The State Hospitals Board for Scotland

NHS SCOTLAND

Annual Report 2025/26

Care & Treatment / Public Safety

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1. Foreword

Throughout 2025/26, a year of significant progress, challenge and achievement, we remained firmly focused on our purpose of providing safe, secure and high-quality care and treatment for some of Scotland's most complex and vulnerable patients, while supporting recovery, rehabilitation and progression through the forensic mental health system.

One of the most significant developments during the year was the successful re-establishment of Scotland's national high secure service for women (i.e. the Women's Service) within the State Hospital grounds. The interim service became operational in July 2025, representing a major milestone in responding to recommendations from the Independent Review of Forensic Mental Health Services and improving equity of access to specialist care for women across Scotland.

The introduction of the Women's Service has, however, brought considerable operational challenges. Increased staffing requirements and service demands have contributed to workforce pressures including the continued use of Daytime Confinement for patients. The Board remains clear that Daytime Confinement is not a desirable position for patients and we continue to monitor its use closely and support action to address the underlying causes.

Despite these challenges, we continued to deliver high standards of clinical care throughout the year. Significant work progressed through the Clinical Governance Committee, quality assurance and improvement programmes, and the implementation of initiatives designed to strengthen patient safety, improve physical health outcomes and enhance the patient experience. The continued development of Care Programme Approach arrangements and physical health initiatives demonstrated our commitment to providing evidence-based, person-centred care.

The voice of patients, families and carers continued to shape service development. Through the Patient Partnership Group, advocacy services, the Carers Strategy and a range of engagement activities, patients and carers helped influence decisions, improve services and contribute to quality improvement initiatives across the organisation. We remain committed to ensuring that lived experience remains at the heart of how services are designed and delivered.

During the year, the Board received a volunteer story that highlighted the positive impact of the State Hospital's volunteering programme. The story demonstrated how volunteering can support personal and professional development while also making a meaningful contribution to patient engagement, recovery, and wellbeing.

Chief Nursing Officer Visit (March 2026)

Creative and therapeutic activities continued to play an important role in supporting recovery and wellbeing. Through participation in the nationally recognised Koestler Awards Scheme, which celebrates the creative achievements of people in prisons, secure units and special hospitals across the UK, patients from the State Hospital received national recognition for their work. Three entries were recognised in the 2026 awards, including a Platinum Award for Isle of Arran and two Commended Awards for Glen Etive and Ceramic Raccoon.

In addition, one patient's artwork was selected for 'Rock, Paper, Scissors', the 2026 Koestler Arts national exhibition at London's Southbank Centre. These achievements highlight the creativity, skill and dedication fostered through the Hospital's Arts & Crafts programme and demonstrate the positive impact that meaningful activity can have on recovery, confidence and personal development.

New Nurses (March 2026)

The expertise and innovation of our staff also received national recognition during the year. A collaborative project between the State Hospital and the University of the West of Scotland was awarded the Royal College of Nursing Scotland 'Learning in Practice Award' for its pioneering work to improve dementia care in forensic mental health services. The award-winning Triple Jeopardy project developed and delivered specialist dementia education for forensic nursing staff, helping strengthen staff knowledge, improve patient care and support more person-centred approaches to practice. This achievement reflects the commitment of our staff to continuous learning, innovation and delivering the highest standards of care for patients with complex needs.

The State Hospital in collaboration with the School of Forensic Mental Health were named finalists in the 2025 Scotland's Health Awards under the Global Citizenship Award category. The awards ceremony took place in November 2025, living up to its promise of being a celebratory evening recognising excellence across Scotland's health and social care sectors.

One of our Staff Nurses was shortlisted for the Royal College of Nursing Scotland's 'Nurse of the Year Awards', making the final three in the Learning Disability Nursing category. A huge achievement and as with the other awards, very well deserved.

