



*Improving lives together*

# Impact Report 2025-26

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# Our Values

We are Cygnet, a leading provider of health and social care, complex mental health, learning disability and autism services in the UK. Established in 1988, our 38-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 the people we support and our staff enjoy a fulfilling, rewarding environment in which to work.

## Our Values

are to care for individuals we support, 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, and to deliver quality services with integrity.



## Message from our CEO, Professor Tony Romero

At a time when the UK's mental health system faces unprecedented demand, growing complexity and sustained pressure on capacity, the role of high-quality independent sector provision has never been more critical.

Across 2025-26, Cygnet has continued to demonstrate what can be achieved through sustained investment, collaborative working and an unwavering commitment to values-led care.

This year was defined not only by growth but by purposeful progress. Our focus has remained on strengthening outcomes for the people we support while working in close partnership with the NHS and local authorities to respond to a system under strain. Across the country, services are navigating rising demand, workforce challenges and infrastructure pressures. Against this backdrop, we have prioritised expanding high-quality provision, supporting system flow and ensuring that individuals can access the right care, in the right place, at the right time.

Our approach has been grounded in co-production, innovation and long-term investment. We have continued to design and deliver services alongside the people who use them, their families and our partners, ensuring environments and clinical models reflect real needs and experiences. By investing in modern facilities and therapeutic innovation, we have created settings that promote recovery, dignity and independence while enabling our colleagues to deliver exceptional care.

Central to our progress has been our workforce. Over the past year, we have focused on building a stable, skilled and engaged workforce across all regions and specialisms. Through recruitment, development and wellbeing initiatives, we have strengthened our continuity of care and reinforced a culture where colleagues feel valued, supported and proud of the work they do. This stability has enabled services to maintain high standards and deliver consistent, person-centred care even in a challenging national context.

We have also deepened our commitment to environmental, social and governance leadership. From transitioning to renewable energy and investing in sustainable infrastructure to supporting charities and local communities, we recognise that our responsibility extends beyond the walls of our services. Our social impact is measured not only in clinical outcomes but in the positive difference we make to communities, partners and society as a whole.

Throughout this report, you will see how strategic investment, strong partnerships and a clear focus on quality have enabled Cygnet to expand capacity responsibly, improve service user pathways and contribute to a more resilient mental health system. We have continued to support the reduction of out-of-area placements, improve discharge pathways and develop services that help people move forward in their recovery closer to home.

The progress we have achieved in 2025 reflects the dedication and compassion of our colleagues and the trust placed in us by the people we support, their families and our partners. It also reflects a shared belief that meaningful, sustainable improvement is possible when organisations work together with purpose and integrity.

As we look ahead, our ambition remains clear: to continue improving outcomes, strengthening partnerships and investing in services that meet the evolving needs of the communities we serve. By remaining true to our values and focused on long-term impact, we will continue to play a vital role in supporting the UK's mental health and social care system, and in improving lives every day.

*Professor  
Tony Romero*

**CEO, Cygnet Group**



# What We Do

Cygnnet is a leading provider of mental health and social care services for adults and children in the UK. Our network of award-winning hospitals and community-based services offer a range of specialist care pathways tailored to individual needs. We put those in our care at the heart of all we do, working together to support every person to achieve their goals and live as independently as possible.

Cygnnet's Health Care Division provides a broad coverage of mental health services, from Secure, PICU / Acute, Mental Health Rehabilitation and Recovery, Personality Disorder, Children and Adolescents, Eating Disorder, Learning Disabilities, Autism Spectrum Disorder, Neuropsychiatric, Mental Health and Specialist Deaf Services.

We also provide a wide range of social care services for adults with autism, learning disabilities and those requiring elderly care within the UK.

# 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 the people we support, their friends and relatives, our commissioners and regulatory bodies.

# Overview of Cygnnet Services in 2026



**Two divisions, 'Health Care' and 'Social Care',** with a divisional CEO for each



**One of the largest independent providers** of Mental Health Services in the UK



High quality ratings: **84% rated Good or Outstanding**

**17% higher than national average,** including NHS



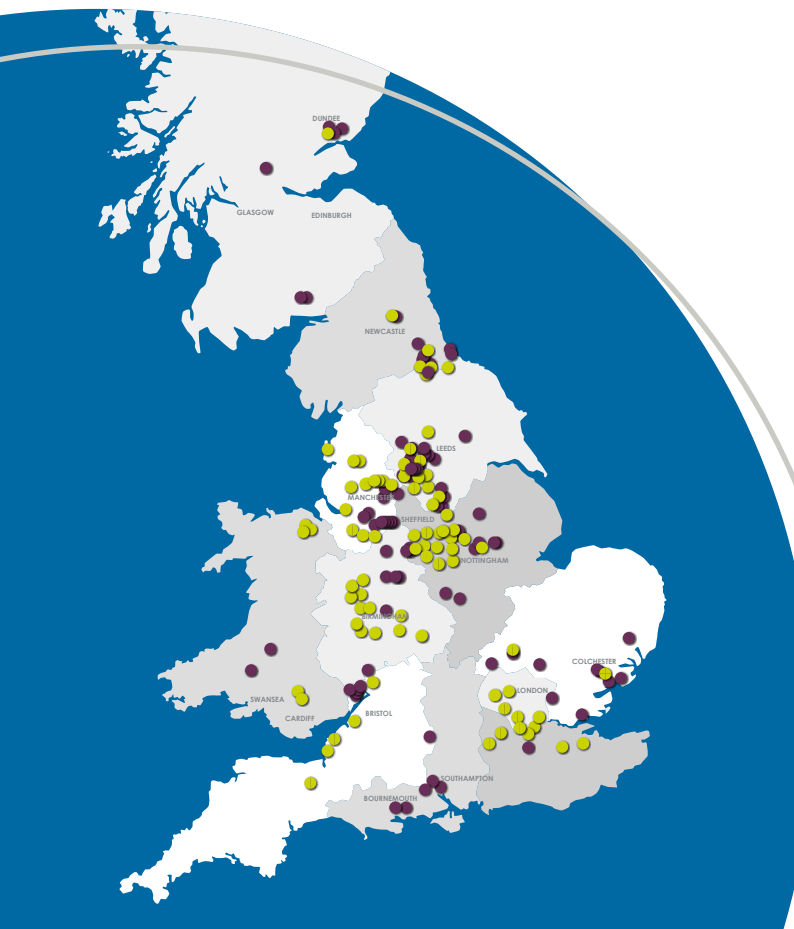
**Employing over 13,000** full time equivalent



Providing **3,200 beds**



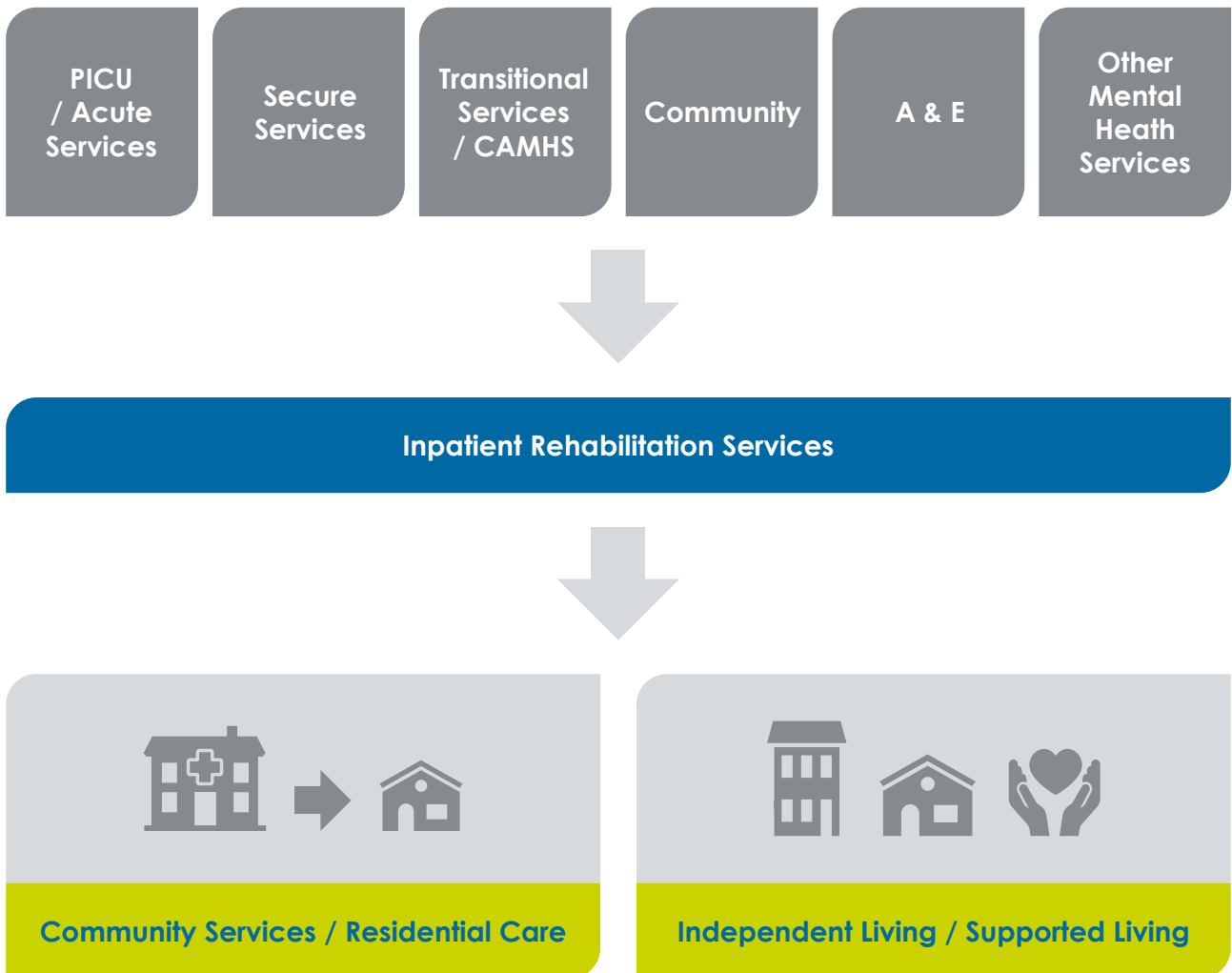
Supporting almost **9,000 individuals** each year across **163 services**



## Our Care Pathways

Working in partnership with the NHS and local authorities, our care pathways are designed to provide a wide range of benefits that empower each person on their journey.

Each of our facilities is designed with wellness in mind, and we work collaboratively to ensure individuals access the right care at the right time. We deliver personalised care, focused on achieving the best outcomes. All of those in our care have a bespoke plan to guide their journey toward greater independence and a return to the community, wherever possible.





## The Benefits of our Care Pathways

We ensure the people we support can:

- > **Experience continuous support:**  
Receive consistent care throughout their entire pathway
- > **Advance to the right setting:**  
Seamlessly transition to the next step that best fits their needs
- > **Navigate with confidence:**  
Benefit from carefully planned transitions where key staff are introduced early to build trust and rapport
- > **Thrive in tailored environments:**  
Choose from single-occupancy inpatient support, residential or supported living options, all designed around their unique requirements
- > **Shape their own future:**  
Actively participate in their care and support plans through our co-production approach

## Our Approach

Our approach emphasises person-centred care that allows for greater choice and control, according to each individual's needs.

We work in partnership to improve the nation's mental health and are proud to be part of a system that provides continuous, accessible and integrated care.

Our expert and highly-dedicated healthcare teams empower individuals in hospital, residential, supported living and day services to consistently make a positive difference to their lives.


