

VALUING OUR STAFF

‘The State Hospital recognises that the delivery of a high quality and sustainable health service to patients depends largely on a skilled, motivated and productive workforce.’

Staff at the State Hospital show high levels of dedication and hard work in a very challenging environment. They care for a group of very ill patients who are sometimes misunderstood by society, and they do it with great compassion. The State Hospital pays tribute to their dedication and achievements and is most grateful to them.

Working in partnership

Working together delivers a number of benefits and a commitment to partnership working ensures staff have a real say in decisions affecting them. Therefore, our commitment to close partnership working in all of our activities continues. The State Hospital’s Staff Partnership Forum is well-established, thus enabling staff representatives to engage with senior management on a partnership basis. The Staff Partnership Forum is directly involved in assessing the performance of the Board as an employer through the use of the Self-Assessment Audit Tool (SAAT), which forms part of the Annual Review arrangements.

Learning & Development

The Board is committed to developing the organisation to achieve excellence in people and performance management, partnership working, equality and diversity, and the efficient delivery of services.



The Learning Centre is just one of a range of facilities, resources and processes that support a leading role in creating and sustaining a supportive learning culture within the Hospital. Alongside books and journals, the Library provides access to a wealth of electronic resources through the NHS Knowledge Network.

Corporate training plans are developed each year with staff involvement. Directorate training plans are also developed annually.

The dedicated Staff Development and Conference Centre – Islay - is used for a range of training and development opportunities including internal and external conferences.

Managers and leaders are supported, encouraged and developed to be the best they can be, linking in with both the current NHS Scotland leadership development framework as well as local requirements.

Workforce planning

The State Hospital is striving to provide world-class forensic psychiatric and psychological treatments, and is becoming recognised as a centre of excellence in these disciplines in the UK and Europe.

Our clinicians and staff are regarded as leaders in their respective areas of expertise. We are committed to attracting and recruiting highly skilled professionals across all disciplines to support excellence in care and innovation. We invest considerable time and effort in creating a working environment in which innovation and continuous improvement is encouraged. In particular, our nurses are experienced in all aspects of forensic nursing, including anger therapy and other cognitive behavioural techniques.

All new staff participate in an induction programme, and are given sufficient training and supervision to allow them to do their role as well as to develop individually.

Continually improving

The State Hospital does not stand still. It is continually seeking new ways to improve the organisation. In the past decade, staff have seen the development of a new Hospital with up-to-date accommodation for both patients and staff, a new clinical model of care that is being delivered in line with the work of the Forensic Network and the requirements of the 2003 Mental Health Act, as well as the restructuring of teams and roles to create a more modern environment that provides the most effective service possible in the current economic and political climate. During these times of change, every effort is made to listen to and take account of staff views and ensure their voice is heard.

Staff Governance

Staff Governance is defined as a system of accountability for the fair and effective management of all staff. It ensures that staff are recruited, trained, and supported appropriately to deliver high quality services. Implicit in the national Staff Governance Standard is that all legal obligations are met, and that all policies and agreements are implemented. In support of the Standard, the State Hospital ensures that staff are entitled to be:

- Well informed.
- Appropriately trained.
- Involved in decisions which affect them.
- Treated fairly and consistently.
- Provided with an improved and safe working environment.

The Standard highlights the need for staff to be valued and shows that investment in staff is a direct investment in patient care.

Policies, procedures, and equal opportunities

The State Hospital, like all other Health Boards in Scotland, adopts the national Once for Scotland workforce policies. These refreshed workforce policies, the principles and values that underpin them, and the associated supporting documents provide the standard for workforce policies that apply to all staff within NHSScotland, regardless of which Board they are employed by.

Policies on equal opportunities and the prevention of unlawful discrimination are actively upheld and regularly reviewed for effectiveness. To support work-life balance, a range of provisions are available to staff that promote wellbeing and flexibility. These include new parent support leave, parental leave, special leave, career break, and secondment. Staff concerns are supported through mechanisms including the national whistleblowing policy.

iMatter

The views of staff are important to the Hospital and provide useful feedback on performance against the Staff Governance Standard. iMatter supports the Staff Governance Standard and the core values of both the Hospital and NHSScotland:

- Care and compassion.
- Dignity and respect.
- Openness, honesty, and responsibility.
- Quality and teamwork.



It is NHSScotland's means of measuring staff experience and levels of engagement on an annual basis, having replaced the staff survey. Its focus is much more on the team itself, seeking the views of staff on their experience at work as an individual, team member, and member of the organisation. It also emphasises the importance of translating those views into action with each team being expected to develop a plan for improvement based on their team results.

Health, safety, wellbeing and security

Good physical working conditions are provided, and health and safety standards are rigorously monitored and maintained. Additionally, risk assessments are regularly undertaken. The State Hospital places great importance on involving security experts in its work. Contingency planning for a major incident has always been a priority for the State Hospital, and we have established contingency arrangements with all the responding emergency services, including Police, Fire Brigade, Ambulance Service, Health Boards, and Local Authorities.

Staff benefits

Staff benefit from the many advantages associated with working in the NHS and in particular the State Hospital. The range of benefits include staff discounts and benefits relating to health and welfare.

Health promotion

The Hospital's positive approach to promoting a 'health conscious' culture within its workforce is recognised externally through the Healthy Working Lives (HWL) Award Programme, which supports employers and employees to develop health promotion and safety themes in the workplace in a practical, logical way, which is beneficial to all. A Healthy Working Lives Strategy drives forward initiatives locally.



The staff restaurant offers a range of healthy eating options and has a light, airy and contemporary feel. It has achieved the Healthy Living Plus Award and advertises its healthy eating options each day to all staff. Two healthy eating promotional events are held each year.

The Hospital also has a Sports & Fitness Centre that can be used by staff at certain times of the day/ night. Opportunities for a range of physical activities are offered to staff.

Through the on-site Occupational Health Service, the physical, mental, and social wellbeing of all staff continues to be promoted, as does a confidential advisory service to staff and management on issues concerning health and work.



The Occupational Health Triage Service enables contact with an OH practitioner at the earliest opportunity. The service can be contacted by an employee or a line manager for the following reasons, however this list is not exhaustive:

- Advice on risk assessments.
- Advice if employees have developed skin problems.
- There is a needle stick incident or other BBV risk.
- Advice regarding someone who is at work and might need support to avoid sickness absence.
- An employee has notified as sick.
- Support regarding a return to work.

Staff are also given the opportunity to join the contributory pension scheme and transfer existing pension funds to it within the first year of recruitment.

Disability Confident employer

The State Hospital has achieved Level 2 of the Disability Confident Scheme (which demonstrates that the Hospital is positive about employing people with a disability) and is working towards achieving Level 3.



Tackling bullying & harassment

The Board remains committed to ensuring that all employees are treated with dignity and respect whilst at work, and are able, and encouraged to meet their full potential by working in a non-threatening environment free from any form of discrimination, harassment or intimidation.

September 2025