



Quality Account

1st April 2016 to 31st March 2017



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Statement of Quality and Assurance

1.1 Statement from the Chief Operating Officer on behalf of the Board of Directors

The integration of the 4 acquired hospitals at Bury, Sheffield, Woking and Woking Lodge continued, with the additional acquisition, in December 2016, of Cambian Adult Services (CAS). This acquisition doubled the size of the company in bed capacity but the integration has been put on hold until a full review by the Competitions and Market Authority (CMA) is completed and permission is granted.



The work in the Cygnets hospitals has continued to be focussed on improving quality across all services and to develop new services where appropriate. We have grown the size of a few hospitals and have more growth planned in the next year, in addition to the integration of CAS. We have not only been focused on the clinical services but also the education element – we have schools in all of our CAMH services and are striving to get “Good” Ofsted ratings when they are inspected.

There has been much great work done on developing Recovery Colleges across the adult services which the service users have hugely enjoyed and benefited from. We have appointed two Reducing Restrictive Practice Leads who have focussed all the hospitals on the clear benefits of reviewing and reducing any restrictive practices that have been identified to further improve the patient experience.

On behalf of the Directors, I am satisfied that the following Quality Account provides a balanced picture of the company's performance during the period 2016/17 and the information is reliable and accurate. Data is assimilated from a range of internal sources, much of which is reported externally to our commissioners in order to satisfy the requirements laid out in our NHS mental health contracts as well as being submitted as part of the Mental Health Minimum Data Set.

Nicky McLeod

Chief Operating Officer, Cygnets Health Care Limited

On behalf of the Board



About Cygnet

2.1 About our organisation

Cygnet Health Care has been providing a national network of high quality specialist mental health services for almost 30 years and has a network of 21 services providing a range of mental health, learning disability and nursing services for men, women and adolescents. We plan to organically grow and will be opening Cygnet Hospital Coventry a women’s only service in April 2017.

In December 2016 Universal Health Services bought Cambian Adult Services (CAS). This acquisition added 1193 beds of mental health rehabilitation and community supported living for learning disabilities and ASD services. As previously mentioned this process is currently subject to Competition and Marketing Authority (CMA) scrutiny and as such a merger is not permitted at this time.

Our services span the full age range from CAMHS through to adult, and to specialist older adult services for those with functional or organic mental illness. Services can support those with a range of different needs, including complex and acute mental illness, personality disorder, eating disorder, learning disability and autistic spectrum disorder. Our hospitals have dedicated wards to support and treat service users at the appropriate point in their care pathway. Step-up and step-down pathways within hospitals, regions and nationwide, ensure continuity of care as required.

Cygnet’s service provision, across the UK, can be seen in Figure 1 (below):



* Cygnet Hospital Coventry (9) is expected to open April 2017

Figure 1: Locations of Cygnet hospitals and nursing homes across the UK



About Cygnet

2.2 Key facts about Cygnet

- > More than 1,000 beds across 21 inpatient service locations, including 2 nursing homes
- > Circa 2,500 employees
- > 221 NHS customers
- > 100% of quality payments achieved
- > 344,773 patient days

2.3 Patient experience progress 2016/17

Cygnet Health Care has continued to build on its strong history and culture of service user involvement at a local and corporate level. Our approach builds on national policy where service user experience is one of three components of quality in healthcare, alongside clinical effectiveness and safety.

We have continued to organically grow our Patient Experience work and we have developed and supported a number of Experts by Experience roles as a key quality improvement driver to support service user involvement and empowerment across services. Several Experts by Experience are involved in different projects across the organisation.

An Expert by Experience continues to work alongside the Director of Nursing to shape and improve service user involvement/co-production and patient experience on both a local and corporate level. This involves;

- > Widening the number of Experts by Experience and developing the governance framework to enhance their involvement
- > Sitting on Board Meetings, Steering Groups and co-delivering events as well as reviewing and developing policies
- > Working alongside Project Leads, supporting initiatives within the organisation
- > Developing and leading a group of Cygnet Experts by Experience nationally, to ensure the service user voice is heard on a corporate level through the group Cygnet People's Council.
- > Being heavily involved in developing Recovery Colleges and Reducing Restrictive Practices



About Cygnet

This year key achievements have included;

Expert by Experience Bank and Defined Roles

We have developed a small bank of Experts by Experience with specific expertise and established defined roles for people with Lived Experience.