Our workforce remains our greatest asset. Throughout the year, staff demonstrated professionalism, resilience, and compassion in responding to operational pressures. Progress was made through the delivery of the Workforce Plan and Organisational Development Strategy, alongside wellbeing initiatives and leadership development programmes. While challenges remain, including sickness absence and recruitment pressures, we invested in staff wellbeing, learning and development, and strengthened our culture through partnership working and engagement.

We also strengthened our focus on equality, diversity, and inclusion through the establishment of a Workforce Equalities Group and engagement with staff across the organisation. We also successfully implemented the requirements of new Protecting Vulnerable Groups (PVG) legislation, strengthening safeguarding arrangements and supporting compliance with national standards for safer recruitment and workforce management.

Our Corporate and Departmental Training Plan 2025/26 was approved, providing a co-ordinated approach to learning and development across the organisation. By supporting statutory and mandatory training, professional development and service-specific learning, the plan helped to ensure staff have the knowledge, skills and confidence required to deliver safe, effective, and person-centred care, while supporting the delivery of our strategic priorities.

Patient safety remained central to care delivery. Clinical quality was monitored through performance reporting, incident review, clinical audit, patient feedback, and quality improvement activity. These arrangements supported the early identification of risks, organisational learning, and action to maintain and improve standards of care.

The year also saw the successful progression of the Perimeter Security and Enhanced Internal Security Systems Project. We also continued to progress the installation of CCTV across the site, and promote digital transformation, climate change and sustainability, information governance, fraud awareness and quality improvement.

Performance against our Annual Delivery Plan remained positive. We achieved our key financial targets and maintained financial balance despite the challenging economic environment and increasing service demands. This was achieved through careful stewardship of public resources and the hard work of staff across all directorates.

We also continued to strengthen the way we lead and govern the organisation. Through delivery of our Board Improvement Plan, progress was made in improving governance, strengthening stakeholder engagement, supporting an open and positive culture, and planning for future leadership resilience. This ongoing work reflects our commitment to continuous improvement and helps ensure that the Board remains well placed to provide effective leadership, oversight, and assurance in an increasingly complex healthcare environment.

As NHS Scotland continues to progress service reform and sub-national planning arrangements, the State Hospital remains committed to playing a full and active role in shaping the future of forensic mental health services. Our Medium-Term Plan, Workforce Plan and Annual Delivery Plan provide a clear direction for the years ahead, underpinned by our commitment to improving patient outcomes, supporting staff wellbeing and delivering safe, effective and sustainable services.

We would like to thank our patients, carers, staff, Board Members, volunteers and partners for their continued commitment and support throughout the year. The achievements outlined in this report reflect the dedication and professionalism of everyone involved in delivering and supporting services at the State Hospital.

Brian Moore, Chair

Gary Jenkins, CEO

2. About Us

Scotland's National High Secure Forensic Mental Health Service

Located in South Lanarkshire in central Scotland, the State Hospital is the high secure forensic mental health resource for patients from Scotland and Northern Ireland. The principal aim is to rehabilitate patients, ensuring safe transfer to appropriate lower levels of security through a range of therapeutic, educational, diversional, and recreational services including a Health Centre.

There are 140 high-secure beds (plus four beds for emergency use) for patients requiring maximum secure care: 12 beds specifically for patients with an intellectual disability. Male services take the form of three broad clinical pathways:

- Admission and Assessment.
- Treatment and Recovery.
- Transitions.

The new dedicated Women's Service (from 21 July 2025) has a capacity to care for up to six females.

Wards are primarily in four units with each unit comprising three 12-bedded areas (i.e. 36 beds per hub).

Patients 2025/26

Patients are admitted to the State Hospital under The Mental Health (Care and Treatment) (Scotland) Act 2003 / 2015 and other related legislation because of their dangerous, violent, or criminal propensities. Patients without convictions will have displayed seriously aggressive behaviours, usually including violence. No-one is admitted to the State Hospital on a voluntary basis.