- > **Personalised, high-quality care** delivered as close to home as possible
- > **Evidence-based treatment** with proven outcomes and results
- > **Service user involvement** and collaboration with families and caregivers
- > **Individual choice and control**, ensuring individuals are active participants in their care



## Testimonials


**“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,  
Cheshire**



**“All the staff are amazing, so kind and gentle. I can go away knowing my mum is happy, safe and well looked after.”**

**Family member,  
Tupwood Gate  
Nursing Home,  
Surrey**




**“I can’t speak more highly of this place. It picked me up when I was at my lowest ebb.”**

**Service user, Cygnet  
Hospital Bierley,  
West Yorkshire**


**“The hardest thing in our life is trusting people with our darling son. Thank goodness for Devon Lodge.”**

**Parent, Devon Lodge,  
Hampshire**




**“Staff really know their residents, they speak about them with pride and affection, celebrating their wins and offering a ‘hand’ during the tough times. I am proud to be associated with it.”**

**Family member,  
Cherry Tree House,  
Nottinghamshire**



**“I’ve been at Maple House for two years now, and they’ve helped me so much on my journey. When I first arrived, I was really unwell, and now I’m ready for discharge. I can’t thank them enough.”**

**Service user,  
Cygnet Maple House,  
Nottinghamshire**




**“I have lost count of the number of hospitals my son has been admitted to. This is the BEST hospital. The staff are compassionate and caring. I cannot speak highly enough about them.”**

**Parent, Cygnet Joyce Parker Hospital, West Midlands**


**“When we inspected Langdale House, we found a service that truly puts people at the heart of everything it does. Leaders have created an open culture, where staff feel valued and supported to deliver outstanding care.”**

**Victoria Marsden, CQC Deputy Director of Operations (North)**



**“Thank you for giving us our daughter back. It’s incredible hearing her laugh again.”**

**Parent, Cygnet Nield House, Cheshire**




**“People were supported by staff who knew them well and treated them with compassion, dignity, and respect.”**

**Care Inspectorate Scotland, Ellen Mhor, Dundee**

**“There is no better place for my loved one to live.”**

**Family member, Dove Valley Mews, South Yorkshire**



**“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**

**“Cygnet is an exemplary apprenticeship employer. They ensure the apprentice is at the heart of all that they do. Apprentices prosper with Cygnet.”**

**Nigel Benton, Director of Apprenticeships at University College Birmingham**

# Our Services: Health Care

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

**84** 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



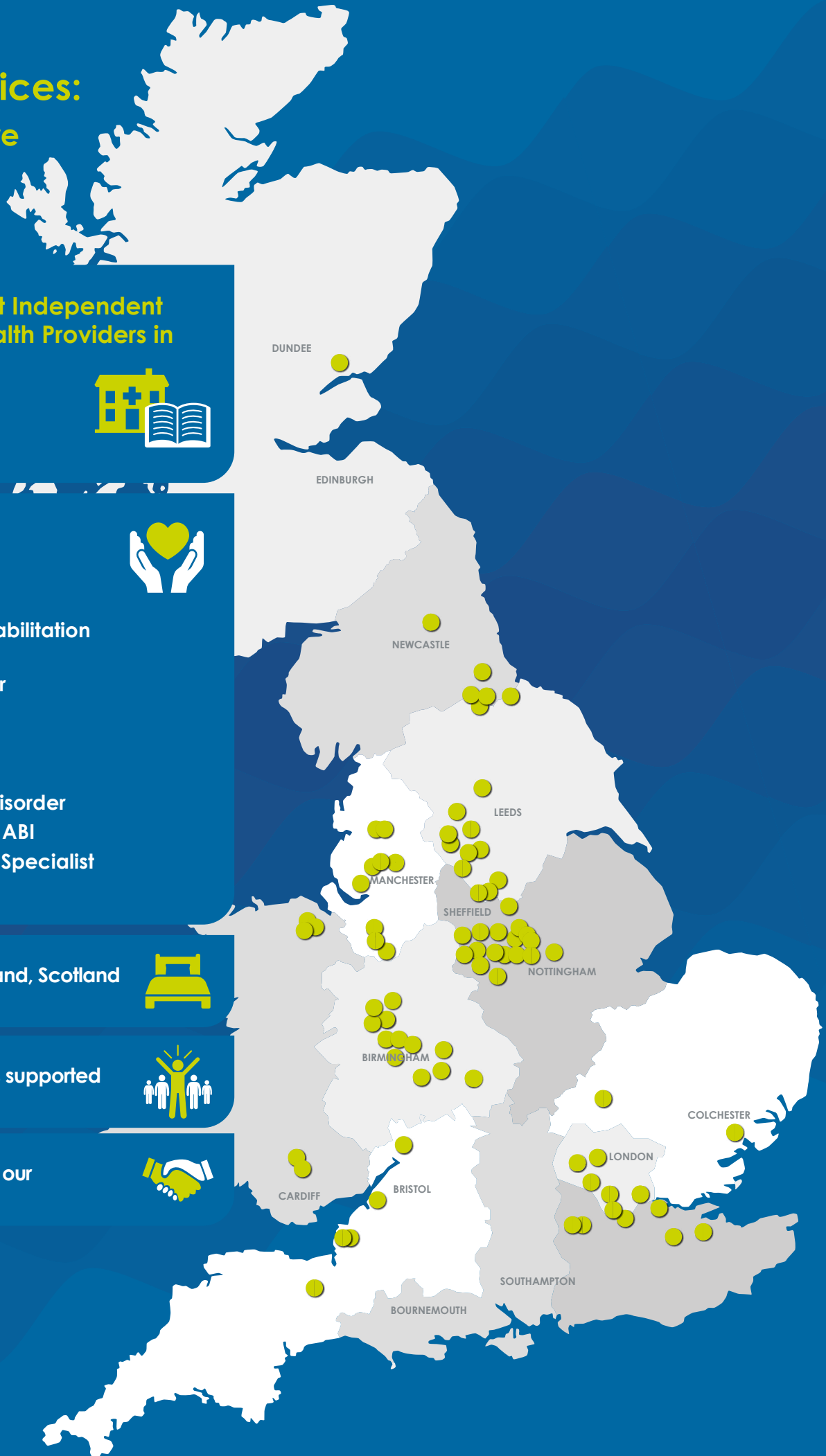
**2,452** beds in England, Scotland  
and Wales



**7,775** service users supported  
each year



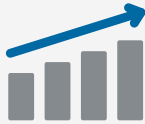
**9,508** caring staff in our  
Health Care Division



# Key Achievements in Numbers

## 1. Expanding Capacity and Strengthening NHS Partnerships

**Strategic Growth at Scale:**  
We concluded our two-year hospital expansion programme opening a total of **7 new hospitals**, creating over **230 new specialist beds** in high-demand regions.



Created **1,000+ new roles** and slashed agency reliance from **12.1% to 5.3%**, ensuring continuity of care.

We **refurbished 181 beds** across the Group's existing portfolio.



**NHS Partnership:**  
**Ring-fenced 29% of PICU / Acute beds exclusively** for local NHS Trusts.

**Rapid Response:**  
Rapidly improved emergency admissions via the **Cygnets Bed Hub**, responding to **75% of referrals in under 30 minutes**.



## 2. Sector-Leading Clinical Outcomes

**Quality Benchmark:**  
**84%** of services rated **'Good'** or **'Outstanding'** (17% above the national average), with **0 inadequate ratings**.



**Flow & Efficiency:**  
Achieved a **17% reduction** in Average Length of Stay (ALoS).



### Successful Transitions:

**100%** of discharges from our Eating Disorder services were **successful transitions towards the community**.



**95%** of adult service users and **93%** of CAMHS service users were **successfully discharged towards community-based care**.

Our innovative PICU / Acute transitional model, Discharge2Assess (D2A), addresses systemic blockages and improves service user flow, which **reduces the average length of stay, offers localised care and frees up critical capacity**.



## 3. Co-Produced, Service User Focused Care

**Carer and Family Involvement:**  
**30** of our Health Care services hold **Triangle of Care accreditation**, supported by **120 Carer Leads, 4 Carer Ambassadors**, and the **national Cygnets Advice and Liaison Service (CALs)**.



**Experts by Experience:**  
**More than 50** Experts by Experience (EbyEs) shaped hospital design, clinical models, menus, meaningful activities, and quality improvement initiatives.

### Award-winning Social Hubs:

Transforming wards into therapeutic, engaging spaces. Now installed across **30 services**, within 6 months of installation these hubs have seen incidents **decrease by 25-35%**, staff engagement **increase by up to 45%**, and burnout **fall by 35%**.



**Service User Experience:**  
**76%** of Google reviews are **4-5 stars**, with discharge survey ratings of **4.5-5 stars for care, support and treatment**.

# Our Services: Social Care

Expert and highly-dedicated  
Social Care team of  
**3,755 employees**



Empower **867** residents  
and service users



**79** residential,  
supported living  
and day services



### Service Lines:

- > Residential Services
- > Supported Living
- > Day Services
- > Neurological Complex Care
- > Nursing Homes



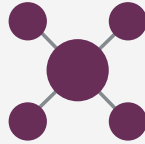
# Key Achievements in Numbers



Our expert and highly-dedicated Social Care team of **nearly 4,000 employees** empower **867 individuals** across **79 residential, supported living and day services** to consistently **make a positive difference to their lives**.

## In 2025 we:

Welcomed **58 people** into our social care services.



**Acquired 4 companies;** Oakview Care Services, Woodrowe Healthcare, The Daley Care Centre and Stepping Stones Residential Unit.

The acquisitions welcomed **11 new homes** and **181 new beds** into the Cygnet family.



Earned a **Good** or **Outstanding** rating by regulators for **100%** of social care services evaluated.



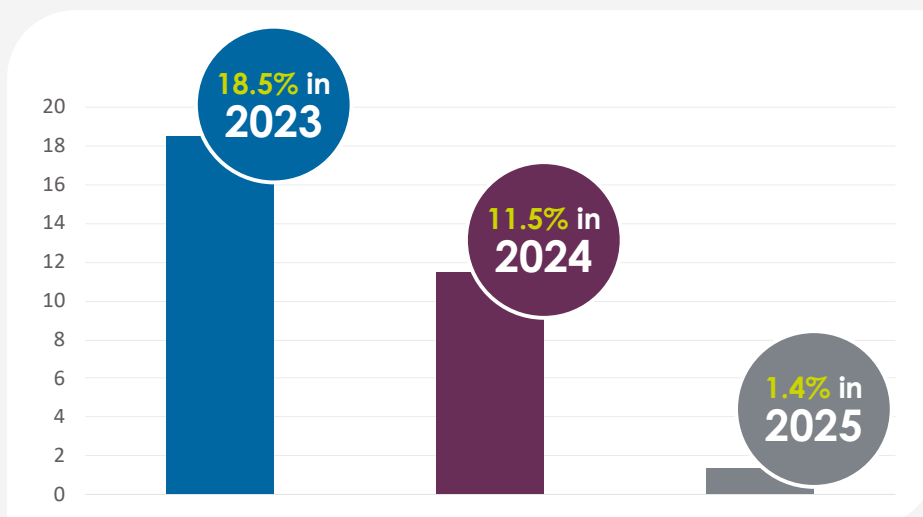
Recorded a **65% improvement** in **daily functioning and life skills** for individuals in our care.



Supported **20 people** to move into **supported living services**, achieving a **greater level of independence**.



Agency usage has been dramatically reduced, decreasing from **18.5% in 2023** to **11.5% in 2024**, and reaching just **1.4% in 2025**.



# Our 2025 Landscape

## Health Care

Mental health need in the UK is rising rapidly, yet capacity has declined for more than a decade. In response, Cygnet made a bold and decisive commitment to deliver tangible solutions to one of the biggest challenges facing the health system.

As part of a direct and ambitious response to the **escalating** mental health crisis, **Cygnet committed to delivering a £132million, two-year growth programme.**

This transformative investment delivered **seven** new state-of-the-art hospitals, **230** urgently needed beds and over 1,000 jobs, providing specialised, recovery-focused care closer to home and cutting waiting times.

We acquired a **21-bed rehab service** and additional real estate for future developments. A further **181 beds** were refurbished, expanding capacity for **1,500** more patients annually.

This programme is about more than growth. It is about leading by example, combining innovation, partnership, sustainability and patient-centred design to set a new standard in trusted mental health provision.

Our ambition was shaped by a stark reality: mental ill health is the UK's largest cause of disability, suicide is a public health emergency, and NHS bed numbers continue to fall.

Against that backdrop, we set out to do something both ambitious and responsible - to rapidly increase capacity while raising the bar for quality, safety and experience.

We set out to create genuinely therapeutic environments, co-designed with patients, the NHS and clinicians, that support recovery and reintegration.



