** staff year to date



17 nurses enrolled on **Learning Disability CPD Award**



Case study

Jemma Lewer, General Manager at Cygnet Hospital Stevenage

I first joined Cygnet in April 2010 as CPA Coordinator / Clinical Administrator, now known as a Patient Experience Administrator. Over the last 15 years, my positions within Cygnet Hospital Stevenage and Cygnet Health Care as a whole have changed and **I've gone from strength to strength within my career at the hospital and that's due to the opportunities and experiences that Cygnet offer to their staff.**

Back in 2019 I was enrolled on one of the fantastic apprenticeship programmes that are offered to staff. I began my two year journey to completing a level 5 apprenticeship in Operational and Departmental Management. Naturally at first I was concerned, questioning whether I could actually do this considering I hadn't done any form of study since leaving senior school in 2002. To put it honestly, I was a senior school dropout.

I left school with zero qualifications and nothing to show for the five years I was there. Due to my concerns and fears, not only did Cygnet fund my apprenticeship they also supported me in completing my functional skills in English and Maths with a weekly tutor for support just so I could go ahead and work towards my level 5 qualification.

Fast forward two years, I completed and qualified from my apprenticeship with a distinction.

Thanks to Cygnet and the opportunities and support they offer their employees, I had the opportunity for 11 years to manage the most hardworking, dedicated Administration Team that Cygnet Hospital Stevenage has ever had. I then had the opportunity to work alongside Health Care South's Operations Director as their PA and the Managing Director of Health Care South as his EA.

Last year, my career within Cygnet Health Care took another turn. Following a successful interview, I was appointed as General Manager of Cygnet Hospital Stevenage.

I now manage a huge, amazing, hardworking non-clinical function across the site, including security, catering, maintenance, housekeeping and administration.

All the hard work, qualifications and experience building has paid off.



20 Governance

Good governance is about making sure we're doing the right things, in the right way for those we care for. It's about being open, transparent, inclusive and accountable. It means we can provide good quality, sustainable services and ensure learning opportunities to constantly improve and excel.

Our processes and systems give us visibility to manage performance, hear feedback and regulate the quality of care provided. We also operate openly and transparently with our external regulators and stakeholders to constantly improve, progress and innovate.

As Cygnet has grown we have adapted our governance systems and processes to ensure our services are effective, safe and sustainable and have the individuals we care for and support at the heart of all we do. We believe good governance is everyone's responsibility to ensure service user safety, quality care and an open culture for all.

Cygnet's Executive Management Board is responsible for the quality of care delivered within their Health Care and Social Care Divisions, across England, Wales and Scotland. The 12-member Board's four sub-committees meet quarterly to provide governance over Cygnet facilities.

The Executive Management Board is supported by an Advisory Board, which consists of five members, each of whom are independent and hold non-executive positions.

The Advisory Board is Chaired by Cygnet's Senior Independent Director, Professor the Lord Patel of Bradford OBE, who is joined by Dame Clare Gerada DBE, Mark Stephens CBE, Ian Brokenshire and Sian Jarvis CB.

They offer expertise and senior experience in mental health and social care, national and international health policy, safeguarding, human rights law, regulation, policy and public affairs. The Advisory Board's four sub-committees, which meet quarterly, provide independent assurance regarding the quality of service delivery to Cygnet and to UHS.

Twenty-five percent of the Executive Management Board and 40% of the Advisory Board are women.



**Professor the Lord Patel
of Bradford OBE**



**Dame Clare
Gerada DBE**



Mark Stephens CBE



Ian Brokenshire



Sian Jarvis CB

Our Governance Structures are Underpinned by These Key Principles:

- > We work collaboratively and openly to provide services that are effective, safe and person-centred, where risks are managed appropriately
- > Our teams feel able to speak up and share information in a prompt way that allows us to identify risks, agree next steps and assess our performance
- > Our governance framework is such that we focus on high quality care and positive outcomes for those we look after and support
- > Our service user voice is integral to our governance processes - Our People's Councils and advocacy provision allow us to hear directly from those we look after so that we can act, and react, in a way that is relevant to their needs and views
- > Every member of staff has a line manager to report into and support their development
- > We are committed to sharing feedback from our Governance Structures and genuinely want staff to be able to contribute to these processes, from services to Board and Board to services
- > We value positive relationships and collaboration

21 Safeguarding

Safeguarding at Cygnet is Underpinned by Our Belief that:

01

Safeguarding is everyone's responsibility: for services to be effective each person should play their part

02

We take a person-centred approach: to be effective it should be based on a clear understanding of the needs and views of children, young people and adults at risk of harm

Safeguarding & Protection

Our 2024 Highlights

572 safeguarding leads in place across the group, including representation in the **SMT, clinical directorate, allied health professionals** (OTs, Psychology, Social workers, SALTs), **Managers, Nurses** and **Senior Support Workers**



Cygnet was the only independent provider to be invited to the **National Expert Reference Group (ERG)** for the DHSC commissioned **second National Safeguarding Adult Review analysis**



Cygnet sponsored and hosted its **third sold out safeguarding conference** in November 2024



Cygnet sponsored **Independent Health Providers Safeguarding Forum** has grown to approximately **100** member organisations



By the end of 2024, **98** of our services have a **co-produced safeguarding charter** in place;

55% of Health Care Services

88% of Social Care Services



Cygnet contributed to the development of the **national training standards for Safeguarding Adults** and is now contributing to the **expert reference group around Transitional Safeguarding in the current review of the children's guidance** - this guidance influences the training for over **3 million people** in the Health and Social Care workforce across all **four nations of the UK**



Seen **consistent increases** in site representation in **Regional Safeguarding Forums**; **279%** in Health Care and **353%** in Social Care



At Cygnet we recognise and value the role carers play in supporting their loved one whilst they are accessing our services.

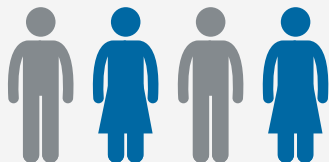
We put service users at the heart of what we do, but we also understand that families and carers need to be given consideration too. Carers are essential partners in the care of the people they support, so we involve them and support them wherever possible.

We Have:

16 services accredited with the **Triangle of Care**



4 Carer Ambassadors



120 Carer Leads across our services



Launched the **Cygnet Advice and Liaison Service (CALs)** - a point of contact for Cygnet relatives, carers and friends who require non-clinical advice or assistance regarding Cygnet Services



12 drop in sessions for carers



9 carer masterclasses held



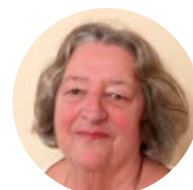
Carer Ambassadors:



Christine Clarke



Julian De Takis



Lesley Mellor



Matthew McKenzie

23 Carer Case Study

Christine is mum to a 26-year-old service user at Cygnet Nield House, a 29-bed mental health hospital in Crewe. She shared her story and what it means to now be a Carer Ambassador for Cygnet Health Care.

Since July 2023, our daughter has been a service user at Cygnet Nield House. She is finally getting the physical and mental health support she needs, all under one roof. She is making progress at her own pace of which we are all benefitting as a family. She has built trusting relationships with the staff there and they have really gone the extra mile for her.

It was only when my daughter was admitted to Cygnet Nield House that I heard myself referred to as a carer for the first time. I never saw myself as a carer for my daughter, I was just a mum doing what mums did.

Before her mental health declined to the point of admission, she was working, owned her own house and lived a fully independent life with dreams and aspirations for her future.

Watching someone you love struggle with their mental health can impact on your own mental health over time. When you care for someone, your own life gets put on hold. Making sure you have cancellation insurance on holidays, not booking them in the first place, being too worried to go too far, the phone ringing when out and saying number withheld, giving up work and constantly feeling like you are on call, just in case.

In 2023, Cygnet introduced Expert by Experience Carer Ambassador roles. These roles – fulfilled by people with lived experience as a carer – help shape Cygnet's carer plan and have the opportunity to improve how Cygnet interacts and involved loved ones.

Seeing how settled my daughter was becoming in hospital, I felt strong enough to take on the role and support others. We support Cygnet Carers Network, Cygnet Carer, Family and Friends Strategy and promote Triangle of Care and Carer Advocacy Service.

Personally, I identified the negative impact on service users of alarms constantly going off and as an improvement silent alarms are now being used at Cygnet Nield House. I recently hosted a Carer Stress Masterclass and attend face-to-face drop in events for carers. I attend meetings to share my story and give a voice to carers across Cygnet.

If you aren't used to mental health services, it can be really confusing and overwhelming, trying to understand the clinical language and know how to best advocate for your loved one.

It can be very isolating when your loved one is moved to an out of area placement, miles from home. I feel I have a lot to offer family members who are just starting that journey of navigating services and admissions and I can reassure other parents and carers to see that you are not on your own and support is out there.