Around 64% of patients are 'restricted' patients within the jurisdiction of Scottish Ministers. In other words, a prisoner who has committed a crime but is mentally unfit to go to or remain in prison. This number also includes patients undergoing criminal court proceedings who are also subject to the supervision of the Scottish Ministers.

The majority of patients have a primary diagnosis of schizophrenia, which is a major mental illness characterised by hallucinations, such as hearing voices which are unpleasant and threatening, and also delusional beliefs.

There were 40 patient admissions: 13 from prison, six from other hospitals and 21 from court. Patients are admitted for an initial period of assessment. The length of stay thereafter depends on the individual patient's care and treatment needs, clinical progress, and the nature of their detention order.

There were 36 patient discharges: 12 to prison, 14 to other hospitals, nine to court, and one patient passed away.

Patients stay at the State Hospital around five years, with individual lengths of stay ranging from less than one month to over 38 years.

A typical State Hospital patient is around 39 years old with schizophrenia. Some will also have an additional history of antisocial behaviour and substance abuse. Adverse events in childhood and poor physical health are common. They come to high security because of a serious event.

It is important to remember that not all patients in the State Hospital or other secure forensic settings are offenders. They are there because of their need for additional security due to the behavioural difficulties caused by their illness.

Patients have very significant physical health needs due to lack of exercise, obesity, self-selected poor diets, and the effects of medication.

Other aspects where patients do not do well in terms of personal matters is their ability to get a job and an intimate relationship. Some of this is to do with the illness itself but some of it is also to do with stigma against people in our society who have major mental disorders, let alone those who have also offended.

Staff

As of 31 March 2026, the State Hospital employed 700 staff (634.30 wte) within its 60-acre campus. They do a difficult and daunting job, caring for a group of very ill patients, whom society sometimes does not understand, and they do it with the utmost professionalism.

Vision

To be a leader in delivering relationally informed, person-centred, high secure mental health care that enables recovery whilst ensuring the safety and wellbeing of staff, patients, and the public.

Mission

To assess and treat major mental disorders in a secure and person-centred care environment that manages risks, supports recovery, rehabilitation and onward progression.

Values

The State Hospital's values align with those of NHS Scotland and guide all aspects of service delivery:

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

These values underpin how we work with others to ensure that the care we provide remains person-centred, safe and effective.

Aims

Our two primary aims are:

- To provide high-quality, person-centred, safe and effective care and treatment.
- To maintain a safe and secure environment that protects patients, staff and the public.

Although the State Hospital shares the same values, aims and challenges as the rest of the NHS in Scotland, it is unique because it has the dual responsibility of caring for very ill, detained patients as well as protecting them, the public and staff from harm.

Delivering Care Through Partnership

Partnership working remains central to how the organisation operates. We work closely with:

- NHS Scotland Boards.
- The Forensic Network for Scotland.
- Scottish Government.
- Scottish Prison Service.
- Mental Welfare Commission for Scotland.
- Patients and carers.
- Patients' Advocacy Service.
- Universities and research partners.

These partnerships support service improvement, clinical innovation, workforce development and the continued delivery of safe, effective and sustainable forensic mental health services.

Volunteers enrich the quality of daily life for patients through patient visits as well as supporting groups and activities including the Spiritual & Pastoral Care Team.

Governance and Accountability

During the year, the Board met regularly in public, supporting transparent and accountable decision-making. Board Development Sessions provided opportunities to consider strategic matters including NHS reform, governance, operational effectiveness, and future planning.

The organisation also supported public accountability through external communication, media relations, digital engagement, and the publication of corporate information on its website. Work also continued to strengthen compliance with accessibility legislative requirements.

Looking to the Future

During 2025/26 the organisation continued delivery of its Medium-Term Plan 2025-2028 and aligned its priorities with wider NHS Scotland reform programmes, including the Health and Social Care Service Renewal Framework and Scotland's Population Health Framework. Key priorities include improving patient outcomes, supporting workforce sustainability, strengthening clinical pathways, developing women's services, improving digital capability, and contributing to national and sub-national planning across NHS Scotland.