Watch how we're reimagining mental healthcare – one hospital, one home, one recovery at a time.

## Continued Expansion

**Over a two year period, Cygnet Health Care executed the most significant investment in UK mental health infrastructure in recent history.**

Culminating in the opening of three new, purpose-built hospitals, 2025 was a year defined by service excellence, strategic growth and a steadfast commitment to quality care.

Alongside our new builds, we also acquired **Newton House**, a 21-bed inpatient rehabilitation service for men in Blackpool. We also added further sites to our portfolio for future developments in Greater Manchester, North Wales, and Nottinghamshire.

We are proud to have expanded our footprint to provide specialist inpatient care to even more people across the UK.

At **Cygnet Kenney House**, we collaborated with the NHS to develop a 44-bed specialist service for women in the North West of England. The team opened its doors in April 2025, providing psychiatric intensive care through to mental health rehabilitation and recovery across three wards.



**Cygnet Elowen Hospital** in Derbyshire offers a safe and secure care pathway tailored for adults with eating disorders and complex personality disorders. The staff team welcomed commissioners, local partners and key dignitaries to a grand opening in July 2025.



Working alongside commissioners, we were also proud to open our 31-bed service in Staffordshire in April 2025. **Cygnet Hospital Kidsgrove** provides a safe and stabilising environment for women experiencing an acute episode of mental illness, as well as those with a personality disorder and other complex needs.



**Cygnet Newton House** offers both a high support inpatient rehabilitation (level 2) service and community rehabilitation (level 1) service for men. The service is dedicated to providing a high-quality environment for promoting long-term recovery.



## Our Value

**This programme delivers value at every level of the system.**

For **service users and families**, it means faster access to specialist care, fewer long-distance placements, and environments that support dignity and recovery.

For the **NHS**, it delivers high-quality capacity in areas of greatest pressure, supporting service user flow and reducing long-term system costs.

For **communities**, it means regeneration, stable employment, and investment in local economies and supply chains.

For **staff**, these hospitals are centres of excellence, improving morale, reducing reliance on agency staffing and allowing clinicians to focus on care.

And **socially**, our sustainability initiatives align mental healthcare delivery with national environmental goals.

Ultimately, the value created extends from ward to workforce to wider society. Service users receive safe, compassionate, expert care in first-class environments; staff flourish in supportive workplaces; the NHS gains trusted, high-quality capacity; and communities benefit from jobs, growth, and sustainability.

## New Hospitals Opened in 2024:



Cygnet Hospital  
Sherwood,  
Nottinghamshire



Cygnet Hospital  
Wolverhampton,  
West Midlands



Cygnet Hospital  
Oldbury,  
West Midlands



Cygnet Paddocks,  
Widnes

## New Hospitals Opened in 2025:



Cygnet Kenney House,  
Oldham



Cygnet Hospital Kidsgrove,  
Staffordshire



Cygnet Elowen Hospital,  
Derbyshire

Our 2025 openings and acquisitions compliment the four new hospitals which opened in 2024, marking a successful two-year growth project to ensure more people receive the right care, at the right time, closer to home.



Cygnets Hospital Wolverhampton, West Midlands



Cygnets Hospital Sherwood, Nottinghamshire



Long Eaton Day Services, Nottinghamshire



Cygnets Hospital Bierley, Bradford



Cygnets Churchill, London



Cygnets Hospital Oldbury, West Midlands



Cygnets Paddocks, Widnes



Gables, Essex



Cygnets Elowen Hospital, Derbyshire

## Case Study: Co-production in Action

Our new hospitals were co-produced not just with service users but with the NHS, to ensure we provided care where it was needed most. We carefully selected what we built, in terms of service line, and where we built it.

Ultimately, our ambition was not just to add beds, but to lead by example as the best-in-class independent partner to the NHS.

- Experts by Experience involved from the earliest concept stage through to delivery
- Service users and carers co-designed interiors, layouts, colour schemes and communal spaces
- Lived experience directly shaped service models, therapeutic environments and daily routines
- Co-produced environments prioritise calm, dignity, safety and recovery
- Feedback loops embedded pre- and post-opening to drive continuous improvement
- Co-production strengthened trust, improved experience and supported better outcomes
- Co-production wasn't an add-on - it was fundamental to how these hospitals were designed, built and run

Experts by Experience are people who have lived experience of using or caring for someone who has used health and/or social care services. In many cases, our Experts by Experience are people who used to be 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.

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.

We have more than 50 Experts by Experience, who have 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.

Expert by Experience **Molly Anderton**, who was previously hospitalised for an eating disorder, has shared her story and how she was pivotal to the design of our new service, Cygnet Elowen Hospital.

**“I was incredibly lucky to have been involved in the planning, development and opening of Elowen. Places like Elowen become our temporary home, but they are also where we face some of the hardest and most distressing moments of our lives.**

**The surroundings in which we do this can make a huge difference. Those seemingly small details, the colour and fabric of the furniture, the location of the dining room, the pictures and decor on the walls, all contribute to creating an atmosphere of comfort, calm and healing instead of institutional, cold and harsh.”**



## Bringing My Lived Experience to Cygnet Elowen Hospital

The first aspect of lived experience insight I was able to provide was based solely on the floorplans, before building work had even commenced. I suggested the idea of having a shared dining room perhaps needed a second thought. I was not only listened to, but continually involved in further discussions about where other rooms would be best placed. I was met with curiosity and an openness to hearing more about the potential impact on service users of where different rooms might be located on the wards.

Since then I have contributed learning from working as an Expert by Experience in similar service lines along with my own lived experience, including that of being late-diagnosed Autistic, to support with everything from the interior design of the building to the approach and ethos of the care delivered. Recognising that Autistic people are significantly overrepresented in inpatient services, particularly those specialising in eating disorders and disordered eating, we have worked to try and ensure that Cygnet Elowen Hospital is not only accessible, but therapeutic for everyone.

I never realised that my role as an Expert by Experience would extend to testing out the comfiness of chairs and scrutinising tables, but as someone who has experienced firsthand how much easier it is for admissions to be harmful than helpful, getting even the small things right for others like me feels incredibly important.



## Social Care

In 2025, despite pressure in the wider social care market, Cygnet Social Care delivered a step-change in its growth, strengthening national capacity and expanding access to specialist, lifelong care for people with complex needs. We acquired **Oakview Care Services, Woodrowe Healthcare, Stepping Stones Residential Unit, and The Daley Care Centre.**

Cygnet Social Care enhanced both its geographic reach and the breadth of specialist support available to individuals who rely on high-quality, person-centred care for life. The **four company acquisitions** welcomed **11 new homes** and **181 new beds into the Cygnet family.**



Woodrowe House, Leicestershire



Cygnet Social Care then expanded its rehabilitation expertise through the acquisition of **Woodrowe Healthcare** in Leicestershire. Woodrowe delivers highly specialist residential care and rehabilitation for adults with acquired brain injury and neurological conditions. This addition broadened Cygnet's therapeutic offer, enabling individuals to maximise independence, rebuild skills and achieve meaningful outcomes through personalised, multidisciplinary care pathways.

This period of expansion began with the acquisition of three specialist residential services formerly operated by **Oakview Care Services** - Bryn Y Wawr and Clynsaer in Carmarthenshire, and The Old Vicarage in Berkshire. These services provide bespoke support for adults with learning disabilities, autism and associated complex needs, enabling individuals to live fulfilling lives within supportive, homely environments. The acquisition strengthened Cygnet Social Care's presence across Wales and southern England, ensuring greater access to specialist provision closer to local communities.



Bryn Y Wawr, Carmarthenshire



Clynsaer, Carmarthenshire



The Old Vicarage, Berkshire

The acquisition of **Stepping Stones Residential Unit** further extended Cygnet Social Care's footprint, bringing six high-quality residential homes in Gloucestershire into the organisation. These services support adults with learning disabilities, autism, behaviours that challenge and mental health needs, reinforcing Cygnet's commitment to delivering local, community-based care that reduces the need for out-of-area placements.



Broadoak, Newnham



Dean Grange, Newnham



Milestones, Gloucestershire



Redmarley, Gloucestershire



Riverside House, Newnham



The Old Vicarage in Blakeney, Gloucestershire



The Daley Care Centre, Sheffield



When we acquired **The Daley Care Centre**, Sheffield, in February 2026, we heightened our ability to support individuals with high nursing needs, complex care, ventilation and tracheostomy requirements, and neurological conditions such as acquired or traumatic brain injuries, strokes, and motor neurone disease.

**With each new acquisition, our priority is to provide excellence in care, tailored to each individual's needs. For residents and their families becoming part of Cygnet Social Care brings continuity of care, long-term security and a consistent, values-led approach that prioritises dignity, choice and wellbeing.**

At a time when social care provision is under unprecedented strain, Cygnet Social Care is playing a vital role in meeting rising and increasingly complex demand.

**This growth demonstrates that scale and compassion can go hand in hand. Through careful, values-driven expansion, Cygnet Social Care is helping to shape a more resilient and inclusive social care system, one where lifelong care does not limit opportunity, but instead enables people to live meaningful, fulfilled lives.**





## Delivering Value to the NHS

Cygnnet plays a critical role in strengthening NHS mental health provision by delivering reliable capacity at the point of greatest pressure. Through close partnerships with the NHS across the country, we are helping to reduce out-of-area placements, stabilise local pathways, and ensure people can access urgent care close to their families, communities and support networks.

In adult Acute and Psychiatric Intensive Care Unit (PICU) services, where beds are often required on the same day during periods of crisis, Cygnnet has worked collaboratively with NHS partners to contract and ring-fence beds specifically for local NHS use.

**As of 2025, 29% of our PICU / Acute bed base is contracted to local NHS trusts.**

All of our beds were for NHS service users, ensuring timely access, reducing inappropriate out-of-area placements, and supporting local system flow.

This approach provides NHS partners with predictable, high-quality capacity, allowing them to meet national targets on service user flow, safety and locality of care, while avoiding the clinical, financial and emotional costs associated with distant placements.

**These partnerships exemplify how independent sector providers can work as embedded system partners, aligned with local priorities and population needs.**

Cygnnet's focus on recovery-orientated care, step-down pathways and integrated discharge planning has led to a 17% reduction in average length of stay across Health Care services.

# Clinical Outcomes: Health Care

Over the past year, Cygnet has continued to deliver strong clinical outcomes across its services, supporting thousands of individuals to make meaningful progress in their recovery and return to the community.



## Access to timely care and treatment

We supported **4,114 new admissions** and **4,056 discharges**, reflecting both sustained demand and the organisation's capacity to move people safely through care pathways. Across service lines, the data shows continued focus on reducing delays between referral, assessment and admission. For example:

- > **Adult Secure:** Average 50.1 days from enquiry to admission
- > **Eating Disorders:** Significantly shorter pathway at 23.9 days
- > **CAMHS and Adult Short Stay:** Rapid access, averaging under 2 days from enquiry to admission

These figures demonstrate a continued commitment to ensuring people can access specialist care as quickly as possible, particularly in high-acuity services where timely intervention is critical.



## Positive service user experience

Service user feedback remains strong, with the majority of individuals reporting positive experiences of care:

- > Most individuals in our care agreed that their needs are met and that they feel well-supported in services
- > Feedback on whether "this place is helping me" showed positive responses, indicating consistent engagement and trust in care teams

This feedback reflects Cygnet's focus on person-centred care, therapeutic relationships and safe, supportive environments.



## Successful discharge to the community

Supporting people to move on safely towards more independent settings remains a core measure of success. Across services:

- > 80–84% of adults in **secure, neuropsychiatry and personality disorder services** were discharged successfully towards the community
- > **Learning disability and autism services:** Over 81% successful community discharges
- > **Mental health rehabilitation and recovery:** Over 81% successful outcomes
- > **CAMHS:** An exceptional 98% of young people discharged towards community settings
- > **Eating disorder services:** Achieved 100% successful discharges to the community



### Demonstrable improvements in functioning and skills

The GAP tool, which measures improvement in daily functioning and life skills, revealed impressive progress across our services. Individuals continue to make measurable progress from admission to discharge:

- > **Adult Secure Services:** 36% improvement in mental health outcomes and 17% in personality disorder pathways
- > **Rehabilitation and Recovery Inpatient Services:** Improvements across all pathways, including 24% in mental health, 29% in eating disorders and personality disorder services, and 14% in learning disability and neuro services
- > **CAMHS:** Particularly strong outcomes, with improvements of 50% in low-secure services and 48% in PICU settings
- > **Adult Short Stay and Acute Pathways:** Steady functional gains demonstrating the effectiveness of short, focused interventions

These outcomes highlight consistent clinical progress across diverse and complex care pathways, including secure services, rehabilitation, CAMHS and specialist community provision.