My experience of Cygnet is that I have been involved at every step when appropriate with my daughter's care. I have attended ward rounds, been listened to, challenged decisions and they have been very transparent. As a carer I have a voice but am respectful that at 26 years my daughter has her own voice too.

As parents, we are so proud of how far she has come and that she's seeing a future for herself.



Environmental Initiatives

New facilities:

At Cygnet, we take our environmental responsibilities very seriously, and great care has been taken in the construction of the new hospitals to help us achieve our aim of net zero carbon by 2040.

All of our new hospitals include electric vehicle charging points, energy saving light bulbs, solar panels that combined **will generate over 480,000 kilowatt hours**.

Across the portfolio:

Cygnet advanced several environmentally friendly initiatives in 2024 and continued to procure **100% of its electricity from renewable sources**. To date, Cygnet's emission reduction targets include:

- > Net zero carbon for direct (Scope 1) and indirect (Scope 2) emissions by 2035
- > Net zero carbon emissions in supply chain (Scope 3) by 2040

During the year, Cygnet also expanded its vehicle tracking device program, Lightfoot, to all sites. Collectively, the program effectively **reduced CO₂ emissions by 236 metric tons** across the vehicle fleet.

The waste recycling programme continued to generate results with **40% being recycled**, up from **38%** in 2023, and **31%** in 2022. Notably, **less than 1% of Cygnet's waste was disposed of via landfill** and all black plastics have been removed from our food supplies.

The solar panel programme was expanded to **30 Cygnet sites in 2024**. Collectively, these panels have generated more than **2.2 Gigawatts of electricity** since the programme started.



25

Community and Charitable Giving

We are very much part of the communities where we provide services and invest in community initiatives including, but not limited to, sponsorship of children's sports teams, charity partnerships, community events and social causes.

Cygnets staff raised money for a variety of charities in 2024 through events, walks, and other activities. They also support community efforts and build relationships with local charities, schools, and businesses. **Below are just some examples of the charitable efforts of our staff.**

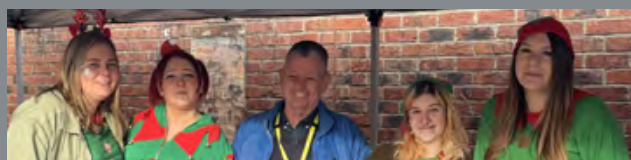
Birches

Staff and residents from Birches, our residential service in Newark raised £400 for Rainbows Hospice which supports over 400 babies, children and young people living with life-limiting and life-threatening conditions in the East Midlands.



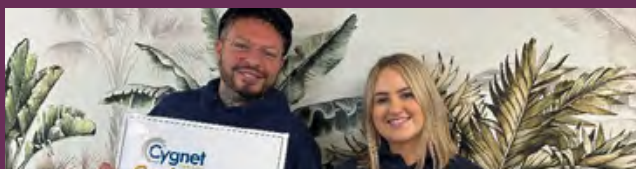
Broughton House

Broughton House, together with social care services from across the East Midlands, raised nearly £900 for the local hospice, Beaumont House, in Newark, by hosting a festive market.



Cygnets Cedars

Staff at Cygnets Cedars in Birmingham raised money for Cancer Research UK by walking up Snowdon, the highest mountain in Wales.



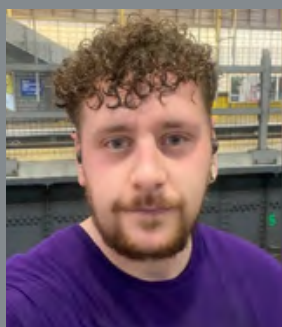
Cygnets Hospital Ealing

Staff and service users at Cygnets Hospital Ealing raised money for CALM by selling handmade items at a fundraising stand.



Cygnets Hospital Sheffield

An Occupational Therapy Assistant at Cygnets Hospital Sheffield raised money for Great Ormond Street Hospital by running 55km between Sheffield and Leeds.



Cygnets Maple House

Staff and patients at Cygnets Maple House in Nottinghamshire raised money for 4Louis, a baby loss charity.



Cygnets Views

Staff at Cygnets Views in Derbyshire raised money for Footprints Conductive Education Centre, a Nottinghamshire charity that helps children with learning disabilities.