The State Hospital remains committed to delivering safe, secure, high-quality forensic mental health care while continuing to innovate, improve and respond to the changing needs of patients and the wider healthcare system.

Visitors from the Nursing & Midwifery Council (September 2025)

3. Safe

Women's Service (July 2025)

"There will be no avoidable injury or harm to people from healthcare they receive, and an appropriate clean and safe environment will be provided for the delivery of healthcare services at all times."

Women's Service

The most significant achievement of the year was in July 2025 with the opening of Scotland's interim national high secure service for women. This represents a significant development in forensic mental health services and responds to recommendations arising from national reviews of service provision. It enables women who would previously have required placement at Rampton Hospital in England to receive care closer to their families and communities in Scotland.

Developed through close collaboration with patients, staff and partner organisations, the service was designed to provide a therapeutic, respectful and recovery-focused environment that responds to the complex needs of women requiring high secure care. The bespoke facility includes modern accommodation, treatment and recreational spaces that support wellbeing, rehabilitation and recovery while maintaining the necessary levels of safety and security.

The service is being developed through a phased approach. Phase 1 (completed in July 2025) delivered both the Interim Women's Service and an Outreach Service, while Phase 2 focuses on the development of a longer-term sustainable service model for women in Scotland. In support of Phase 2, work continued throughout 2025/26 on planning for a permanent Women's Service Hub and wider national pathways, in partnership with the Scottish Government, NHS Boards, the Forensic Network and other stakeholders.

Women's Service Constrtuction

Women's Service Sensory Room and Day Room

The introduction of the service created operational and workforce pressures across the wider organisation. These pressures contributed to the continued use of Daytime Confinement, which remained subject to close monitoring and action to address the underlying causes. Experience and learning from the interim service will help inform the development of a safe, effective, and sustainable long-term model that meets the needs of women requiring high secure forensic mental health care in Scotland.

This development reflects a broader commitment to delivering person-centred, trauma-informed care and ensuring that patients receive the right care, in the right setting, at the right time. It represents one of the most significant service developments undertaken by the State Hospital in recent years and provides an important foundation for the future of forensic mental health care for women in Scotland.

Risk Management

The Corporate Risk Register is reviewed regularly by the Board and its committees. This enabled strategic and operational risks to be identified, assessed, and monitored, whilst also supporting informed decision-making across the organisation.

The Audit and Risk Committee provided assurance on risk management, internal control, governance, and financial stewardship. Its scrutiny of audit findings, risk arrangements and control systems supported the Board in discharging its responsibilities.

The delivery of Psychological Therapies helped patients to improve their mental health, as well as reducing and managing any future risk of harm they may present to themselves or others. Each patient attends several therapy programmes. Assessing, managing and reducing risk is central to the whole process.

Security and Resilience

The State Hospital has a dual responsibility to provide high-quality care and treatment for patients while maintaining a safe and secure environment.

Throughout 2025/26, the Board continued to oversee clinical safety, security, organisational risk, emergency preparedness, and the safe implementation of major service developments.

The Perimeter Security and Enhanced Internal Security Systems Project progressed well and is due to be complete in 2026/27. InPhase replaced Datix as the new integrated incident, risk management, and patient safety system in March 2026.

We are very clear about our public safety role and take this extremely seriously. The State Hospital siren is used to alert and warn both the local community and staff in the event of a patient being unaccounted for. There are nine sirens in total; one within the Hospital grounds, and at Braehead, Carnwath, Carnwath West End, Carstairs Junction, Carstairs Village, Forth, Lanark and Ravenstruther. The siren is activated:

- To warn of a patient being unaccounted for.
- To signal the 'all clear' which means there is no risk to the public.
- For testing purposes (third Thursday of every month at 1pm).

The organisation also participated in resilience exercises in year and continued to develop its business continuity arrangements. Learning from local exercises and wider events was incorporated into planning to strengthen preparedness for emergencies and service disruption.