### Reduced length of stay

We are proud that individuals in our care have been able to leave inpatient settings sooner, reflecting that our effective, person-centred care plans are stabilising symptoms and build coping skills more quickly. Shorter stays also indicate that discharge planning, community support and follow-up care are working well together to support safe transitions back into everyday life.

Ultimately, reducing unnecessary time in hospital helps people regain independence, maintain social connections and continue their recovery in the least restrictive environment possible.

Taken together, these results show sustained progress across clinical effectiveness, service user experience and discharge outcomes. Thousands of individuals have been supported to stabilise, develop new skills and move towards greater independence.

Cygnets clinical achievements reflect the dedication of its multidisciplinary teams and its continued investment in high-quality, specialist services that deliver measurable impact for the people in its care.

Did you feel safe during your time with Cygnet?

4.2 out of 5



How was your experience of our service?

4.4 out of 5



How likely are you to recommend our service to friends and family if they needed similar care or treatment?

4.4 out of 5



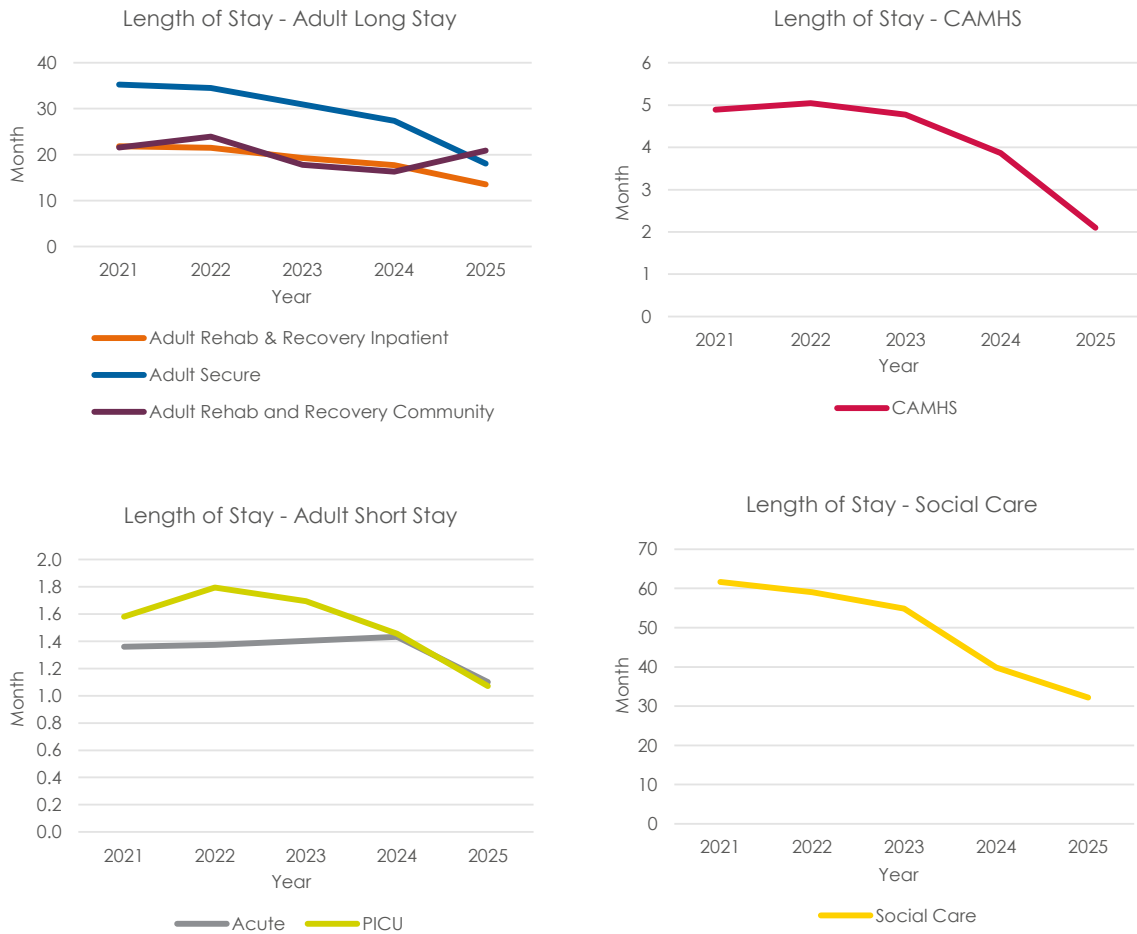
Did you feel Cygnet helped you feel better and that you have improved?

4.5 out of 5



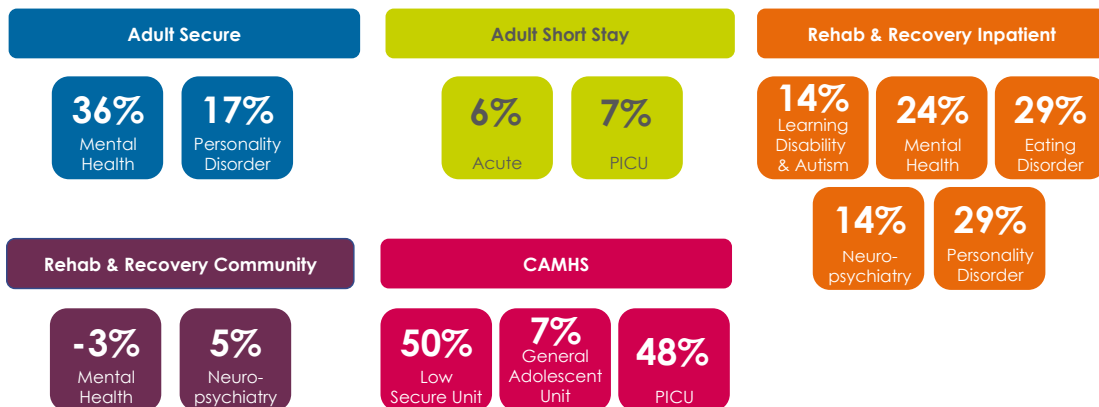
## Length of Stay

We continue to focus on delivering timely, person-centred, effective care that supports progression and avoids unnecessary time in services. In 2025, the average Length of Stay decreased across the majority of our services.



## Global Assessment of Progress (GAP)

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



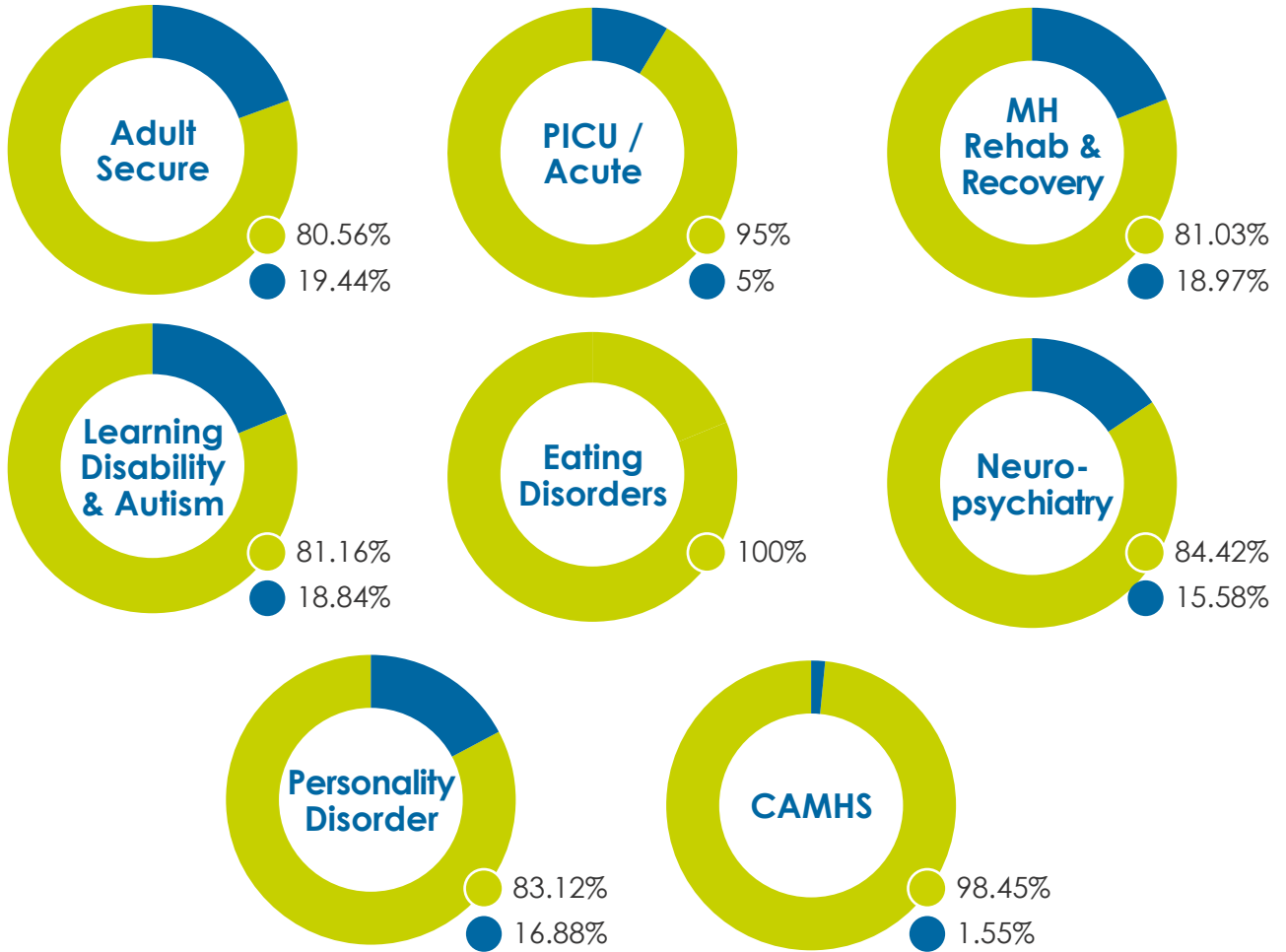
**Progression in functioning and skills development from the point of admission to discharge over the last five years.**

\*Data source Governance report, Date range for HC 01/11/2024 - 17/11/2025.

## Discharge Destinations

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

- % of successful discharges - towards community
- % of discharges - away from community



\*Data source Outcomes report, Date range for HC = 01/01/2025 - 31/10/2025.



# Social Care Outcomes

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



## Supported Living:

We supported **20** people to move into supported living services or less restrictive settings, enabling them to achieve a greater level of independence.

Our Global Assessment of Progress (GAP) tool is a specialised outcome measurement tool designed to track the progress of individuals in our care. It acts as a measurement of resident achievements, mapping positive developments and improvements in wellbeing during their time with us.

**From 2025-2026, almost two-thirds** of all admissions across social care (average of 65% with a peak of 68.4%) either **maintained or improved in daily functioning and life skills.**

For our residential services, **almost two-thirds** of all admissions (average of 65% with a peak of 67.2%) either **maintained or improved in daily functioning and life skills.**

In our supported living services, **almost two-thirds** of all admissions (average of 62% with a peak of 80%) either **maintained or improved in daily functioning and life skills.**

**From 2025-2026, of those discharged** across all social care services, **54%** of service users had a **maintenance or improvement in daily functioning and life skills from admission to discharge.**

**From 2025-2026, of those discharged** across all residential services, **58%** of service users had a **maintenance or improvement in daily functioning and life skills from admission to discharge.**

**From 2025-2026, of those discharged** across all supported living services, **50%** of service users had a **maintenance or improvement in daily functioning and life skills from admission to discharge.**



# 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 2025 Safeguarding Highlights:

**557 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's Safeguarding Team members chaired and presented at the **RCNi Live Safeguarding Sessions at the NEC Birmingham.**

Cygnet led the development of the **Safeguarding Safety Exploration Tool** which has subsequently received **formal endorsement by the Royal College of Nursing.**



Cygnet hosted the **Domestic Abuse Round Table event at The Palace of Westminster**, opened by the Domestic Abuse Commissioner Dame Nicole Jacobs and Professor Lord Patel of Bradford OBE.