People's Council

We have established People's Councils at a number of individual hospitals and will now work to establish the regional Councils to, in turn, feed into the overarching Cygnet People's Council.

Sharing Innovation

We have been able to demonstrate to stakeholders (i.e. Commissioners, CQC etc.) and the Mental Health community Cygnet Health Care's commitment to co-production at national conferences, social media presence, videos, as well as involvement in innovative projects.

2.4 What the people who use our services say

2.4.1 Service User Survey

Highlights from the Service User Survey 2016/17

85% of service users say: They rate the care at Cygnet as Good to Excellent

91% of service users say: Cygnet help them to keep in touch with their carers, family and friends

86% of service users say: They feel that Cygnet involve them in decisions about their care and treatment

83% of service users say: They feel better now than when first admitted to Cygnet



About Cygnet

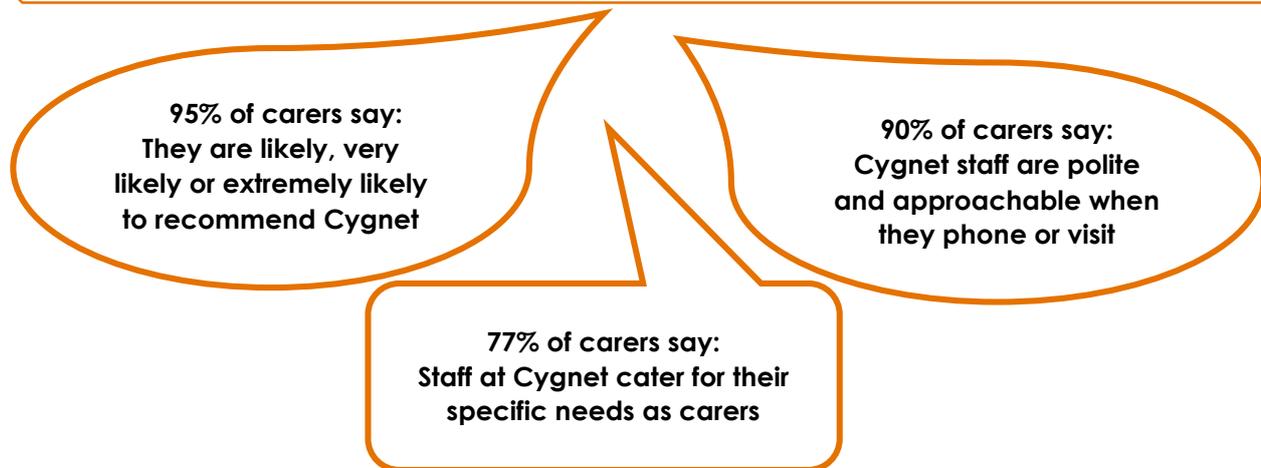
Cygnet's current service user satisfaction survey was developed with input from staff and service users across the organisation. The survey is accessed via a handheld tablet and uploaded directly onto Survey Monkey to reduce processing time. Service users also have an option to complete the survey on a paper version if preferred. The survey has been adapted to make it accessible for our deaf services.

All units carry out the new survey twice within a 6-month period on all low secure, medium secure, locked and CAMHS wards. There is also a process for capturing responses from the acute and Psychiatric Intensive Care Unit (PICU) services.

Units receive a summary of their results quarterly so that they can celebrate positive feedback as well as address any areas of concern quickly. An organisational overview of the survey is produced annually.

2.4.2 Family & Friends (Carers) Survey

Highlights from the Friends & Family (Carers) Survey 2016/17



Cygnet use a Family and Friends (Carers) survey that was designed collaboratively with the family and friends of service users and staff. The hope is that creating a survey that enables people to give feedback on areas that are most important to them, will encourage people to respond and units will have a better opportunity to make service improvements based on this feedback.