Information Governance and Cyber Resilience

Information governance, data security, and cyber resilience continued to be strengthened throughout the year. The organisation maintained oversight of its information governance obligations while supporting digital developments in addition to the appropriate and secure management of information.

Looking Ahead

During 2026/27, the Board will continue to oversee the safe development of the Women's Service, action to reduce Daytime Confinement, delivery of security improvements, organisational risk, and emergency preparedness. Patient safety, clinical quality, and the maintenance of a secure environment will remain central to all service planning and delivery.

4. Effective

State Hospital Annual Review (November 2024)

"The most appropriate treatments, interventions, support and services will be provided at the right time to everyone who will benefit, and wasteful or harmful variation will be eradicated."

Quality Improvement and Clinical Excellence

Continuous improvement remained central to service delivery. Work progressed through quality assurance and quality improvement arrangements to strengthen governance, support better patient outcomes, and embed improvement methods across clinical and operational services. The TSH3030 quality improvement initiative continued to support a culture of improvement and innovation. Patients and staff worked together on projects intended to enhance services, improve patient experience, and strengthen recovery-focused practice.

Clinical Governance

Strong clinical governance arrangements underpin the delivery of effective care. The Clinical Governance Committee provided strategic oversight, while the Clinical Governance Group monitored quality, patient safety, audit, and improvement activity at an operational level. Regular scrutiny supported the identification of concerns, monitoring of actions and escalation of risks as required.

Clinical Audit

Clinical audit was used to assess practice against agreed standards and identify opportunities for improvement. Audit findings informed service development and quality assurance, with resulting actions monitored through established governance arrangements.

Occupational Therapy Team (November 2025)

Standards, Guidelines and Policies

The organisation maintained a framework of policies, standards, guidelines, and procedures to support consistent and effective practice. Documents were reviewed and updated in response to legislation, national policy, professional standards, and emerging evidence.

Physical Health and Health Inequalities

The Board approved a new Physical Health Strategy during the year, establishing an organisation-wide approach to improving physical health outcomes, reducing health inequalities, supporting healthier lifestyles, and strengthening prevention and early intervention.

State Hospital patients can experience significant physical, psychological, and social inequalities. Multidisciplinary teams continued to provide health screening, health promotion, exercise programmes, smoking cessation support, healthy living initiatives, and access to specialist services. This work recognised the close relationship between physical health, mental wellbeing, and recovery.

The Board also considered Scotland's Population Health Framework and wider public health priorities, reinforcing the importance of addressing health inequalities through service planning and care delivery.

Research and Innovation

Research and innovation continued to support evidence-based practice and the development of forensic mental health care throughout 2025/26. Staff from a range of professional disciplines contributed to research activity to advance knowledge, improve clinical practice, and enhance patient outcomes. Research findings informed service development, supported clinical decision-making, and contributed to wider learning across NHS Scotland and the forensic mental health community.

Collaborative working with academic partners, healthcare organisations and professional networks strengthened opportunities for research, quality improvement, and the sharing of learning. A culture of inquiry and innovation was promotoed by encouraging staff participation in research and knowledge-sharing activities.

Workforce

Supporting, developing and recognising our workforce remained a key priority throughout the year:

- The organisation continued to implement its Workforce Plan and Organisational Development Strategy, with a focus on workforce sustainability, leadership development, wellbeing, recruitment, and retention.
- Work also progressed towards implementing the Reduced Working Week through workforce planning, engagement, and operational redesign.
- Staff wellbeing was supported alongside the promotion of equality, diversity and inclusion and the development of a culture where staff felt safe to raise concerns through established speaking-up and whistleblowing arrangements.
- The organisation recognised the long service and commitment of 33 members of staff, who received 20 or 30-year Long Service Awards in recognition of their dedication and contribution to patient care and the wider organisation.
- Our Staff Excellence Awards ceremony took place in March 2026 having received 127 submissions.
- The annual iMatter staff survey provided valuable insight into staff experience and engagement, helping to identify strengths, inform improvement priorities and support the organisation's commitment to creating a positive and inclusive workplace.