By the end of 2025, **over 90%** of Cygnet services had a **co-produced Safeguarding Charter in place.**

The Cygnet Sponsored **Independent Sector Safeguarding Network (ISSN)** grew to over **180 member organisations.**



The Safeguarding Team hosted **multiple learning events for Cygnet colleagues and external professionals** via the ISSN, including sessions with the Disclosure and Barring Service, Office of the Public Guardian, national charities and academics.

Our Central Safeguarding Team delivered a **Medical Grand Round session on domestic abuse** to over **130 Doctors** across the country.



Cygnet became a **proud member of the Employers Initiative on Domestic Abuse.**

# Getting People Back on their Feet and into Work

At Cygnet, recovery is about more than clinical progress, it's about rebuilding lives. A vital part of this journey is supporting people to regain confidence, develop skills, and access meaningful employment.

Through our Expert by Experience (EbyE) programme, in partnership with the Lived Experience Network, former service users are supported into paid roles where they use their lived experience to inspire others, influence services, and build purposeful careers. These roles demonstrate that recovery is not just possible, it can lead to meaningful employment and a renewed sense of identity.

## Real stories of recovery and opportunity



**Evan: From inpatient care to meaningful employment**

Evan experienced severe mental health challenges, including depression and psychosis, leading to multiple hospital admissions. With the support of Cygnet staff, he rebuilt his confidence and completed a course in Railway Engineering.

When barriers prevented him from pursuing that career, he was supported into a new opportunity as an Expert by Experience. Now working across services, Evan uses his lived experience to support others and improve care:

**"It's absolutely unbelievable to have gone from the place I was in to where I am now."**



**Mia: From CAMHS inpatient to supporting others**

Mia was hospitalised as a teenager following severe anxiety, depression, and repeated crises. After receiving support across Cygnet services, she began rebuilding her life and was later invited to join the Lived Experience Network.

Now Mia supports current service users and helps ensure their voices are heard:

**"We are the proof that bad times can get better... the light at the end of the tunnel."**

Her journey shows how early intervention, sustained support, and opportunity can help young people move into meaningful roles.



**Bill: From crisis to career and giving back**

Bill's early life was marked by anxiety, substance use, and time in prison, alongside significant mental health challenges. Following treatment and long-term recovery, he was supported into employment as an Expert by Experience.

Now working across multiple Cygnet services in London, Bill uses his experiences to connect with others and offer hope:

**"I'm stable, I'm working, I have a family... and I get to help people who are where I once was."**

## Creating pathways into work and independence

### Cygnnet supports people into employment through:

- Expert by Experience roles offering paid, meaningful work
- Recovery-focused education and skill-building opportunities through our Recovery Colleges
- Vocational support and confidence-building through volunteering initiatives

For many people, returning to work is a defining moment in recovery. It represents more than employment, it is about identity, confidence, and belonging.

At Cygnnet, we are proud to support people not only to recover, but to move forward into meaningful roles, contribute to society, and inspire others through their journeys.

## Expert by Experience Case Study

### A former inpatient at Cygnnet Bury Forestwood is now using her lived experience to support others and demonstrate that recovery is possible.

Venus had struggled with her mental health since childhood. She experienced bullying, escalating self-harm and disordered eating, while frequently moving schools in an attempt to fit in. Support from CAMHS felt limited and confusing, and she struggled to access the help she needed.

Her mental health deteriorated further when she stopped attending school and, following an overdose, she was sectioned and admitted to a psychiatric ward for the first time. This marked the beginning of several years of inpatient treatment across acute wards, PICUs and low-secure units. **“I missed my GCSEs and A-levels and felt like my life was falling apart,”** she said.

A turning point came when Venus was admitted to Cygnnet Bury Forestwood. She said it was the first place she felt genuinely involved in her care. **“It was the first time I felt listened to and supported to think about my future.”**

**“The support I received through therapy, education and activities like swimming and trips out helped me discover new interests and build a foundation for recovery.”**

Today, Venus lives independently with her dogs, works full-time and is exploring Masters programmes. **“I wouldn’t be where I am today without the care I received.”**

Venus now works with the Lived Experience Network as an Expert by Experience (EbyE), supporting people currently receiving care across Cygnnet Health Care services.

**“My main priority is to listen to service users and help improve services in ways that are meaningful and focused on recovery. Experts by Experience are a walking example that recovery is possible. We can provide that glimmer of hope and show what can be achieved with the right care and support.”**

**“My lived experience isn’t seen as a flaw but as something valuable I can use to help others and create meaningful change.”**





## Creating Opportunities, Community and Independence at Hartnell's Café

Hartnell's Café is our award-winning, thriving social enterprise set up and run by Trinity House and Lodge, part of Cygnet Social Care. More than a café, Hartnell's is a purposeful, inclusive space designed to empower people with learning disabilities and/or autism by providing meaningful employment, skill development and community connection.

Through real-world work experience in a supportive environment, Hartnell's Café demonstrates how social care can extend beyond traditional settings to promote independence, confidence and social inclusion.

### The Need

People with learning disabilities and autism continue to face significant barriers to employment, social participation and independence. Many lack access to meaningful vocational opportunities that reflect their abilities, ambitions and potential.

#### Cygnet Social Care recognised the need for:

- ✓ Real, paid or meaningful work opportunities
- ✓ Skill development in a safe, supportive environment
- ✓ Greater community integration for the people it supports
- ✓ A model that challenges stereotypes and demonstrates capability, not limitation

### The Approach

Hartnell's Café operates as a fully-functioning café while embedding therapeutic, educational and social outcomes at its core. People supported by Trinity House and Lodge are involved in all aspects of café life, including:

- ✓ Food preparation and basic catering skills
- ✓ Customer service and communication
- ✓ Cash handling and ordering
- ✓ Cleaning, hygiene and health & safety
- ✓ Teamwork, timekeeping and responsibility

Support is personalised, strengths-based and outcome-focused, enabling individuals to progress at their own pace while building confidence and independence. Staff work alongside individuals rather than "over" them, fostering dignity, equality and a genuine sense of contribution.



### For the people supported:

- ✓ Increased confidence, independence and self-esteem
- ✓ Development of transferable employment and life skills
- ✓ Improved communication and social interaction
- ✓ A strong sense of purpose, routine and achievement

### For families and carers:

- ✓ Pride in seeing loved ones thrive in a real workplace
- ✓ Reassurance that support extends beyond care into life-building opportunities

### For the community:

- ✓ A welcoming, inclusive café that breaks down stigma
- ✓ Positive engagement with social care in action
- ✓ Stronger community connections with Trinity House and Lodge

Hartnell's Café embodies Cygnet Social Care's commitment to enabling people to live fulfilling, empowered lives. It offers real-world experience in a genuine workplace, not a simulated environment, and involvement for residents is fully aligned with their care plans and personal goals. Its community facing approach helps to actively challenge perceptions of disability but most importantly, it is purpose-led, not profit-led.

The café is a powerful example of how social care can create lasting, meaningful change. By blending employment, skill-building and community engagement, it transforms lives while demonstrating what is possible when people are supported to reach their full potential.

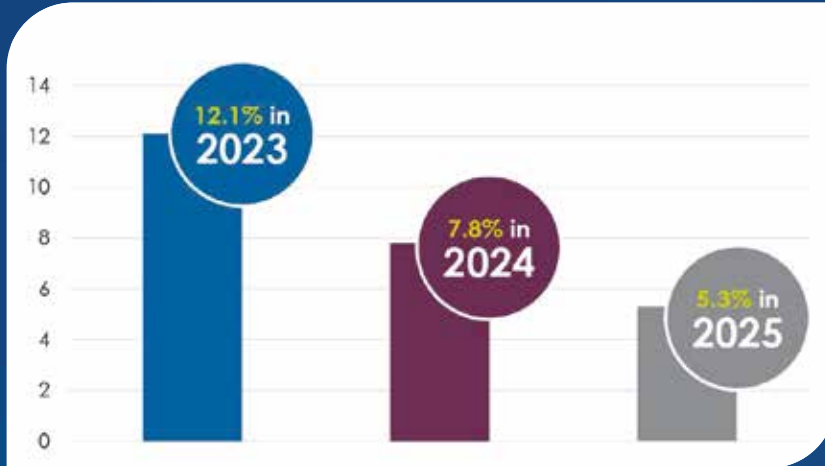




# Workforce and Culture

Cygnets' achievements are underpinned by a motivated, skilled workforce. Over the last three years, **agency usage reduced from 12.1% (2023) to 7.8% (2024) to 5.3% (2025).**

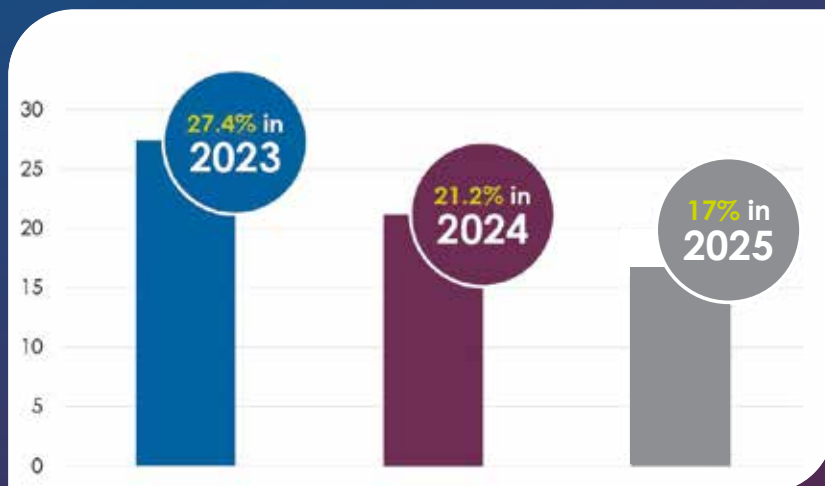
Staff wellbeing and engagement are central to our culture. Freedom to Speak Up programmes, peer-led initiatives, and development opportunities such as the Aspiring Managers Course have fostered an inclusive, supportive environment.



## Workforce Transformation

**Staff and the people we support:** Our focus on creating a supportive and developmental culture of care has resulted in excellent retention rates, indicating a highly stable and dedicated permanent staff base.

**Retention and Culture:** Turnover dropped from 27.4% to **17%**, with **85%** of staff stating they would be proud for their own loved ones to be treated at Cygnets.



# Staff Survey 2025 Results

Almost 9,000 colleagues took part in the survey, more than 79% of our workforce.



## Culture



are aware of Freedom to Speak Up at Cygnets



said people at Cygnets were caring



## My Role



of staff enjoy working for Cygnets



are proud to work with us



would recommend Cygnets as a great place to work



## Diversity, Inclusion and Equity

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



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





## Workplace

94%



feel encouraged to report errors, near misses or incidents

96%



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



## My Manager

93%



feel trusted to work independently

91%



of staff feel respected



## Health and Wellbeing

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

84%



said their manager takes an interest in their health and wellbeing

83%



said they could access support to help with the pressures of the job if needed



## Service Users

91%



of employees said care of service users is Cygnet's top priority

93%



said Cygnet acts on concerns raised by service users

85%



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



## Training and Development

91%



said their access to training enabled them to deliver better care

85%



of people 'valued learning'

# Specialised Training for our People

More than 4,500 new starters in 2025.

**In 2025 Achieve, our learning platform, delivered:**

- ✓ **174,063** e-learning courses
- ✓ **55,879** live training courses were attended
- ✓ One module every **2.8 minutes**
- ✓ **21** colleagues up-skilled every hour
- ✓ **160,565** hours of e-learning in total

## Apprenticeships

Apprenticeships play a vital role in building a skilled, sustainable and diverse workforce for the future of health and social care. Our apprenticeship programme ensures the workforce of the future is skilled, confident, and aligned with Cygnet's values. By embedding professional growth, engagement and innovation into culture, we create workplaces where staff can flourish, delivering safe, compassionate and effective care.

