








People Team

Highlight Report 2024/2025



Contents

	Equalities	4
	Human Resources.....	7
	Learning and Organisational Development.....	10
	Occupational Health	15
	Recruitment	18
	Spiritual Care	21
	Volunteer Service	25

Introduction

The People Team is a group of multi-disciplinary professionals who work together for the staff and volunteers of NHS Golden Jubilee.

From the moment you start your recruitment journey with our organisation, we are here to support your learning, development and help ensure you are getting the most out of your career.

Together, we can create an inclusive workplace that cares about your health, wellbeing and spiritual care to provide the best possible environment for all of Team Jubilee.

Equally important, is to support and recognise our many volunteers who give up their time to support our organisation.

The teams highlighted in this report are specialists in helping us make all this possible.

This annual highlight report shares just some of the key highlights of 2024/2025, and offers a look ahead to some of what you can expect in the year ahead.



Laura Smith

Director of People and Culture
NHS Golden Jubilee.

Equalities

The Equalities team ensures that NHS Golden Jubilee maximises our potential to become a leading organisation in terms of equality, diversity and inclusion for our people, patients and service users.

Our Board has a legal duty to mainstream equalities across all 9 protected characteristics as defined by the Equality Act 2010 and demonstrate our progress in doing so as per the Public Sector Equality Duty regulations.

We do this using the following outputs:

- **Equality Outcome objective setting every 4 years, incorporating midpoint reporting**
- **Pay gap analysis – Gender / Ethnicity / Disability**
- **Workforce equalities data monitoring**
- **Equal Pay statement**
- **Completion of Equality Impact Assessments**
- **Implementation of Reasonable Adjustments for staff with disabilities and long term conditions**

We advise and assist with day-to-day operational aspects, embedding the ethos of equalities, diversity and inclusion (EDI) principles across service delivery and workplace policies to foster a culture of fairness, dignity and respect.

We assist with enquiries relating to the protected characteristics of age, disability, gender reassignment, marriage/civil partnership, maternity/pregnancy, race, religion/belief, sex, sexual orientation in addition to socio-economic disadvantage encompassed by the Fairer Scotland Duty.





Key highlights

Our 2024/25 work plan focused on the delivery of the boards final outputs from our Equality Outcomes 2021-2025.

The main achievements from this period were:

- Publication of Mainstreaming Equalities Report 2021-2025
- Publication of revised Equal Pay Statement
- Publication of gender, ethnicity, and disability pay gap analysis within our Workforce Monitoring Report
- Introduction of Reasonable Adjustment Passport for staff
- Installation of new Changing Places Toilet
- Piloting WelcoMe for disabled service users
- Host board for Glasgow Centre for Inclusive Living Equality Academy graduate trainee programme
- Introduction of new NHS Golden Jubilee Pride Progress lanyards and belt clips
- National day for staff networks event
- Ethnic Minority Leadership conference
- LGBTQ+ Leadership conference
- Design for Dementia audits with Alzheimer's Scotland
- Inclusive wayfinding strategy for Phase 2 Surgical Centre and Orthopaedic Outpatients
- Equalities training focusing on neurodiversity and hidden disabilities

National collaboration

- Our Equalities team works collaboratively with Equality Leads from NHS boards across Scotland to focus on the implementation of national initiatives, Scottish Government directives and Equality and Human Rights Commission (EHRC) legislative duties. This includes equality outcome setting, equal pay statements, equalities data monitoring, and any reactive work arising from the evolving equalities landscape.
- Our main 2024 outputs included the development of a new national Equality and Human Rights eLearning module and a 'Once for Scotland' Equal Pay Statement.



What you can expect from us next year



Equality Outcomes 2025-2029

We published our new Equalities Outcomes in April 2025. These set out our vision for further mainstreaming equalities across the organisation for our service users and staff.