The survey is conducted throughout the year with data being collated and analysed each quarter. Units receive an organisational summary of results quarterly so that they can benchmark against other services and identify any common themes or trends. In addition to this an organisational overview will be provided annually.

In addition to the quarterly results, to ensure that any feedback is promptly actioned, units receive their responses on a weekly basis. This enables units to promptly address any issues raised. In addition to responding to any issues, units are encouraged to use this as an opportunity to engage with carers.



About Cygnet

2.5 Reducing Restrictive Practice update 2016/17

We have continued to drive our reducing restrictive practice strategy, refreshing our action plan using the Reducing Restrictive Practice Self-assessment tool, the tool is based on a review of published literature between 2004 and 2010. The tool is presented in the form of a simple checklist structured around Huckshorn's Six Core Strategies (2005) which have been shown to enable organisations to eliminate or significantly minimise coercion and restrictive practices. The report is structured using the six core Strategies. They are:

- 1. Leadership and Governance**
- 2. Performance Management**
- 3. Learning and Development**
- 4. Personalised Support**
- 5. Customer Involvement**
- 6. Continuous Improvement**

We ran our first Ward Managers and Doctors RRP Leadership event in 2017. It was attended by Ward Managers, Clinical Team Leaders, Junior Doctors, Prevention and Management and Aggression (PMVA) Regional Leads, Experts by Experience and service users. This leadership event had been prioritised within the Strategy action plan to focus on the organisation's leaders to "drive" changes and to support culture change.

The event was attended by over 90 staff and there were presentations involving Project and RRP Leads, Cygnet's Corporate Risk Manager and Quality Assurance Manager (QAM), CQC Head of Inspections, three Experts by Experience, the Safewards Lead, Ward Managers and service users.

There was a strong theme of Leadership and of the importance of service user involvement. There was an Expert by Experience presentation which included a personal story on the impact of trauma and how Restrictive Practices can re-traumatise. Co-produced and co-delivered presentations involving an Expert by Experience with the CQC on blanket restrictions and another Expert by Experience presenting with the Safewards Lead on phase one of the Safewards implementation.

We have worked hard this year to improve our data collection. We are using a 'systems thinking' approach. It clearly sets out the measures that are used to determine the level of performance in relation to reducing restrictive practice. The measures used are valid and the data captured takes account of the varying number of service users accessing the service. Data is shared at all levels within the organisation so that everyone is aware of the organisation's performance. Data is provided to support staff to help them understand the needs of each ward and person they support.



About Cygnet

Monitoring Information

The Reducing Restrictive Practice North and South Delivery Boards work to the same terms of reference and standardised agenda. The standardised agenda includes a review of data to support performance measurement and quality improvement.

Reducing the use of enhanced observations

In November 2016, Cygnet launched an interim guidance document with the aim of reducing the use of enhanced observations. This included the need to formally prescribe observations giving a clear rationale for their use and a framework of regular reviews to ensure that observations were reduced at the earliest clinically safe opportunity and promoted oversight of all enhanced observations at senior management level at each hospital. Feedback on the use of this guidance is currently being collated for review and inclusion in Cygnet's Observations and Engagement Policy.

Safe Wards: Safewards implementation update

The seven pilot wards celebrated excellence when implementing Safewards.

At Safewards celebration day, feedback on progress took place and enabled networking and the opportunity to share lessons learnt for existing Safewards.



About Cygnet

"It's been an absolute pleasure to have witnessed the positive changes and improvements that Safewards has brought to the daily lives of our service users and their support teams"

- Iris Benson, Expert by Experience

Geoff Brennan is the Executive director of Star Wards which is a charity that supports the implementation of Safewards and Starwards. He said,

"Safewards is a deceptively simple change to practice and ward culture that requires commitment, creativity and hard work from anyone who attempts it. I want to congratulate all the leads, on their exemplary dedication to making things better for both staff and service users. All the benefits we have seen on their wards are down to them. I do hope they all stay in touch with the wider Safewards and Star Wards communities as they have a huge amount to contribute."