The apprenticeship programmes create meaningful career pathways that support both individual development and service quality. By investing in apprenticeships across clinical and non-clinical roles, we are strengthening our workforce pipeline, improving retention and enabling colleagues to develop new skills while delivering high-quality care. The impact of our apprenticeships include widening access to employment and supporting social mobility, to enhancing service user outcomes through a confident, well-trained and engaged workforce.

**In 2025 alone, Cygnet has seen:**

- ✓ **150** new apprenticeship sign-ups
- ✓ Launched **8** new programmes
- ✓ Celebrated **60** completions
- ✓ Nearly **350** staff are undertaking an apprenticeship programme
- ✓ **496** apprenticeships completed in the last three years, including **42** newly qualified nurses
- ✓ **250** colleagues have started our World Class Manager Programme
- ✓ **153** having completed the programme so far
- ✓ **250** completed our Team Leading and Management Apprenticeships
- ✓ Supported **42** support workers to become registered nurses

Our vision is to ensure apprenticeships are recognised and respected as a highly effective means to deliver a skilled, diverse workforce across the broad range of clinical and non-clinical roles.

**“Cygnet show a consistently high quality of apprentices and the strength of the support they provide. We recognise professionalism and enthusiasm of your learners, your engagement with progress reviews, and your commitment to providing relevant CPD and development opportunities for staff that directly benefits apprentice learning.”**

**Nigel Benton, Director of Apprenticeships, University of Birmingham**

## Apprenticeships Case Study

Cara Burke, a Nursing Apprentice completing her Registered Nurse Degree Apprenticeship in Adult Nursing, has transformed uncertainty into a rewarding career through Cygnet's apprenticeship pathway.

Starting in the laundry room at Tabley House Nursing Home when she was just 17, Cara admits: **"I didn't know what I wanted to do... I didn't think that I ever could be a nurse."** After moving into a care role, she quickly discovered a passion for supporting others: **"I did a few shifts and loved it... I loved the little things that you could do for people that made a big difference. It felt really rewarding."**

Encouraged to pursue nursing, Cara began her apprenticeship in 2021 and has since progressed through her training while gaining hands-on experience. The "earn while you learn" model has enabled her to develop professionally without the burden of tuition fees, while building confidence in her abilities.

Balancing work, study and family life has not been without challenges. Cara describes the experience as **"very busy... there are a lot of assignments... a lot of studying,"** but remains clear on the rewards. Her advice to others considering an apprenticeship is simple: **"Do it... be very organised... and believe in yourself. You can do way more than you think you can."**

Now nearing qualification, Cara reflects on her journey with pride. From uncertain beginnings to becoming a role model for others, she embodies the impact of investing in people. As she puts it: **"I am proud to be a Cygnet Nurse."**



## Staff Networks

Cygnets staff networks continue to play a vital role in strengthening an inclusive, supportive and values-led culture across the organisation. Throughout 2025-26, our networks have provided safe spaces for colleagues, championed health and wellbeing, and driven meaningful change through awareness, education and community engagement.



### disABILITY Network

The disABILITY Network has continued to strengthen confidence, visibility and inclusion for disabled colleagues across the organisation. Many colleagues have shared their lived experiences, helping to normalise disability, reduce stigma and foster peer understanding.

A key milestone has been the launch of the Health Ability Passport, providing a consistent, person-centred approach for colleagues to communicate workplace needs and reasonable adjustments.

### LGBTQ+ Network

The LGBTQ+ Network has shone a light on important issues including transgender awareness and given staff members the confidence to be who they are. Numerous services celebrated Pride month with colourful events ranging from rainbow-themed afternoon teas, to baking sessions and even a magical funfair Pride party.

The LGBTQ+ Network continued to raise awareness of important events such as LGBTQ+ History month, by sharing a blog recognising the significant historic contributions of LGBTQ+ individuals. These blogs centered on reflection, celebration and education from not just meeting attendees, but the wider workforce.



*Breaking Silence. Building Strength.*

### Men's Health Network

The Men's Health Network officially launched in January 2025, marking an important step forward in promoting open conversations about men's health and wellbeing across Cygnets.

In its first year, the network made an immediate impact by raising **£2,825** for Movember, with colleagues taking part in fundraising activities, physical challenges and the well-known "Mo-growing" campaign. The network also hosted a Movember virtual event attended by over 60 colleagues, successfully achieving the Movember 60s Challenge target and raising awareness of the statistic that every 60 seconds a man dies by suicide.



## Staff Carers Network

The Staff Carers Network met regularly, providing a supportive community where working carers could come together in a nurturing environment. Throughout the year, their monthly meetings offered shared resources whilst raising awareness of staff carers. The network aimed to connect individuals who are facing similar challenges.

The network also collaborated with the disABILITY Network for a gathering of empathy and support on World Cancer Day. The meeting allowed individuals to share their personal stories and journeys whilst connecting with others.



## Multicultural Network

The Multicultural Network has continued to advance equality, cultural understanding and anti-discrimination work across Cygnet.

The network has updated and distributed a range of inclusive resources, including anti-discrimination posters and guidance to support colleagues experiencing workplace discrimination. With **122 Multicultural Ambassadors** now active across the organisation, the network is strengthening local engagement and promoting inclusive practices.

The network has also led planning and celebration of key cultural and religious events, including Race Equality Week, World Religion Day and Holocaust Memorial Day, helping colleagues recognise and appreciate the diversity within the workforce. Feedback shows these activities have strengthened understanding, belonging and inclusion.



## Women's Network

The Women's Network has continued to champion gender equality, health and wellbeing, and career development for women.

Throughout the year, the network has united colleagues to raise awareness and funds for important causes, including breast cancer awareness through Wear it Pink, as well as campaigns focused on menopause, domestic abuse, baby loss, fertility issues, endometriosis and gynaecological cancers.

**Together, Cygnet's staff networks are helping to create a workplace where colleagues feel seen, supported and empowered. By amplifying diverse voices, promoting health and wellbeing, and driving meaningful cultural change, the networks continue to make a significant contribution to colleague experience and organisational culture across Cygnet.**



The feedback we received from our carers shows we are getting it right, not just for the individuals in our care, but for their loved ones too. We asked our carers about the quality of our care and support and they said:

## Carers

At Cygnet we recognise and value the role carers play in supporting their loved ones 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 wherever possible.

### We have:

- ✓ Launched our **Carer Charter**
- ✓ **73** services signed up to the Carers Advocacy service
- ✓ **130** carers have used the Carers Advocacy Service
- ✓ **1,175** hours were used on direct carers advocacy
- ✓ **32** 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

How was your experience of our service?

4.2 out of 5



How likely are you to recommend our service to friends and family if they needed similar care or treatment?

4.3 out of 5



How satisfied are you that staff are polite and approachable when you phone or visit?

4.6 out of 5



How satisfied are you that staff at the service have catered to any specific needs you may have as a carer?

4.2 out of 5



\*Service user Discharge Survey Results  
349 Responses April - May 2025.

# Finding the Right Support with Cygnet Social Care – Carole’s Story

From a worried mother fighting “tooth and nail” for the right support to watching her son thrive independently, Carole’s 18-year journey shows the transformative power of finding the right care.

When Carole’s son David was born in 1989, there were no early signs that anything was different. By 18-months old, Carole and her husband – both doctors – noticed he wasn’t developing like other children. Before he turned three, David was diagnosed with autism.

Now 36, David is a tall, physically healthy man with autism, epilepsy, severe learning disabilities and no verbal communication. He lives happily and safely at Beeches, where he has flourished thanks to consistent support, long-standing relationships with staff and a setting that truly understands his needs.

For Carole, what sets Beeches apart is the dedication and consistency of the team.

**“Staff get great joy from seeing David happy. They know what he loves – loud rock music, musical theatre, trampolining, going for a ride in the bus when the weather’s miserable. They make sure he has a great time.”**

Communication with the family is regular and reassuring. **“We get at least a weekly call and more if something happens. That degree of contact gives you enormous faith in the service,”** she adds. **“They work hard to build relationships not just with their residents, but with the loved ones.”**

There is even a storybook documenting David’s life and preferences. **“Because he can’t tell you himself... staff can see immediately what his likes and dislikes are and it sets them on the front foot with him.”**

Her hopes for the future are simple. **“My hope is that he stays happy. That he can keep doing the things he loves... I just want him to enjoy life.”**

**“He’s where he needs to be. He’s safe and he’s thriving. We couldn’t be prouder.”**



# Community and Charitable Giving

Across Cygnet Health Care and Cygnet Social Care, charitable fundraising reflects the compassion, creativity and community spirit that sit at the heart of our services.

Every year, colleagues, service users and local partners come together to support causes that matter to them, from mental health and nursing charities to community initiatives and family support organisations.

Last year, our incredible staff and those in our care **raised more than £100,000 for various charities.**

Whether through sponsored walks, creative events, partnership programmes or local campaigns, these fundraising efforts go beyond raising money; they strengthen connections with local communities, empower service users to make a difference and demonstrate our shared commitment to improving lives both within and beyond our services. This is just a small selection of charitable giving by Cygnet teams.



## West Midlands Glow Walk for Mental Health UK

Staff from several Cygnet services across the West Midlands joined forces for a 20-kilometre sponsored "Glow Walk", raising £1,600 for Mental Health UK, three times their original target. The event brought together teams from multiple hospitals, demonstrating strong collaboration and a shared commitment to supporting people facing mental health challenges.



## North West Supported Living Services Fundraise for Mind

Cygnet Social Care supported living services across the North West held a month of themed fundraising events, including dress-up days, games and raffles, raising more than £500 for Mind. Staff and tenants took part together, creating a fun and inclusive programme that highlighted the importance of mental health awareness.





### Cygnet Maple House Support 4Louis

Staff and service users from Cygnet Maple House raised over £2,000 for a baby loss charity after a year of fundraising. 4Louis is a charity that supports anyone affected by miscarriage, stillbirth, and the death of a baby or child.

The Cygnet Health Care service's fundraising efforts kicked off with an 11-mile sponsored walk with the charitable momentum not dropping throughout the year. Other fundraisers included a bake off, a car wash, a big sleep out and car boot sales.



### Nursing Directorate Peak District Challenge for Cavell

Nineteen nurses from across Cygnet completed an 8.5-mile Peak District walk, raising more than £3,000 for Cavell, a charity supporting nurses and midwives facing hardship.



### Sponsored Charity Walk for Headway

Staff and service users from Cygnet Lodge and Cygnet Grange completed a five-mile fancy-dress walk to raise funds for Headway, a charity supporting people with brain injuries.



### Cygnet Challenge Supports Sport in Mind

Staff and residents at several services, including Cygnet Beeches and Cygnet Lodge Woking, took part in mileage challenges and walking campaigns to raise funds for Sport in Mind, promoting physical activity for mental wellbeing. Participants collectively walked hundreds of miles while building motivation and teamwork.

# Environmental Highlights

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.

Cygnet advanced several environmentally friendly initiatives in 2025 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

**The installation of our solar panels has had a significant impact. It has created enough clean energy to:**

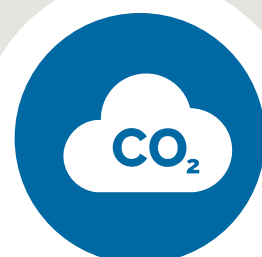
Power 1,480 homes for a year

Equivalent of 42,000 trees planted

420 tonnes of coal reduction

Equivalent of 230 cars off the road for a year

1,000 tonnes of CO<sub>2</sub> emissions cuts



# 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 Baroness 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 and regulation. 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.

## 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 this processes, from services to Board and Board to services
- > We value positive relationships and collaboration



**Professor Lord Patel  
of Bradford OBE**



**Baroness Clare  
Gerada DBE**



**Mark Stephens CBE**



**Ian Brokenshire**



**Sian Jarvis CB**

# 5 Star Google Reviews

## Cygnets Alders, Gloucestershire

"From the initial welcome I was **immediately comforted** that this would be the **perfect place** for my daughter to receive the care that I had hoped for.