Financial Stewardship

Strong financial governance was maintained during 2025/26. Regular reporting supported oversight of budgets, financial performance, and value for money, while careful management of public resources helped the organisation maintain financial balance during a period of operational pressure and service change.

Looking Ahead

Priorities for 2026/27 include delivering the Corporate Objectives and Annual Delivery Plan, supporting workforce sustainability, Anchors commitments, digital development, quality improvement, maintaining effective financial stewardship, and meeting the organisation's sustainability commitments.

World Pharmacists Day (September 2025)

5. Person Centred

Nursing Careers Fair (March 2026)

"Mutually beneficial partnerships between patients, their families and those delivering healthcare services which respect individual needs and values, and which demonstrate compassion, continuity, clear communications and shared decision-making."

Supporting Recovery

Care and treatment is provided to patients who present some of the most challenging mental health conditions imaginable. Each patient is cared for by a multidisciplinary clinical team comprising highly skilled professional staff. A wide range of specialist clinical, therapeutic and rehabilitative services support patient recovery. These include Psychiatry, Nursing, Psychology, Occupational Therapy, Physiotherapy, Dietetics, Pharmacy, Social Work, Patient Learning, Vocational and Recreational Activities, and Physical Health Services.

All patients are assigned a Key Worker, an experienced Registered Nurse who develops a positive, caring, and therapeutic relationship with the patient and, where appropriate, their family or carers.

Patients are supported through individualised care and treatment plans focused on recovery, rehabilitation, and progression to lower levels of security where appropriate.

Patient timetables within RiO were reviewed and redesigned in year, simplifying activity recording, improving data quality, and enhancing the accuracy of information used to support patient care, recovery, and service planning.

Psychological Professions Week (October 2025)

Patient Learning Awards (March 2026)

A strong emphasis is placed on therapeutic interventions, education, vocational and recreational opportunities, physical and psychological wellbeing, meaningful activity, social inclusion, and skills development. These activities form part of individual care planning and support recovery, confidence, independence, and quality of life.

Spiritual and pastoral care is also recognised as an important part of the overall care programme available to every patient. It is not necessarily religious or denominational.

Patient Involvement

Patient stories are presented regularly to the Board, ensuring that patient experience remains visible in discussions and decision-making. During the year, stories included Project Pass It On, Patients' Rights Day and the development of the Women's Service.

The Patient Partnership Group provides a forum for patients to raise matters, share their experiences, and contribute to service improvement. In 2025/26 Board Members engaged directly with the Group, while patient-led activity through the Patient Partnership Group and TSH3030 supported co-production between patients and staff.

Patients' Rights and Advocacy

Patients' Rights Day in November 2025 raised awareness of patients' legal rights, the support available and opportunities to participate in care and treatment decisions. Independent advocacy also continued to help patients understand their rights, express their views, and engage with services. Additional resources are in place to support patients with an intellectual disability and those with English as a second language.

The Mental Health Tribunal gives patients the right of appeal against excess security. In 2025/26, seven excess security appeals were heard by the Mental Health Tribunal, all of which were successful.

Families and Carers

Families and carers make an important contribution to recovery and rehabilitation. Work continued through the Carers Strategy to strengthen communication and support, and to recognise carers as partners in care, while respecting patients' rights and confidentiality.

Carers are actively involved in supporting individual patients, e.g. through visits, attending meetings with them, and providing feedback.

The organisation continued to review how families and carers were engaged in care planning and service development, recognising the particular challenges associated with supporting someone receiving forensic mental health care within the State Hospital.

Feedback and Complaints

Feedback, compliments, concerns, and complaints provided important opportunities for learning and improvement. The organisation continued to encourage feedback from patients, families, and carers and to use this information to inform service development.