The second phase of Safewards was launched at the Ward Managers and Leadership event. Wards applied for the opportunity to be a Phase 2 Safeward. Six wards were identified and their leads have attended the Safewards training event.



Governance at Cygnet

3.1 Governance interface and the use of Key Performance Indicators (KPIs)

There are four Quality Assurance Managers (QAMs) working on a regional basis with each regional team in order to facilitate lessons learnt across region. Quality Assurance Managers report into national structure which looks at lesson learnt across the group. There are close links between corporate and local governance systems, this has further improved since the appointment of additional Quality Assurance Managers who work closely with regional teams.

Key Performance Indicators (KPIs) help us identify areas that need more focus. We use KPIs to alert us to changes that may be small but allow us to question and quickly correct any areas that need changing. Cygnet's governance KPIs are illustrated in Figure 2 (below):

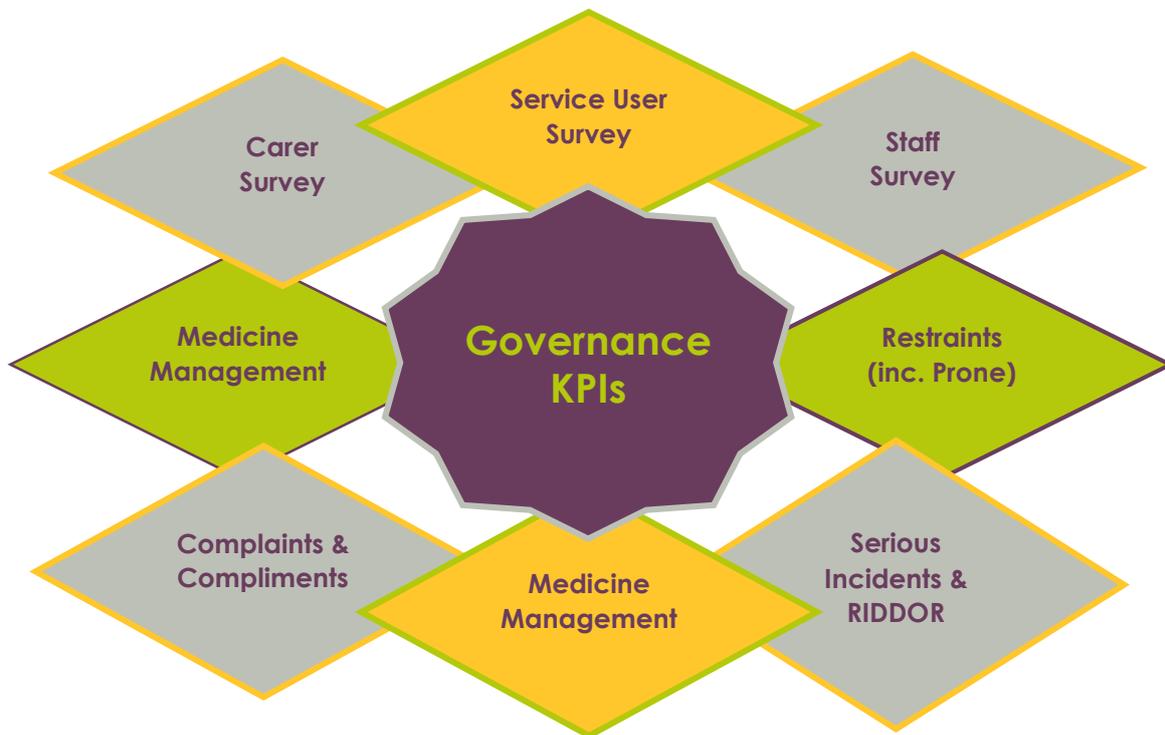


Figure 2: Cygnet's Governance Key Performance Indicators (KPIs)

3.2 Registration with the Care Quality Commission (CQC)

On the 31st March 2017 Cygnet operated twenty-one centres with more than 1000 beds; all registered with the Care Quality Commission (CQC), see Figure 3 (below) for regulated activities. Nineteen units offer services to acutely ill psychiatric service users, suffering from a broad range of psychological and/or emotional disorders. Two units are registered nursing homes, providing long-term and respite care for elderly residents.