Eighteen months on and I still firmly believe this. As parents we have been **included in regular care updates**. I would **thoroughly recommend** Cygnets Alders and I'm **grateful that my daughter has a place here.**"



## Shear Meadow, Hertfordshire

"Shear Meadow really **takes the time to understand each individual - what their strengths are, what they prefer, and what their goals are.** The staff don't just follow routines; **they tailor support so it truly fits the person.** This makes a **huge difference in how comfortable and respected people feel.**"



## Cygnets Hospital Harrogate, Yorkshire

"My son stayed here for 28 days and was **very pleased with his care.** **Great staff** worked with my son to get him out of the most difficult time and **come out positive about his future.** I can't **thank you all enough, keep being angels.**"



## Cygnets Pines, Nottinghamshire

"I have been visiting Cygnets Pines for five years, **the service is homely, welcoming and person-centred.**

Staff are very **knowledgeable about resident's personalities, preferences and behaviours.** This creates such a **positive 'family' feel** across the site, **you can tell they really care.**"



## Cygnets Lodge Lewisham, Greater London

"They have helped my son **turn his life around,** giving him the **life skills** that will now enable him to **engage in a healthier life back in the community.**

My son is now **ready to move into supported living** after a number of years of being in hospital. It is because of all the **hard work, consistency and dedication of the team at Cygnets** that we are now **so happy** that my son **has hope and the prospect of a happy and fulfilling life ahead of him.**"



## Cygnets Nield House, Crewe

"I have to say it's **by far the best hospital I've been in.** **ALL the staff** are just so **caring and supportive.** I appreciate **everything** they did to **help me get back home to my children.** I will forever **be grateful.**"



## Cygnets Hospital Harrow, London

"**The hospital is really impressive.** Facilities wise it's in the **realms of luxury.** The staff work **really hard** and the **food is really good.** When mental illness develops, you realise that ending up here is as close to a **heavenly oasis** in hospital terms as possible. I'm **really lucky to have experienced it.**"



## Cygnets Hospital Sheffield, South Yorkshire

"**This hospital changed my life forever.** The staff do nothing but **support you,** I can't **thank them enough** for what they have **done for me** and showing me a **light I didn't see.** They **saved a life.**"



**Cygnets Maple House,  
Nottinghamshire**

“The moment I arrived, I was greeted with **a sense of compassion and professionalism** from the hospital staff. Their **dedication is truly commendable**, and you can feel the **positive energy** as they interact with both **patients and their families**. I saw patients being treated with **incredible kindness and respect**.”

The staff were not just doing their jobs; they were showing **genuine empathy and support to everyone** they came into contact with. It's evident that this hospital is filled with individuals who are **passionate about making a difference in their patients' lives**.

It's reassuring to know that there are such **dedicated professionals** in the healthcare field, **working tirelessly to provide comfort and care**. I left **feeling inspired**.”



**Cygnets Hospital  
Kidsgrove, Staffordshire**

“This hospital and its **excellent staff** have **helped me to recover** from a severe bout of depression. The doctors and support staff are so **caring and I am grateful for everything they have done for me**.”



**Cygnets Paddocks,  
Cheshire**

“I can't speak highly enough about the **excellent care** staff at Cygnets Paddocks, they are **warm and professional**. Each member of the team **showed incredible dedication and compassion**. Their **personalised approach to care and attention to detail truly set them apart**. Cygnets Paddocks' **positivity is a constant source of motivation**.”



**Cygnets Hospital  
Wolverhampton,  
West Midlands**

“I want to say a **massive thank you**, the support I have received within the hospital was **above and beyond my expectations**. I am **more than confident that I will recover**. The care provided is **beyond world class**. I highly **recommend this service for anyone struggling with mental health**.”



**Cygnets Joyce Parker  
Hospital, Coventry**

“The staff are **good**, they **helped and cared for me**, they **talked to me when I needed it**. I appreciate **all of them**.”



**Cygnets Hospital  
Stevenage, Hertfordshire**

“**The best mental health hospital I have been to**. I was on Tiffany Ward and the **staff were incredible**. I was in a very dark place but I was **treated with empathy and compassion**. The staff took the time to **listen and understand me** and I'll always **be grateful for that**. I **genuinely believe if it wasn't for them, I wouldn't be here**.”



**Cygnets Hospital Ealing,  
London**

“The nurses provided **continuous care, reassurance and support** that made me **feel safe**. Staff helped me through many of my toughest moments with **kindness**. I experienced **mental recovery** alongside **physical healing**, becoming more **confident, engaged, and hopeful each day**, and ultimately the **happiest version of myself** in a long time.

Cygnets Hospital Ealing has completely **reshaped my perspective** and I am **eternally grateful** to the entire team. **The impact of their care will stay with me forever**.”



# Finding my Independence

## My Journey from Dene Brook to Cygnet Supported Living in Leeds Jacqueline

I'm a strong, independent woman. People with learning disabilities should be seen for our talents, our dreams, our voices, our potential. I want people to see me as a capable woman who has so much to offer. I want people to hear my voice and understand that having a learning disability doesn't mean I can't achieve great things. It just means I might do them differently, and that's okay. What matters is that I feel valued, respected and included. And right now, I really do, thanks to my experiences at Cygnet Social Care services.

For nearly eight years, Dene Brook in Rotherham was my home. It wasn't just a place to live, it was where I learned how to live.

At Dene Brook, I learned how to clean and cook for myself, how to understand my emotions, and how to cope when things didn't go quite right. The team were always patient, kind and caring. They helped me build confidence, form friendships in a way that works for me, and taught me the skills I needed to be ready for the next step.

Without Dene Brook, I honestly don't think I'd be where I am today. I had good times and bad times, but they helped me through them all. They were my team and they believed in me when I didn't always believe in myself.

But after a while, I started to realise that something was missing.

Even though I was learning a lot, I wasn't going out much. I wasn't part of any groups in the community. I didn't manage my own money or medication. And deep down, I wanted one big thing more than anything else - independence.

So, I decided I was ready for supported living and with the support of the Cygnet Social Care team, I was moved to Cygnet Supporting Living in Leeds.

I was excited but I was also really emotional. Saying goodbye to Dene Brook was hard. They gave me a lovely send-off with a leaving party and lots of well wishes. It meant so much to me.

At Cygnet Supported Living in Leeds, I had a fresh start. I used all the skills and confidence I'd built to get to know my new support team. I decorated my flat just how I wanted it, and I made a promise to myself to grab this new chance with both hands.

Now? I go out every single day!

I go bowling, swimming, shopping, out for meals, to the cinema, the beach, spa days, theme parks, and I've even started planning a holiday abroad!

I've also got two jobs. I work as a gardener at Kirkside House, another Cygnet Social Care service, and as an administrator here at my supported living service. I'm looking into a volunteer job at Primark. I love staying busy and having goals to work towards.

Every week, I go to a group called Developing You, run by Pyramid and People Matters. There, I get help from a 1:1 employment advisor to build my CV, learn digital skills, and get ready for more job opportunities. I've met loads of new people and found a great support network.

One of the things I'm most proud of is how much I've increased my independence. I've reduced my staff hours and spend more time living my life on my own terms. Most evenings, I'll cook myself some supper, put my feet up, and enjoy some well-earned me time!



**I've learned so many new things, like:**

- > Doing my own medication
- > Managing my own money
- > Learning bus routes so I can travel freely
- > Planning my meals and trying new recipes
- > Understanding my emotions and building confidence
- > Even doing Makaton training!

And I'm not done yet.

I'm now working on becoming fully independent with my medication, getting a pet (fingers crossed!), going out on my own and managing and counting up my spending. I want to start a college course, get a qualification and go on that holiday I've been dreaming about. Every day, I'm setting new goals and smashing them.

Living in supported living has helped me find my happy place. I've found a space where I'm supported, but also challenged to grow and thrive. I've got people around me who believe in me, and I believe in myself, too.

So to Dene Brook, thank you for giving me the best start. And to Cygnet Supported Living in Leeds, thank you for helping me fly.

I'm proud of everything I've achieved. And I want everyone to know, having a learning disability doesn't stop you from being strong, independent and successful.



## Awards

Cygnets commitment to delivering high-quality, innovative care continues to be recognised across the health and social care sector. In 2025 alone, the organisation was shortlisted for more than 80 national and industry awards, securing 14 wins that reflect both the strength of our services and the dedication of our teams. These accolades highlight excellence across hospital and social care provision, specialist services and service design.

Alongside these achievements, Cygnets continues to share its expertise nationally through conferences, forums and co-production events, reinforcing our role as a sector leader helping to shape policy, service design and workforce development across Health and Social Care.

### Our 2025 Award Wins:

- > **HealthInvestor Power List 2025**  
Professor Tony Romero – Cygnets (Winner)
- > **LaingBuisson 2025**  
Hospital Group of the Year – Cygnets (Winner)
- > **HealthInvestor Awards 2025**  
Specialist Care Provider of the Year, Large Group (20+ settings) – Cygnets Social Care (Winner)
- > **Stars of Learning Disabilities and Autism Awards**  
Dazzling Director – Ben Caufield-Lawrence, Ops Director (Winner)
- > **Neurological and Complex Care Awards 2025**  
Best Neurological Care Provider – Cygnets (Winner)
- > **National Association of Psychiatric Intensive Care and Low Secure Units (NAPICU) Annual Conference 2025**  
Staff Recognition Award – Taku Ushe, Ward Manager, Cygnets Appletree (Winner)
- > **Great British Care Awards 2025**  
Putting People First – Neil Young, Oaklands (Winner)
- > **Social Care Leadership Awards 2025**  
Executive Learning Disabilities and Autism Leader – Mariam Javed, Thornfield House (Winner)
- > **National Lived Experience Awards 2025**  
Social Care Star Award – Trinity Lodge (Winner)
- > **Royal College of Psychiatrists (RCPsych) London Division Awards**  
SAS Doctor of the Year – Dr Jhansi Seekolu, Cygnets Hospital Harrow (Winner)
- > **Communicate Internal Communications and Engagement Awards 2025**  
Best Internal Communications: Healthcare and Pharmaceutical Sector (Winner)
- > **Design in Mental Health Awards 2025**  
Low Cost-High Impact Award – Cygnets Social Hubs (Winner)
- > **International Creative Ability Network (ICAN) Awards**  
Celebrating Occupational Therapy Support Workers Award – Tara Fifield, Cygnets Hospital Godden Green (Winner)
- > **Stars of Social Care Awards 2025**  
The Mental Health Specialist Award – Supported Living in Leeds (Winner)

# WINNER





**WINNER**

Dr Tony Romero  
Cygnet Group

**Complex Care Leader**



# Providing Outstanding Care: Langdale House

## Rated Outstanding

Langdale House is an 'Outstanding' rated specialist residential service supporting people with learning disabilities, complex needs and behaviours that may challenge in Huddersfield, West Yorkshire.

The main house accommodates up to eight people and offers spacious communal areas, a dedicated activity room and an enclosed outdoor garden within a homely environment.

Following an inspection that took place between 12 November and 11 December 2025, the service was rated 'Outstanding' for how caring and responsive the service is. The safe, well-led and effective domains were rated 'Good'.

## External Recognition and Regulatory Endorsement

Inspectors described an exceptional culture where people are:

- ✓ "Truly respected and valued as individuals."
- ✓ Supported by staff who "consistently go above and beyond."
- ✓ Empowered as "partners in their care."

The report concluded that the service was:

**"Exceptional at treating people with kindness, empathy and compassion and in how they respected their privacy and dignity."**

Victoria Marsden, CQC Deputy Director of Operations (North), reinforced this assessment:

**"When we inspected Langdale House, we found a service that truly puts people at the heart of everything it does. Leaders have created an open culture, where staff feel valued and supported to deliver outstanding care."**

## Impact on Residents

Feedback from people living at Langdale House was overwhelmingly positive. Inspectors reported that residents consistently described feeling happy, listened to and empowered.

- ✓ "All the staff are incredible."
- ✓ "I'm more than happy at Langdale House."

Residents demonstrated real choice and control over their daily lives, including decisions around activities, meals, outings and how they personalised their home.

Inspectors noted that people were supported to live as independently as possible, with staff encouraging positive risk-taking to enable meaningful experiences such as holidays, theme park visits and community events.