Complaints were managed openly and fairly through established processes, with learning shared and improvement actions taken where appropriate. Feedback was also gathered through engagement activities, participation groups, and service-specific consultations.

Looking Ahead

During 2026/27, the organisation will continue to strengthen co-production, patient and carer involvement, advocacy, and implement the Carers Strategy. Listening to lived experience will remain essential to improving the quality, accessibility, and responsiveness of care.

Singapore Delegation Visit (November 2025)

Appendix 1 - Key Activity at a Glance

High-Quality Patient Care and Treatment

- Opened Women's Service in July 2025.
- Progressed planning for the permanent Women's Service Hub and wider national pathways.
- Maintained clinical governance oversight of patient safety, clinical effectiveness, and quality.
- Continued delivery of quality assurance, clinical audit, and quality improvement activity.
- Approved a new Physical Health Strategy.
- Supported improvement through TSH3030.
- Expanded opportunities for patient participation and co-production.
- Promoted patients' rights and access to independent advocacy.
- Continued implementation of the Carers Strategy.
- Used feedback and complaints to support learning and service improvement.

Efficient and Effective Use of Resources

- Maintained positive delivery against the Annual Delivery Plan.
- Continued implementation of the Workforce Plan and Organisational Development Strategy.
- Progressed implementation of the Reduced Working Week.
- Maintained oversight of staff wellbeing, equalities, and speaking-up arrangements.
- Strengthened risk management, security, and business continuity.
- Progressed the Perimeter Security and Enhanced Internal Security Systems Project.

Patients' Rights Day Organisers (November 2025)

- Maintained strong financial governance and financial balance.
- Strengthened information governance and cyber resilience, and improved public access to information and accessibility compliance.
- Continued work on climate change, sustainability, fraud awareness, and Anchors commitments.

Priorities for 2026/27

- Continued to develop the Women's Service.
- Reduce Daytime Confinement to a sustainable level.
- Improve physical health outcomes and reduce health inequalities.
- Support workforce sustainability, recruitment, retention, and wellbeing.
- Deliver Corporate Objectives and Annual Delivery Plan.
- Strengthen digital, information governance, and accessibility arrangements.
- Continue quality improvement through TSH3030.
- Contribute to NHS reform, and national and sub-national planning.

Allied Health Professions (AHPs) Develpment Day (February 2026)

Care Programme Approach Project Team (Excellence Awards) (February 2026)

Appendix 2 - Key Performance at a Glance

THE STATE HOSPITAL
KEY PERFORMANCE INDICATORS
2025/26

GREEN (G) - Achieved / Exceeded
AMBER (A) - Working Towards
RED (R) - Needs Improvement

Target 100%

Patients have their care and treatment plans reviewed at six monthly intervals.

RESULT **91.41%A**

Target 85%

Patients will be engaged in psychological treatment.

RESULT **88.33%G**

Target 90%

Patients will be engaged in off-hub activity centres.

RESULT **95%G**

Target 90%

Patients will undertake an annual physical health review.

RESULT **100%G**

Target 70%

Patients will undertake 150 minutes of moderate exercise each week (Annual Audit).

RESULT **59.5%R**

Target 25%

Patients will have a healthier Body Mass Index (BMI).

RESULT **10.5%R**

Target 5%

Sickness absence (National HEAT standard is 4%).

RESULT 7.15%R

Target 80%

Staff have an approved Performance Development Review (PDR).

RESULT 90.54%G

Target 100%

Patients are transferred / discharged using the Care Programme Approach (CPA).

RESULT 100%G

Target 100%

Patients requiring primary care services will have access within 48 hours.

RESULT 100%G

Target 100%

Patients will commence psychological therapies <18 weeks from referal date.

RESULT 99.42%G

Target 100%

Patients will have their clinical risk assessment reviewed annually.

RESULT

94.71%A

SUMMARY

12 x Key Performance Indicators (KPIs)

Of these:

- 7 x Green
- 2 x Amber
- 3 x Red

For further information please contact:

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