Governance at Cygnet

Care Quality Commission: Regulated Activities	Regulated activities by unit				
	Diagnostic & screening procedures	Accommodation for persons requiring nursing or personal care	Treatment of disease, disorder or injury	Assessment of medical treatment for persons detained under MHA	Nursing care
Beckton			✓	✓	
Bierley			✓	✓	
Blackheath			✓	✓	
Brighthouse Lodge			✓	✓	
Bury	✓		✓	✓	✓
Coventry	Due to open April 2017				
Derby			✓	✓	
Ealing			✓	✓	
Godden Green			✓	✓	
Harrogate			✓	✓	
Harrow			✓	✓	
Kenton Lodge			✓	✓	
Kewstoke			✓	✓	
Lewisham Lodge			✓	✓	
Sheffield	✓		✓	✓	✓
Stevenage			✓	✓	
Tabley House		✓	✓		
Taunton	✓		✓	✓	
Tupwood Gate		✓	✓		
Woking	✓		✓	✓	
Woking Lodge	✓		✓	✓	
Wyke			✓	✓	

Figure 3: Care Quality Commission regulated activities within Cygnet Health Care Limited

Cygnet conducts internal assessments against all CQC Key Lines of Enquiry to ensure that it identifies where areas of improvement may be required prior to formal CQC inspections. All Cygnet units are subject to rigorous inspection against the five core CQC standards. Compliance against these standards is mandatory in order to maintain CQC registration. Any areas of non-compliance will be addressed via an action plan which is routinely monitored, reviewed and updated by Hospital Managers, with support from Quality Assurance Managers. CQC reports and, where applicable, subsequent action plans/action taken are used as learning tools throughout the organisation.



Governance at Cygnets

Details of unit's CQC inspection rating as the 31st March 2017 are detailed in Figure 4 (below):

Key							
Good							Green
Requires Improvement							Yellow
Inadequate							Red
Care Quality Commission: Recent inspections as of 31 st March 2017	Date of inspection	Overall rating	Breakdown of Outcomes for Core Standards				
			Safe	Effective	Caring	Responsive	Well-led
Beckton	August 2015	Yellow	Yellow	Yellow	Green	Green	Green
Bierley	August 2016	Green	Yellow	Green	Green	Green	Green
Blackheath	October 2015	Green	Green	Green	Green	Green	Green
Brighthouse Lodge	June 2015	Green	Green	Green	Green	Green	Green
Bury	May 2016	Yellow	Yellow	Red	Green	Yellow	Yellow
Derby	July 2015	Green	Green	Green	Green	Green	Green
Ealing	March 2016	Green	Yellow	Green	Green	Green	Green
Godden Green	April 2016	Green	Green	Green	Green	Green	Green
Harrogate	June 2016	Green	Yellow	Green	Green	Green	Green
Harrow	October 2015	Green	Green	Yellow	Green	Green	Green
Kenton Lodge	February 2016	Green	Green	Green	Green	Green	Green
Kewstoke	January 2016	Green	Green	Green	Green	Green	Green
Lewisham Lodge	June 2016	Green	Green	Yellow	Green	Green	Green
Sheffield	October 2016	Yellow	Red	Yellow	Yellow	Yellow	Yellow
Stevenage	July 2016	Yellow	Yellow	Green	Green	Green	Yellow
Tabley House	August 2015	Green	Green	Yellow	Green	Green	Green
Taunton	February 2016	Red	Red	Red	Yellow	Yellow	Yellow
Tupwood Gate	July 2015	Green	Green	Green	Yellow	Green	Green
Woking	October 2015	Green	Yellow	Green	Green	Green	Green
Woking Lodge	March 2016	Green	Yellow	Green	Green	Green	Green
Wyke	June 2015	Green	Yellow	Green	Green	Green	Green