## Family and Relative Feedback

Relatives and family members provided some of the strongest endorsements of the service. The CQC reported that all relatives were extremely positive, with nothing but praise for the care and staff team. Comments included:

- ✓ “[Name] is the happiest they have been.”
- ✓ “There isn't anything bad I can say about Langdale House.”
- ✓ “My [relative] regards Langdale as home. The last thing [they] ever want is to be anywhere else.”

This feedback highlights the deep trust families place in the service and the sense of safety, belonging and stability it provides.

## Professional Endorsement

External professionals and stakeholders echoed the CQC's findings:

- ✓ “Langdale House truly exemplifies excellence in providing specialist care for individuals with learning disabilities.”
- ✓ “People appeared happy and well cared for. Staff were competent, knowledgeable and polite.”
- ✓ “The service has gone above and beyond what I would have expected from a residential home.”

As one family member simply put:

**“I wouldn't change Langdale for the world.”**



# Hopes and Dreams

In 2025, Cygnet Social Care's Hopes and Dreams campaign celebrated the remarkable achievements of individuals supported across our services, showcasing how tailored, person-centred support can help people with learning disabilities, autism and complex needs to turn personal ambitions into reality. The campaign was designed to highlight lived experience, dignity, independence and joy, demonstrating how meaningful support transforms lives.

The aim was to celebrate personal goals and milestones that may be life-changing for individuals supported by Cygnet Social Care, and highlight our commitment to individuality, aspiration and empowerment, helping people build confidence, independence and fulfilment.

## 1. Logan's Journey to Independence

At Cygnet's Toller Road service, Logan used his passion for trains to build life-skills and self-belief. With support, he learned:

- ✓ To read timetables
- ✓ Plan and navigate journeys
- ✓ Manage money
- ✓ Successfully plan and lead a train trip to Stamford

Logan described the experience as life-changing, making him feel free, confident and proud of his own achievements.

## 2. Kieran's First Flight and Holiday Abroad

At Cherry Tree House in Mansfield, 25-year-old Kieran took his first ever flight and enjoyed a holiday on Spain's Costa del Sol, a dream once thought unreachable. Through personalised planning, travel preparation and creative support strategies, the team helped him manage unfamiliar environments and celebrate this milestone with dignity and calm.

His mum commented that the experience made Kieran's world "bigger and brighter", showing how support and determination can transform aspirations into lived experiences.



## 3. Umar's Transformation: Health, Independence & Joy

At Walkern Lodge, Umar's journey illustrates profound change:

- ✓ He moved from crisis and over-medication to stability and wellbeing
- ✓ His diabetes was reversed, medication significantly reduced, and overall health improved
- ✓ His independence increased, requiring less staff support and engaging in daily life choices
- ✓ He reconnected with activities he loves, such as horse riding, long walks and community outings
- ✓ Most meaningfully, he was supported in his faith and cultural needs, fostering dignity and belonging

## 4. Mark's Big Step Outside His Comfort Zone

Mark, a resident at Dene Brook for the past 10 years, recently achieved his long-held goal of visiting Park Dene, a caravan site in Bridlington, after much apprehension about leaving our service.

When Mark first arrived at our service, he would isolate himself in his bedroom with a jigsaw. But his life changed after working consistently with Zoe, a Support Worker, whose unwavering support saw a trusting relationship built.

The duo worked for two months planning, discussing and virtually exploring Park Dene whilst preparing meal plans and organising activities for their trip. Mark enjoyed a day at the beach and even got a souvenir from the caravan site to remember his trip.

## 5. Dominic's Series of 'Firsts'

Also part of the campaign, Dominic's story at Langdale House shows how consistent, person-centred care can open lives beyond perceived limits. Once resistant to travel and social activity, he progressed to enjoy:

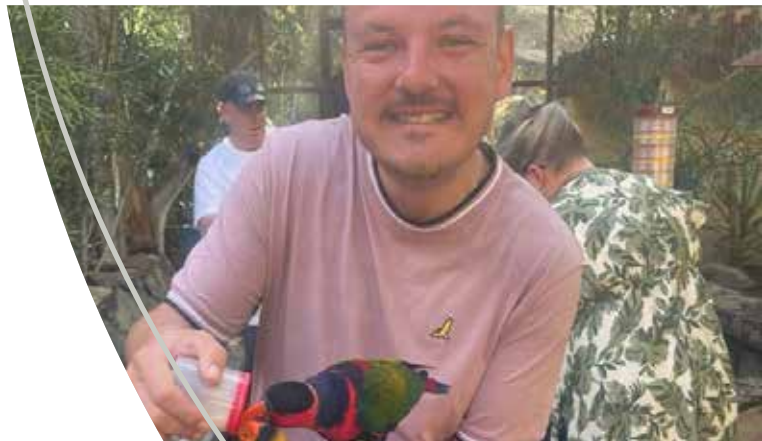
- ✓ Animal interaction
- ✓ Transport use
- ✓ Theme park visits
- ✓ And most poignantly, reconnecting with his family home after 16 years

For us, the Hopes and Dreams campaign represented meaningful person-led outcomes that go beyond clinical measures and focus on quality of life, confidence and joy.

We saw compelling evidence of person-centred practice, showing how staff support individuals to define and achieve goals that matter most to them. Together, the stories reinforced Cygnet Social Care's commitment to empower individuals to live their best lives, a core value consistently demonstrated throughout 2025.

A centrepiece of the campaign was the inaugural **Cygnet's Got Talent competition**. Nearly 60 individuals across 30 of our social care services participated in this creative arts initiative, using performance as a means of self-expression, confidence-building and wellbeing support. Sixteen acts performed at a live national final in Manchester.

**"We all had an amazing day and everybody seemed to really enjoy themselves. The atmosphere was incredible. I loved that the judges didn't give a numerical score and showed symbols for the performances."**

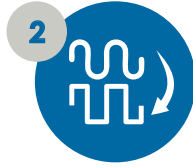


# Supporting the NHS Ten Year Health Plan

The NHS's Ten Year Health Plan aims for three fundamental shifts:



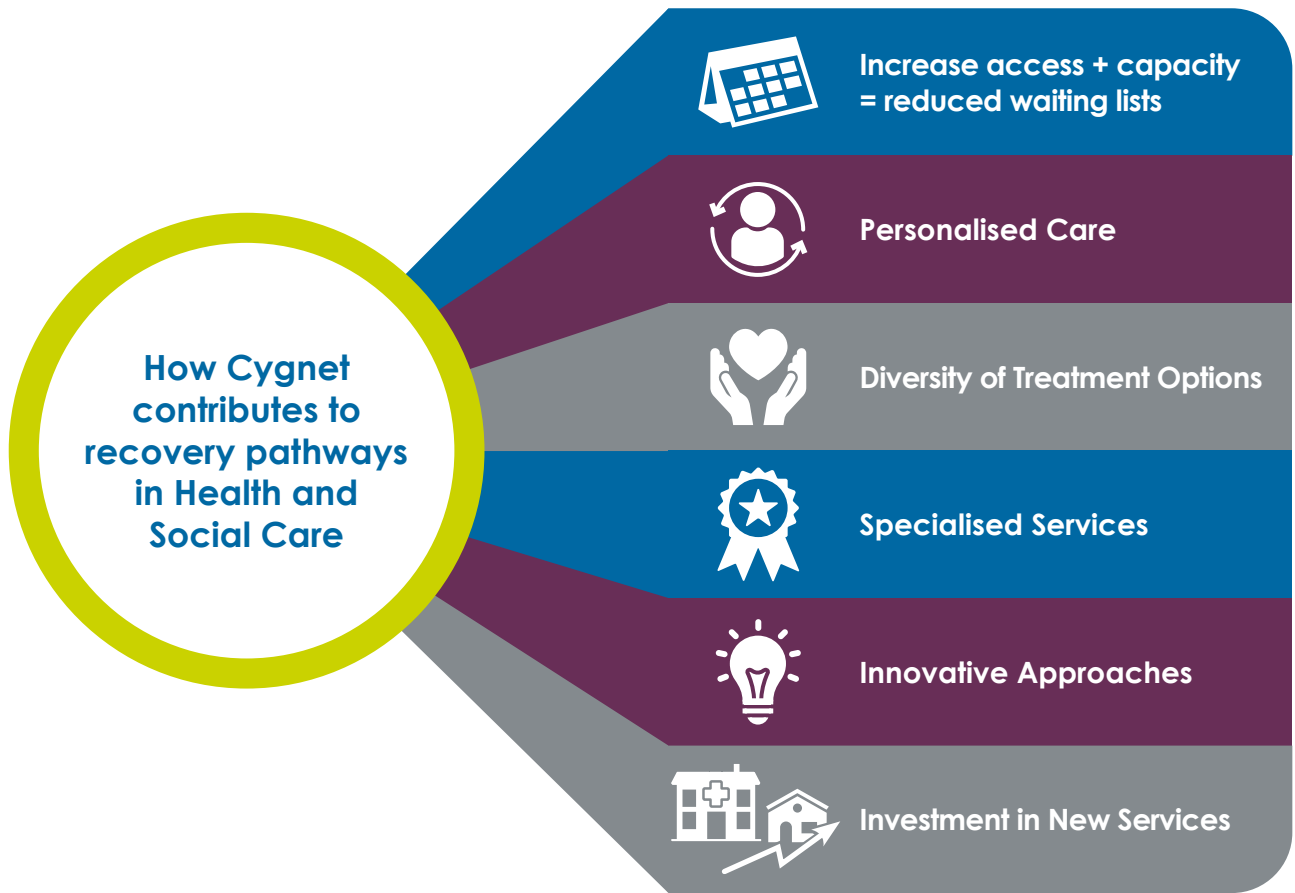
**From Hospital to Community**



**From Analogue to Digital**



**From Sickness to Prevention**



# The Three Shifts

At Cygnet, these shifts are not ambitions for tomorrow, they are actions we are delivering today.

## How Cygnet Delivers the Three Shifts:

### 1 From Hospital to Community

#### > Expanding capacity, easing pressure

We provide a significant number of specialist mental health beds across secure, PICU, acute, rehabilitation, eating disorder, neuropsychiatric, learning disability, CAMHS, autism, supported living and older adult services. This additional capacity reduces pressure on NHS acute beds and shortens waiting times.

#### > Enabling step-down and recovery

Our rehabilitation, recovery and supported living pathways provide essential step-down care from acute settings. By supporting people in less restrictive environments, we reduce length of stay, prevent delayed discharges and promote sustainable recovery.

#### > Care closer to home

With services across the UK, we deliver localised provision aligned with the "Neighbourhood Health Service" vision, reducing out-of-area placements, keeping families connected, and strengthening integration with community services.

#### > Specialist expertise where it's needed most

From personality disorders and eating disorders to neuropsychiatry, autism and learning disabilities, we provide highly-specialised care that prevents unnecessary prolonged hospital admissions and ensures people receive the right care, in the right setting.

### 2 From Analogue to Digital

#### > Interoperable digital records

We are committed to ensuring our systems are interoperable with NHS digital platforms, enabling seamless information sharing, safer transitions of care and contributing to a unified service user record.

#### > Technology that frees up clinical time

Through digital innovation, we streamline administrative processes and enhance clinical efficiency. We continue to explore responsible, ethical use of digital tools - including AI-supported triage and outcomes tracking - to improve quality and productivity.

### 3 From Sickness to Prevention

#### > Early intervention in crisis

Our urgent admission and acute mental health services provide rapid access during crisis, reducing escalation, preventing deterioration and avoiding longer-term admissions.

#### > Recovery-focused pathways

Everything we do is centred on rehabilitation, independence and life skills. By equipping people to manage their conditions and rebuild their lives, we reduce relapse and re-admission rates.

#### > Tackling inequalities

We work with some of the most vulnerable and underserved groups, including people with learning disabilities and autistic people. By delivering tailored, specialist support, we improve long-term outcomes and help address health inequalities.

#### > Integrated partnerships

Through close collaboration with NHS trusts, local authorities and third-sector partners, we contribute to holistic, joined-up care that addresses the wider determinants of health, not just symptoms.

**We are proud to be a trusted, integrated partner to the NHS, expanding access, strengthening recovery pathways, and helping more people move forward to fulfilling lives in their communities.**

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*Improving lives together*