Year 1 of our Outcomes will focus on:

- Implementation of a holistic care package for Scottish Adult Congenital Cardiac Service (SACCS) patients with a learning disability.
- Upgrade of Level 4 ward featuring best practice design for inclusivity, focusing on dementia and visual impairment friendly design.
- Introduction of a dedicated breastfeeding facility for staff.
- Upgrade of existing accessible sanitary facilities within our main hospital building to align with best practice for inclusivity.
- Deliver training focusing on neurodiversity, prevention of sexual harassment, and manager responsibilities for disabled employees.
- Establish a national Short Life Working Group (SLWG) to generate and deliver a new Accessible Communications policy for NHS Scotland.
- Deliver a Disability Leadership conference.
- Introduce new equalities monitoring tab within the Clinical Governance service user feedback template to allow for thematic analysis to be undertaken by protected characteristic.
- Introduce equalities monitoring for patients participating in medical trials within the Research Institute.
- Introduce QR codes on Golden Jubilee Conference Hotel restaurant menus to generate alternative digital formats for use by assistive technology.
- Review staff networks to enhance opportunities and outputs.

Anti-Racism Action Plan

We will launch our Anti-Racism Action Plan in October 2025 to coincide with Black History month.

Our plan will focus on targeted measures to mitigate racialised health inequalities for our staff and service users, establishing NHS Golden Jubilee as a proud anti-racist organisation.

It will be structured around the themes of leadership and accountability, culture, equity of opportunity, using data to inform action and addressing concerns.



Human Resources

Our people play a critical role in everything we do. The Human Resources team supports people strategies and initiatives that align with our organisational goals.

We ensure that NHS Golden Jubilee has ethical human resources practices, policies and procedures in place to support, engage, and retain our people to ensure we have a sustainable workforce.

Our small multidisciplinary team of 9 professionals have specific specialist skills including:

- Employee Relations
- Medical Staffing
- Workforce Planning
- Workforce Data and Analytics
- Organisational Change/Service Redesign
- e-Rostering
- Conflict Resolution/Mediation
- Performance Management
- Job Evaluation
- Policy Development
- Employee Initiatives
- Employment Law and Legislation

We work very closely with other departments within the People Team to ensure employees are supported in their employment journey, supporting their wellbeing and enabling them to reach their full potential and achieving both personal and organisational growth.





Key highlights

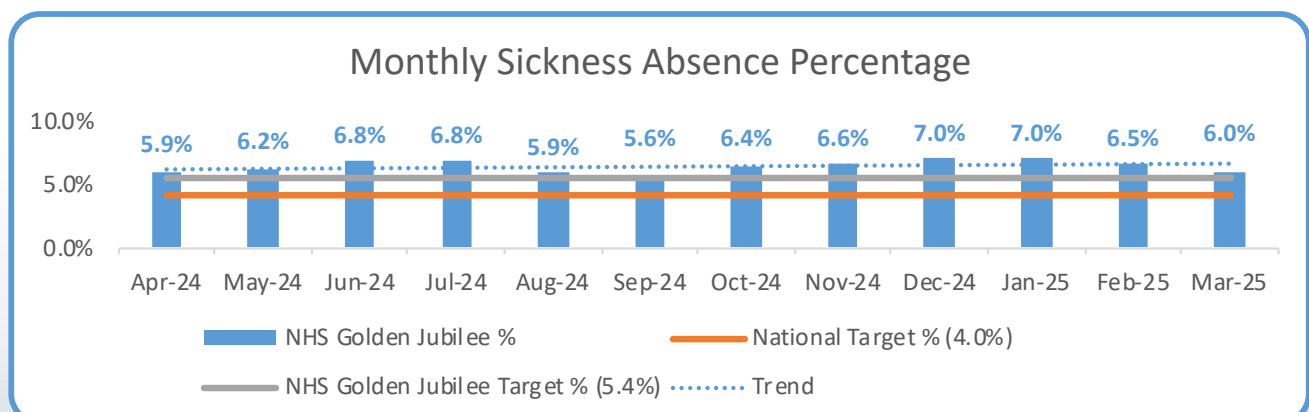
The Human Resources team are responsible for a number of key person centred deliverables, all balanced with their more routine Human Resource work.

