

THE STATE HOSPITALS BOARD FOR SCOTLAND

CORPORATE OBJECTIVES 2025/26

1. Better Care

- a. Implement the Annual Delivery Plan and the Medium-Term Plan, aligning the organisational aims and direction to the health priorities set out in Scottish Government Policy, aligning to NHS Reform across NHSScotland.
- b. Tailor the Clinical Model to better reflect the graduated clinical and security steps for patient progression on their care and treatment pathway.
- c. Eliminate the use of Day Time Confinement to all but very exceptional circumstances.
- d. Safe delivery of care within the context of least restrictive practice resilience and the ability to identify and respond to risk.
- e. Ensure the principles of the rehabilitative care are applied optimising opportunities for meaningful patient activities, educational development and occupational development across all service areas.
- f. Develop and implement an interim women's service model, in line with the project initiation. In the context of the State Hospital's Clinical Care Model, this will be an admissions ward, with equivalence of service provision to that of male patients in the existing admissions service.
- g. Develop and implement an outreach service model for women from high security to medium security providers and the Scottish Prison Service. The aim of the outreach service is to work in partnership with service teams in the management of patients who may require admission, or who are displaying behaviours that could necessitate a high security referral.
- h. Oversee the development and implementation of a capital development following the outcome, and preferred option, from a professional design team feasibility report. This development will create a dedicated care and treatment centre for women with tailored person-centred care packages aligned to the three phases of the Clinical Care Model: Admissions, Treatment & Recovery, and Transitions.
- i. Ensure organisational resilience and ability to respond to any increase in risk to care delivery within expected systems pressures and any unexpected events.
- j. Learn locally and nationally from adverse events to make service improvements that enhance the safety of our care system.
- k. Deliver a programme of Infection Control related activity in line with all national policy objectives.

- l. Monitor the use and recording of restrictive practices (including seclusion practice and use of soft restraint kits) in accordance with Mental Health legislation and the definitions published by the Mental Welfare Commission.
- m. Be accessible to patients, their family and visitors ensuring their views and experiences are reflected in service improvements, implementing the Carer Strategy 2025/28.
- n. Embed the principles of Realistic Medicine, through the Realistic Action Plan for 2025/26.
- o. Work with stakeholders and Scottish Government representatives to enhance the reputation and healthcare 'profile' of the State Hospital.
- p. Collaborate with the Forensic Network in the delivery of quality care guidance and standards applicable to the Forensic Mental Health Environment.
- q. Take forward national collaboration and interface work with the Healthcare in Custody Network.
- r. Support the development of a national framework for collaborative working in the delivery of forensic mental health services across NHSScotland.

2. Better Health

- a. Tackle and address the challenge of obesity, through delivery of the Supporting Healthy Choices programme.
- b. Continued improvement of the physical health opportunities for patients.
- c. Ensure the delivery of tailored mental health and treatment plans individualised to the specific needs of each patient.
- d. Address the overall social wellbeing issues for patients undergoing treatment.
- e. Utilise connections with other health care systems to ensure patients receive a full range of healthcare support.
- f. Ensure that patients have a seamless transition from the State Hospital to other care providers as part of their care pathway when clinically appropriate. This will align with the aims and ambitions of medium secure provision and other treatment pathways.
- g. Ensure the organisation is aligned to the values and objectives of the wider mental health strategy and framework for NHSScotland.

3. Better Value

- a. Meet the key finance targets set for the organisation and in line with Standard Financial Instructions.
- b. Develop a sustainable finance model within the available finance allocation that supports the sustainability and growth of the organisation.

- c. Deliver all Scottish Government financial budget and resource reporting and monitoring requirements for NHSScotland national matters, through Board Chief Executive, Director of Finance and Human Resource Director groups.
- d. Work collaboratively across public sector bodies to ensure that best value is achieved in service planning, design and delivery, including through National Board collaboration and the Anchors Strategy.
- e. Deliver programme of sustainable working and progress to net zero recognising the impacts of climate change and financial constraints.
- f. Enhance and strengthen digital innovation for the organisation, and the digital inclusion programme for both staff and patients.
- g. Ensure delivery of a cohesive approach to information governance and records management standards, including delivery of the newly formulated Records Management function.
- h. Deliver the actions identified by the NIS audit, to maintain cyber security and resilience.
- i. Complete the security upgrade and move towards the development of the core security quality indicators.
- j. Strengthen corporate governance to ensure transparency and clear direction, both within and external to the organisation in line with the Blueprint for Good Governance.
- k. Support quality improvement approaches, embedding a cohesive approach.
- l. Ensure the continued delivery and development of the organisation's performance management framework.

4. Better Workforce

- a. Development and delivery of the three-year Workforce Plan 2025/28 within the context of the planning framework and guidance from Scottish Government.
- b. Continue to support and build partnership working so that this is embedded across the organisation.
- c. Deliver and monitor staff resourcing aligning to the Health and Care (Staffing) (Scotland) Bill (2019) across the State Hospital, and in conjunction with the local delivery of the national e-rostering programme, through the Workforce Governance Group.
- d. Maximise workforce sustainability through delivery of the State Hospital's Recruitment and Retention Strategy, through modern, inclusive recruitment practice and continued development of a supplementary workforce.
- e. Promote and deliver a framework of wellbeing within the framework of a Staff and Volunteer Wellbeing Strategy.
- f. Develop and implement the Organisational Development Strategy, and action plan, using Organisational Health approach.

- g. Building on iMatter and staff governance principles to deliver an inclusive staff engagement programme in partnership to support the wellbeing of all employees.
- h. Mainstreaming equality in line with Scottish Government guidance for public bodies – as a means of ensuring equality is woven into all aspects of the organisation and by the development of specific equality outcomes.
- i. Sustain a safe working environment for staff with a focus on risk management across all aspects of the organisation.
- j. Implement the 'Once for Scotland' suite of Human Resources policy, aligning with the national rollout.
- k. Ensure accessibility and support internal and external services for staff who require them, including a cohesive Occupational Health Service.
- l. Review and action absence related issues and prioritise support mechanisms and staff wellbeing to provide staff and line managers with the support required; and where absence is required, support staff to return to work at the earliest opportunity. Strengthen leadership and develop positive culture.
- m. Continue to support training and development for all staff at every level across the organisation.
- n. Support the Independent National Whistleblowing Standards and support this workstream locally including promoting awareness for staff. Re-fresh local approach to delivery of standards, and collaborative working where possible.
- o. Maintain an appropriate Health and Safety governance framework that demonstrates continual improvements and a commitment to fulfil our compliance obligations.