We have some amazing staff and teams who have been honoured with some incredible awards. Here is a list of our 2024 award wins and shortlistings:

HealthInvestor Awards 2024

HealthInvestor Awards 2024

Specialist Care Provider of the Year, Large Group (20+ settings) – **Cygnat Social Care (Winner)**



Communicate Internal Communications and Engagement Awards 2024

Best Internal Communications: Healthcare and Pharmaceutical Sector **(Silver Award)**

Special Recognition Award: One to Watch – **Rachel MacManus, Internal Communications Manager (Finalist)**



Nottinghamshire Proud to Care Awards 2024

Champion of Activities and Wellbeing Award – **Anthony Cobb, Beeches (Winner)**



Great British Care Awards 2024

Supported Living Manager of the Year – **Leanne Squires (Highly Commended)**



Building Better Healthcare Awards 2024

Best Interior Design Project (Refurbishment or New Build) – **Cygnat Paddocks (Finalist)**

Best Interior Design Project (Refurbishment or New Build) – **Cygnat Social Hubs (Finalist)**

Best Private Healthcare Facility – **Cygnat Hospital Sherwood (Finalist)**

Best Mental Health / Dementia Care Development – **Cygnat Hospital Oldbury (Finalist)**

Best Healthcare Development (UK – value <£25m) – **Cygnat Hospital Wolverhampton (Finalist)**



Great British Care Awards 2024 – East Midlands Region

Care Home Registered Manager of the Year – **Richard Lee, Beeches (Finalist)**

Care Home Frontline Leader of the Year – **Amy Skoyles, Beeches (Finalist)**



Housing with Care Awards 2024

Housing with Care Manager – **Penny Robinson, Conifers and Marion House (Finalist)**



Carehome UK's Top 20 Care Homes

Tabley House Nursing Home





Healthcare Design Awards 2025

Best Architectural Design –

Cygnets Hospital Sherwood (Finalist)

Best Interior Design – Cygnets Paddocks (Finalist)

Best Interior Design – Cygnets Hospital Wolverhampton (Finalist)

Best Specialist / Dementia Design – Cygnets Hospital Sherwood (Finalist)

Best Acute Design – Cygnets Hospital Wolverhampton (Finalist)



Kirklees Care Awards 2024

Senior Carer Worker (Care Home) of the Year – Natasha Radbone, Norcott Lodge (Finalist)

Care Worker (Care Home) of the Year – Joseph Petcher (Finalist)



National Care Awards 2024

Specialist Care Provider of the Year (Finalist)



National Lived Experience Awards 2024

Community and Collaboration Award – The Orchards (Finalist)

Community and Collaboration Award – Pines (Finalist)

Community and Collaboration Award – Cygnets Oaks (Winner)

Community and Collaboration Award – Yorkshire Supported Living (Finalist)

Hope and Positivity Award – Cygnets Hospital Woking (Finalist)

Hope and Positivity Award – Pines and Cherry Tree House (Finalist)

Innovation in Recovery Award – Cygnets Hospital Bierley (Finalist)

Outstanding Leadership Award – Cygnets Hospital Woking (Finalist)



National Learning Disabilities and Autism Awards 2024

Support Worker Award (Independent) – Victor Falokun, Cygnets Bostall House



Nursing Times Workforce Awards 2024

Best Employer for Diversity and Inclusion (Finalist)



Palliative Care Awards 2024

Care Team – Residential & Nursing –
Cygnet Lodge (Finalist)



Scottish Care's National Care Home Awards 2024

Specialist Service of the Year –
Lindsay House (Finalist)



Patient Experience Network National Awards

Environment of Care Award –
Cygnet Social Hubs Project (Finalist)



Stars of Social Care Awards 2024

New to Care –
Karla Howell, Hope House (Finalist)
Joy Maker – Cate Ball (Finalist)



Royal College of Psychiatrists London Division Awards 2024

Educator of the Year – Dr Omer Malik,
Cygnet Churchill (Winner)

SAS Doctor of the Year – Dr Angela Misra,
Cygnet Churchill (Winner)



Student Nursing Times Awards 2024

Learner of the Year – Joy Ruban,
Cygnet Hospital Woking (Finalist)



Cygnnet invests in a comprehensive benefit and reward programme to attract and retain employees.

It encompasses schemes, policies and services to enhance the physical, mental, financial and professional needs of employees and their families.

Staff Benefits:



Cygnnet Staff Achievement Awards

Every year, staff from across our Health and Social care services and central support teams are celebrated and recognised for the difference they are making to service users and residents at our annual Staff Achievement Awards.