- Successful implementation of 37-hour reduced working week.
- Awareness sessions and implementation of national 'Once for Scotland' Policies programme.
- Revitalised Attendance Management Training Programme linked to our Board's Achieving the Balance programme.
- Manager and employee drop in clinics to support with health, wellbeing and attendance at work.
- In collaboration with the Communications team, developed SharePoint resources and an internal communications campaign to raise awareness of roles and responsibilities and the organisational support available to support staff when absent due to illness or changes in circumstances.
- A new Investigating Managers Training course.
- Implemented eRostering within 18 departments, with the addition of 2 new members to the team.
- Developed and launched Power BI dashboards sharing workforce data and analytics throughout the organisation.
- Coordinated Nursing Band 5 Job Evaluation Review, whilst maintaining mainstream job evaluation activities.
- Supported 6 areas of the organisation with workforce change, to ensure our services met the demands of Phase 2 of the expansion programme.
- Successful delivery of employee relations casework, with a 60 per cent increase in investigations from the previous year.

Safe Attendance

Absence within the organisation has remained higher than the Board target of 5.4%. The 12 month rolling absence rate for this year was 6.2%, 0.7% higher than the previous year.

The Advisory team play a key role in supporting health and attendance at work, from supporting health-related meetings to advising on reasonable adjustments, and guiding managers on the various stages of the attendance process. The upward trajectory has meant an increase in the number of health-related meetings attended by the team. We have been working across the organisation to raise awareness, offer guidance, upskill managers, and inform our people of the various organisational policies and supports available, as described in our key highlight section.



National collaboration

Our Human Resources team works collaboratively alongside other NHS Scotland health boards to discuss and deliver on national initiatives, Scottish Government directives or changes to employment legislation. Representatives from each strand specialism regularly attend national meetings and participate in forums to share knowledge or work towards sharing collective national guidance.

We are currently working alongside other Boards to develop national guidance for crediting overseas credit to medical staff, and are collaborating with Workforce Planning Leads from West of Scotland health boards around developments within this area.

We have also been working closely with national colleagues around changes to Annex 21 following new guidance issued in October 2024, with a view to adopting a collective national approach.

What you can expect from us next year



There are several areas of future focus for our team that we believe will add value both for our team and the service we provide to our stakeholders, people, and the organisation overall.

- Implementation of 36-hour working week. Work has already begun to ensure we have a full implementation plan in place for 1 October 2025 and state of readiness for implementation on 1 April 2026.
- Introduction of a Workforce Planning and Information Lead to closely work with our service leads and provide robust support in service planning and redesign. This will ensure we have sustainable services with engaged, skilled, motivated, and trained people to deliver them.
- Continued implementation and embedding of e-Rostering across the organisation.
- Further development of our workforce data function and systems.
- Further development of training to support with Once for Scotland policies. Our aim is to upskill our managers through training and awareness to ensure our people are supported in line with the Once for Scotland approach.
- Create and publish an organisational Agenda for Change Job Evaluation Library. This will ensure we have consistent job descriptions that have been evaluated and allocated an Agenda for Change band in line with the role and responsibilities undertaken.
- A full review of NHS Golden Jubilee's bank.
- Implementation of Folio electronic personnel system to replace DOCMAN.
- Continue to build on the existing skills of our team members to provide organisational support.



Learning and Organisational Development

The Learning and Organisation Development (L and OD) team is made up of 2 distinct teams: Learning and Development, and Organisational Development.

Learning and Development

The Learning and Development team supports all staff and volunteers across NHS Golden Jubilee by providing a wide range of corporate learning and development services.

We provide:

- **A Corporate training calendar**
- **Digital learning solutions**
- **Learning activity tracking and reporting**
- **Access to Further and Higher Education Funding**
- **Colleague induction materials**
- **Appraisal support and reporting**
- **Management of our learning and appraisal systems**

We collaborate closely with both internal and external subject matter experts to offer a high-quality learning experience to everyone.