Figure 4: Outcomes of Care Quality Commission ratings as at the 31st March 2017



Governance at Cygnets

3.3 Staff governance

3.3.1 Cygnets Health Care Values

Cygnets's corporate values have been developed with staff, we use these values when recruiting prospective staff to ensure their values are aligned to Cygnets:



- **Helpful** Go the extra mile for service users, customers and team
- **Responsible** Do what you say you will do, to deliver outcomes and results
- **Respectful** Treat people like you like to be treated yourself
- **Honest** Be open and transparent, act fairly and consistently
- **Empathetic** Be sensitive to other's needs, caring and considerate

3.3.2 Staff survey 2016/17

The table below illustrates the level of positive engagement as measured in our staff survey at 2014, 2015, 2016 and 2017 and the increased level of responses received. It is very pleasing to see an overall return rate of 84%, this gives us a representative number of staff views. Overall the engagement score has increased by 1%.

	% Positive score 2014	% Positive score 2015	% Positive score 2016	% Positive score 2017
OVERALL ENGAGEMENT SCORE	64%	77%	78%	79%
I am proud to work for Cygnets	62%	73%	74%	73%
Care of service users is Cygnets's top priority	67%	78%	82%	80%
I would recommend Cygnets as a great place to work	54%	66%	69%	67%
I understand Cygnets's values	73%	90%	88%	95%
% Respondents	N/A	51%	78%	84%



Governance at Cygnets

3.3.3 Sickness levels and turnover

Across the group staff sickness hours equated to just over 4.74 % of all staff hours this is an increase on the previous year (4.29%). However, it compares favourably with NHS staff sickness rates with Mental Health and Learning Disability Trusts reporting increased absence rates of 4.94%¹.

We recognise that sickness rates impact on staff turnover and the pressure that is placed on staff in the workplace. However, even with a low sickness level across the Group we are focussing keenly on reducing turnover of staff and see this as a key priority.

¹ Health & Social Care Information Centre Processed using data taken from the Electronic Staff Record Warehouse 2012/13



Quality Priorities: looking back 2016/17

Cygnets is required, as part of the CQUIN Framework and the NHS England contract, to meet multiple prescribed standards which evidence a positive approach to the delivery of a quality service. Cygnets achieved 100% compliance in all CQUINS across NHS England and CCGs.

Our quality priorities for 2016/17 included some of these standards. They also take into account areas of national focus in mental health service provision:



There were many important areas considered by Cygnets Health Care, however, these were determined to be our top priorities. A summary of how Cygnets measures itself against the objectives set in 2016/17 can be seen below (Sections 4.1, 4.2 and 4.3).

4.1 Service user experience

As a key domain in the NHS Outcomes Framework, service user experience is a crucial area for review and improvement. We have identified the following two measures:

Key priorities	Target / evidence	Outcome
1 To build and grow a group of Experts by Experience who can provide expert input to the group at a senior strategic level	Create a register of Experts by Experience	Met
	Example of Experts by Experience formally reporting into local board meetings (a minimum of three units)	Met
2 Appoint Experts by Experience to Cygnets's Reducing Restrictive Practice Project Board and ensure representation on the North and South Regional Groups	Membership of the Reducing Restrictive Project Board and local regional groups	Met



Quality Priorities: looking back 2016/17

4.2 Clinical effectiveness

As a key domain in the NHS Outcomes Framework, clinical effectiveness is a crucial area for review and improvement. We have identified the following two measures:

Key priorities	Target / evidence	Outcome
<p>1 All our hospitals will have a date to be smoke-free – the Project Board will work to monitor and support hospitals to achieve this</p>	Dates set for move to smoke-free settings	Met
<p>2 To complete the Restraint Reduction network audit to further develop our work plan and make a clear public commitment to work together with service users, families, leaders, managers and frontline staff to ensure coercive and restrictive practice is minimised and the misuse and abuse of restraint is prevented</p>	Completion of audit and analysis of results	Met

¹ Smoking Cessation in Secondary Care: Mental Health Settings PH48

4.3 Service user safety

As a key domain in the NHS Outcomes Framework, service user safety is a crucial area for review and improvement. We have identified the following two measures:

Key priorities	Target / evidence	Outcome
<p>1 To implement a Safeguarding supervision framework</p>	Evidence of supervision implementation plan and records of supervision	Met
<p>2 To introduce the Safeguarding Competency Framework</p>	Development of tool and dissemination across the Group	Met



Quality Priorities: looking forward 2017/18

Our quality priorities for 2017/18 take into account areas of national focus in mental health provision:

5.1 Service user experience

As a key domain in the NHS Outcomes Framework, service user experience is a crucial area for review and improvement. We have identified the following two measures:

Key priorities	Target / evidence
<p>1 To use the Expert by Experience Board Report to improve the experience of service users at local level</p>	Evidence of improvement and change as a result of Expert by Experience Board Reports
<p>2 Participation of Experts by Experience and service users in Cygnets educational conferences, to highlight the experience of living with mental illness and demonstrating hope and recovery</p>	Service user involvement in conference membership of the Reducing Restrictive Project Board and local regional groups

5.2 Clinical effectiveness

As a key domain in the NHS Outcomes Framework, clinical effectiveness is a crucial area for review and improvement. We have identified the following two measures:

Key priorities	Target / evidence
<p>1 Dissemination of Best Practice</p>	Develop mechanisms for the sharing of best practice across the organisation with the overall aim of increasing learning and thereby service quality
<p>2 Launch Cygnets new Nursing Strategy as a key component in Cygnets ongoing investment to support and develop its nurses</p>	<p>The purpose of the Strategy is to articulate the unique contribution nurses have to make to deliver Cygnets Values and define the nursing objectives that will contribute to delivering Cygnets mission.</p> <p>Investment in an online tool to support revalidation</p>



Quality Priorities: looking forward 2017/18

5.3 Service user safety

As a key domain in the NHS Outcomes Framework, service user safety is a crucial area for review and improvement. We have identified the following two measures:

Key priorities	Target / evidence
<p>1 Plan and implement an individual ward based ligature map which identifies environmental risks</p>	Evidence of ligature maps in ward areas
<p>2 Review the Patient Safety Committee's terms of reference to ensure compliance with the National Quality Board Learning from Deaths report</p>	Updated terms of reference which are compliant with the National Quality Board's Learning from Deaths report

Comments

If you have any comments about this Quality Account, please provide your feedback to Nicky McLeod, Chief Operating Officer at the address below:

Cygnets Hospital Stevenage

Graveley Road

Stevenage

Herts

SG1 4YS

Website: www.cygnethealth.co.uk

Email: nickymcleod@cygnethealth.co.uk



Statement from our Lead Purchaser on the Quality Account 2016/17



North region (North West hub)
Regatta Place
Summers Road
Brunswick Business Park
Liverpool
L3 4BL

Re: Cygnets Quality Account April 2016 – March 2017

Statement from NHS England North Region (North West Hub), as the Lead Commissioner for the Cygnets Health Care Contract on behalf of NHS England.

NHS England commissions a number of prescribed services from Cygnets Health Care. These include adult secure, CAMHS, Eating Disorders, Tier 4 Personality Disorder and Mental Health and Deafness services. This year Cygnets has worked to continually deliver services of quality and has maintained open channels of communication with NHS England, regulators and its service users. The organisation has taken an approach to its work that has been open and honest.

NHS England recognises the quality initiatives taking place within Cygnets's services. These include the continued work to strengthen reducing restrictive practice and its Recovery Colleges which are providing opportunities for students to develop key skills as they progress along their care pathway. At Cygnets, the service user's voice is being heard at all levels across the organisation and its Experts by Experience are a key part of delivering this. NHS England considers Cygnets Health Care a partner in ensuring that high quality care is available to NHS England's service users across the United Kingdom. NHS England looks forward to a continued relationship with Cygnets Health Care.

Yours sincerely,



Andrew Simpson

Mental Health Lead (North West Hub) & Cygnets Contract Lead

North Region Specialised Commissioning Team