Nominated by staff, carers, and senior leaders, there were more than 1,000 nominations, demonstrating how willing and eager staff are to celebrate one another's achievements. We celebrated 16 categories, shortlisted to 64 finalists, all judged by different, independent panels recognising the range of skills we have across our workforce.

The awards, attended by 350 people, were hosted by actress and comedian Sally Phillips, together with her son Olly, who are patrons of the Downs Syndrome Association and shared their personal stories of how their lives have been affected by disability and the impact social care staff have had on their journeys.

In 2024, staff had access to further benefits such as Electric Car schemes, Reward Gateway, Blue Light Card, Simply Health, Employee Assistance Programme, 24/7GP Service and counselling, long service awards, Gym Discount, wellbeing centre, holiday buy/sell options and more.



Characters of Care Staff Recognition Scheme

The Characters of Care staff recognition scheme is a peer-to-peer initiative, celebrating colleagues who do an exceptional job. Each month, up to 50 nominees who best demonstrate one of the characters are awarded a £30 cash reward. At the end of the year, rewards between £100 and £1,000 are given to 10 nominees who have best portrayed the characters within that year.

In 2024, the scheme recognised 446 colleagues, for their hard work and commitment, totalling £13,380.

Cygnnet Staff Achievement Awards



28 Service User Case Study

A man with a lifelong neurological disorder has described how the support from Cygnet Brunel has 'given him his life back'.

Phil Skeates, 55, of Moredon, was admitted to the Great Western Hospital in Swindon after suffering a seizure in a local supermarket.

He spent three months in the NHS hospital trying to recover, but treatment was having little effect.

"I completely lost the use of my right arm and my ability to speak," said the former lorry driver. "It was really scary, doctors initially thought I had a stroke as my symptoms were identical."

However, an MRI revealed that Phil has Functional Neurological Disorder (FND), a condition in which people experience neurological symptoms such as weakness, movement problems, sensory symptoms, and convulsions.

"The best way to describe FND is that your brain is like a computer where the hardware is okay, but your software is completely muddled up," Phil said.

"I'm a really sociable person so when it affected my speech, it was frustrating. It wasn't just the physical disabilities which impacted me, the mental health side was devastating."

"I couldn't do anything for myself and it was really frightening. The nurses in Swindon were amazing and they tried their best to get my arm working and my speech to return. But I just wasn't progressing and I was getting more and more depressed."

"One day I got so low that I really felt like giving up, it was crisis point for me."

Eventually doctors referred Phil to Cygnet Brunel, a 32 bed service providing neuropsychiatric and neurodegenerative rehabilitation for men with mental health difficulties and acquired brain injuries. It is part of the Cygnet Health Care division.



Phil was a patient there for another three months and said **“being referred to Cygnet Brunel was the best thing that ever happened to me.”**

“Cygnet Brunel was my lifeline,” Phil explained. **“I was in a dark place when I got admitted. I was really nervous and anxious when I arrived.”**

“But I was greeted with open arms. From the minute I went in through the door, the staff were welcoming and the other service users were amazingly friendly and supportive.”

“That first day, I was led in hospital, I couldn’t even clean myself. I’ve always been independent and I lost all that. Just a couple of hours after I had been admitted, one of the doctors came to me and said ‘I promise I will make you better’.

“He fulfilled that promise and more. To be back in control is incredible. I can’t thank them enough for giving me my life back and also treating me with respect and dignity.”

Phil underwent a full treatment programme with support from Psychiatrists, Specialty Doctors, Occupational Therapists, Speech and Language Therapists and Physiotherapists.

“The treatment blew me away,” he said.

“Within a few weeks my speech was back fully and my right arm felt really strong again.”

“Staff were so patient with me and they helped me to see the bigger picture when it came to my health. They encouraged me to invest myself fully in the treatment and the results were mind-blowing.”

“They gave me my life back.”

Phil said staff also encouraged him onto a healthy eating plan and he lost five stone from when he was first admitted.

“When I left Cygnet Brunel, I felt like a totally changed man to the one who walked in. An improved version, one with real hope for the future.”

“I’m not naïve, I know I have a lifelong condition and it is something I will have to battle every day.”

“But I have strategies in place to cope now and to overcome hurdles which come my way, thanks to the team at Cygnet Brunel.”

“My life has totally changed but I’m really positive and I genuinely feel amazing at the moment.”





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