Key highlights

The Learning and Development team has been working on a range of projects and initiatives, alongside ongoing training delivery and day-to-day responsibilities.

- **Training that reflects real needs:** We delivered a training calendar that reflected the key priorities identified in the Learning Needs Analysis. This year's themes focused on team effectiveness, communication skills, and management development.
- **Learning systems:** We continued to embed Turas Learn across the organisation and also shifted our attention to Turas appraisal. This involved in-depth learning of the system and a major data cleansing exercise.
- **Protected Learning Time:** The national launch of Protected Learning Time prompted us to review our role specific mandatory training expectations and start meaningful discussions around how to ensure Agenda for Change staff have access to protected learning time during working hours.
- **Smarter reporting:** In partnership with colleagues in Quality, Performance, Planning and Programmes, we have been working to develop more meaningful dashboard reporting to support appraisal completion and mandatory training compliance. A new style of reporting will be shared with staff soon.
- **Reimagining induction:** We refreshed all of our induction materials, reintroduced the Induction Welcome Event, and created a structured induction programme to guide new staff through key training, documents, and on-boarding resources.
- **Digital learning:** Our digital learning work has grown significantly. To support our move to Turas Learn we built 22 new learning sites and developed 113 learning pages to host eLearning, classroom training, and other resources. We also responded to bespoke requests for learning animations and eLearning modules.
- **Improving the appraisal experience:** Based on staff feedback, we launched new resources to support meaningful appraisals – including an MS Teams Appraisal Guidance Channel, instructional videos, and drop-in support sessions for reviewers.



L and D at a glance

£68,996



allocated to **46** departments
to support learning and
upskilling opportunities

£7,198.40



awarded to staff who
successfully applied for
further education funding

19,666



eLearning modules
completed

114



delegates attended a
course delivered by the
L and D Team

117



delegates attended a
course delivered by Board
subject matter experts

28



new employees attended
a newly re-introduced
Induction Welcome Event



Staff feedback

Here is some of the feedback staff shared with us this year. These comments help shape our services and ensure what we deliver is meaningful, relevant, and impactful.



“I think the course was perfectly presented”

- Delegate from Interview Skills

“I really enjoyed the course and feel it has given me an introduction to the subject and look forward to attending a follow up”

- Delegate from Challenging Conversations

“I feel that I have gained insight now and have more confidence in addressing situations that previously I would’ve doubted whether I would speak up”

- Delegate from Assertive Communication

National collaboration

We have been working with national colleagues to agree a ‘Once for Scotland’ approach to statutory and mandatory training. This has involved reviewing all national mandatory training offerings to agree on a consistent approach for all Boards to follow.

What you can expect from us next year



In addition to our usual activity, our main focus will be on:

- reviewing all our digital learning materials to meet new accessibility standards,
- finalising dashboard reports for mandatory training compliance and appraisal completions, and
- further streamlining our induction journey so that all new starters receive a warm, informative welcome to NHS Golden Jubilee.

Organisational Development

The Organisational Development team focus is on supporting our organisation’s overall effectiveness, adaptability and health.

We do this through a range of planned activities within the following key areas:

- **Organisational Culture**
- **Staff Engagement**
- **Leadership Development**
- **Coaching**
- **Team Development**
- **Succession Planning**





Key highlights

It's been a busy and productive year, with increasing demand for support across the organisation. We've continued to work closely with individuals and teams, while also contributing to strategic, board-wide initiatives. Some key highlights include:

- **Kindness Matters:** We launched our Kindness Matters culture programme in February following months of preparation and engagement. Since then we've focused on meaningful engagement with staff, volunteers, patients and the public to understand how our culture is being experienced and what behaviours we truly value.
- **Hospital expansion Organisational Development and Wellbeing Plan:** We evaluated the effectiveness of this comprehensive support programme. 95% of the plan was delivered, with strong engagement. We saw reduced staff turnover in a pilot area, positive feedback from participants, and endorsement from stakeholders on its impact.
- **Staff engagement:** Through the annual iMatter questionnaire, staff were again given a voice. While the number of recipients increased by 12%, the number of respondents was static, giving us a response rate of 58%, a 7% decrease on the previous year. We started to gather team stories to showcase positive changes in staff experience and promote the importance of iMatter.
- **Succession planning:** We piloted our draft succession planning framework across 9 senior leadership roles and began collaborating with Digital colleagues to design an electronic approach to streamline data collection.
- **Team development and bespoke support:** We facilitated a wide range of tailored support to teams, covering topics such as wellbeing, cross-team working, clarity of team purpose, and professional networking.
- **CAKE:** We piloted CAKE, a new interactive team toolkit designed to enhance team wellbeing and effectiveness. Pilot outputs will guide how we use this resource in the future.
- **Coaching:** We continued to offer a valued coaching service for staff, with additional support extended to other Boards. These coaching relationships ranged from one-off coaching conversations to longer term coaching contracts.
- **Leadership development:** We supported a range of programmes, each tailored to different levels of leadership. These remain in high demand and continue to evaluate well. We also started preparatory work on developing a new programme specifically for medical leaders.
- **Theatres Culture Project:** As part of the Phase 2 hospital expansion programme, we began exploring the culture within our operating theatres. We used King's Fund methodology for culture change to gather insights and identify strengths and development areas. Themes from this exercise have been shared with staff and priority action areas are being developed.





OD at a glance

30 

events facilitated
for **22** different teams

12 

staff trained to be
CAKE facilitators

7 

staff enrolled onto
Leadership3

5 

staff enrolled on
Leading for the Future

13 

staff participating
in coaching

9 

posts were included
in our succession
planning pilot

3 mentors 
and **3** mentees

engaged in a
regional leadership
mentoring pilot

2,359

staff members across
192 teams
invited to participate
in the iMatter survey



Kindness Matters at a glance

329 

staff and volunteers
attended our Kindness
Matters launch event

8 

programme
facilitators recruited

57 

culture champions
recruited

401 


staff and volunteer
completed an anonymous
survey



34 

patients and public
completed an
anonymous survey

456

staff and volunteers
attended a Kindness Matters
engagement workshop 

National collaboration

We have worked with colleagues both regionally and nationally on a number of initiatives. This has included the facilitation of leadership programmes, piloting cross-Board leadership mentoring, and delivering cross-Board coaching.

What you can expect from us next year



We're building on the momentum from this year and continuing many of our initiatives, including:

- **Kindness Matters:** We will be relaunching our values and introducing a behavioural framework, with a focus on embedding these values into all aspects of organisational life.
- **Leadership development:** Launching a new programme tailored to support medical managers and reviewing the governance of the Leadership3 programme.
- **Team development:** Updating guidance to help team leaders foster team effectiveness and well-being.
- **Theatres Culture Project:** We will support the theatres' service to develop a local culture plan to address the issues highlighted in the diagnostic phase of the project.



Occupational Health

The Occupational Health (OH) team plays a vital role in supporting the health, safety, and overall wellbeing of staff across NHS Golden Jubilee.

Services provided include pre-employment health screenings, management referrals, and self-referral support for employees. The team also delivers prompt assistance and follow-up for sharps and needle-stick incidents and works collaboratively with the People Team and departmental managers to proactively manage sickness absence.

Through management referrals, OH supports the implementation of return-to-work plans, reasonable workplace adjustments, and ongoing employee health monitoring. The department also leads on health promotion initiatives and staff well-being events. Additionally, the team works closely with Human Resources and leadership to address occupational health concerns, monitor trends, and deliver training related to staff health and wellbeing.





Key highlights

Occupational Health Screenings

2,132 appointments were conducted within OH. 278 management referrals were processed, resulting in tailored advice to managers and Human Resources to support staff fitness for work, promote attendance, and enhance overall staff wellbeing. 886 pre-placement screenings were completed, with an average turnaround time of less than 2 days, streamlining the recruitment process and minimising delays.

Vaccination Programme

427 flu vaccines and 130 COVID-19 vaccines were administered. While these figures reflect a reduction compared to previous years, they are in line with national trends across NHS Scotland boards.

Health Promotion

We hosted a range of health promotion events, including awareness campaigns and interactive staff wellbeing sessions. These have contributed to a safer, more supportive work environment, with positive feedback from staff and patients alike. Improved efficiency in service delivery has enabled clinical teams to allocate more time to patient care, boosting job satisfaction and productivity.

Policy Development and Review

3 key policies were reviewed in alignment with the ongoing national policy review. Although the publication date for the updated policies is currently unknown, the following local policies have undergone thorough review in collaboration with subject matter experts and are progressing through the governance approval process:

- Management of Sharps and Needle-stick Injuries (including associated Patient Guided Direction agreements)
- Management of Work-Related Stress
- Management of Tuberculosis

Consideration has also been given to the training required for successful policy implementation. Specifically, increased efforts are needed to encourage staff participation in needle-stick injury training. In response to a rising number of staff now requiring the BCG vaccination, OH nurses will soon be trained to deliver this service in-house, reducing reliance on external NHS board support.

National contributions

We continue to actively engage with OH colleagues across NHS Scotland. This collaboration supports the development and delivery of consistent, effective national policies that positively impact staff wellbeing at a strategic level.

What you can expect from us next year



- **Enhancing engagement:** Strengthening communication and collaboration with employees and management to ensure OH services are effectively used across the organisation.
- **Raising our profile:** Increasing the visibility and accessibility of the OH team across departments, including active dialogue with local teams and gaining feedback to inform service development.
- **Exploring income generation:** Investigating third-party income opportunities by offering OH services and vaccination programmes to external organisations.
- **Winter Vaccination Programme review:** Evaluating approaches to increase vaccine uptake, including consultation with department leads to ensure delivery methods align with operational demands.



Recruitment

The Recruitment team is responsible for ensuring that we have robust and fair recruitment processes. We are part of the process from vacancy approval through to the new employee starting with the organisation.

NHS Scotland pre-employment checks are more thorough than in other industries. We conduct checks including identification, references from current and previous employers and Protection of Vulnerable Groups (PVG).

We also advise and assist managers and candidates in all aspects of the recruitment process, including the use of the national recruitment system, Jobtrain.

We are the first point of contact in relation to work experience, links with schools, colleges and universities. We support recruitment events, both professional and through Department of Work and Pensions (DWP).





Key highlights

Recruitment

We recruited to 644.84 whole time equivalent positions across the organisation.

We continue to support consultant recruitment, arranging external advisors, providing interview documentation, gathering interview scores and giving advice during the course of the interview.

Protection of Vulnerable Groups (PVG)

The recruitment team began planning for new PVG legislation coming into effect on 1 April 2025. The new legislation requires PVGs for more staff than before, e.g. housekeepers, administration, catering plus the Executive Directors, Board Members and a variety of others.

Employability

We continued with a number of initiatives to support employability.

- In September we hosted our annual careers information event for school students from West Dunbartonshire, Glasgow and East Dunbartonshire. This event gives young people the opportunity to meet specialists and professionals from across NHS Golden Jubilee, helping them explore potential career paths and make informed choices about their future. Schools in West Dunbartonshire were given priority booking for the first week. After that, places were opened up to schools in the other areas. We also encouraged staff to book places for their own children or young family members.
- In March, we attended the nursing careers event at Glasgow Caledonian University to provide information about careers at NHS Golden Jubilee and advice on applications.
- We attended a number of careers events linked to DWP in local job centres and at the local Clydebank Town Hall. This offers local people in West Dunbartonshire the opportunity to gather more information about making applications and also about our vacancies, both current and future. We used these sessions as an opportunity to share useful tips about where to find our jobs, making an application, and preparing for an interview.
- We continued our commitment to support Foundation Apprentices. Last year we had 2 young people placed within the People Directorate for approximately 12 weeks where they spent time in Human Resources, Recruitment and with our Equality and Diversity lead.
- We continued to run targeted recruitment events to support departments experiencing challenges in filling vacancies. These events were first introduced during our expansion programme and proved to be effective. Building on this success, we invited potential candidates to visit the hospital, meet the teams, and learn more about the role. This provided an opportunity to hear directly from staff about the job, see the equipment they would be using, discuss shift patterns and more. Most attendees were from the local area. The event helped them make a more informed decision about applying and gave them access to support throughout the application and interview process.



- We held our annual placement programme for young people planning to study medicine. Our programme allows young people to receive classroom sessions and simulated learning as well as shadowing a member of the medical team. This 3-day programme is delivered over a 2-week period every year and supports up to 10 students per week from our local community. Students selected for this programme have achieved the relevant grades to support their application.
- We provided opportunities for 37 young people who were unable to attend previous events to spend time with medical teams – a significant number within a single site hospital.
- For those young people not looking at a career in medicine we have supported school work experience placements for other areas, mainly in the Golden Jubilee Conference Hotel, with 6 placements taking place.

National collaboration

We are supporting Jobtrain at a national level and the development of recruitment processes and systems across NHS Scotland. Key objectives this year include employability and working with partners externally to support the organisation and our Anchor strategy.

What you can expect from us next year



- **Recruitment:** Work will continue to fill posts. The vacancy approval process will continue and we will prioritise clinical roles and patient facing support roles. We plan to review the recruitment process to seek opportunities to improve this.
- **PVG:** We will complete the phase 1 PVG exercise and commence planning for phase 2, which will start in April 2026. We will also carry out a review of the roles in the organisation that require these checks and consider the way forward for the future.
- **Employability:** We will develop an Employability Plan to incorporate all elements of employability including the potential for a Digital (IT) Academy to support new staff through Scottish Vocational Qualifications. The plan will also include all support currently offered to schools, colleges, universities etc and will have links to our Board's Anchor Strategy.
- **Management Training:** We will review the training we offer to managers linked to recruitment. This will include training on adverts, job descriptions, how to interview effectively, and diverse recruitment panels.



Spiritual Care

Spiritual Care and Chaplaincy

Spiritual Care and Chaplaincy is a service available to patients, families, visitors, staff and volunteers.

Spiritual Care is part of holistic care provided to patients during their stay in hospital. It is personal by nature and does not always need to be for religious reasons. It is person centred, meaning we are here for you and recognise you as a unique individual and what matters to you.

The Spiritual Care Centre is open 24 hours a day and a chaplain is available Monday to Friday from 9am until 8pm.





Key highlights

- In August we completed our 'triangulation of care'. In this triangle there is the Spiritual Care Centre, Garden of Reflection and now the Staff Wellbeing Zone. The Head of Spiritual Care and Volunteer services took the lead on moving the Wellbeing Zone project forward with support from colleagues until its realisation.
- Both Chaplains are qualified Schwartz Rounds facilitators and members of the Schwartz Round Steering Group.
- We supported our senior Allied Health Profession colleagues in developing ways to use Values Based Reflective Practice as part of the clinical supervision of staff.
- As well as providing bereavement support to staff, we launched a bereavement support service to families and our referrals are gradually increasing.

Spiritual care activity over the past year.

We are pleased to note an increase in patient, carer, and staff engagement in virtually all areas of our spiritual care service over the past year, with the increase evidenced more generally over the last number of years, following the launch of our 2023-2026 Spiritual Care Strategy.

Patients

Our new patient referrals have increased by 35% and our patient return visits by 19% this year. The increase in new referrals is particularly pleasing because it suggests that staff, who generally make the referrals, are increasingly recognising the value of the spiritual care service.

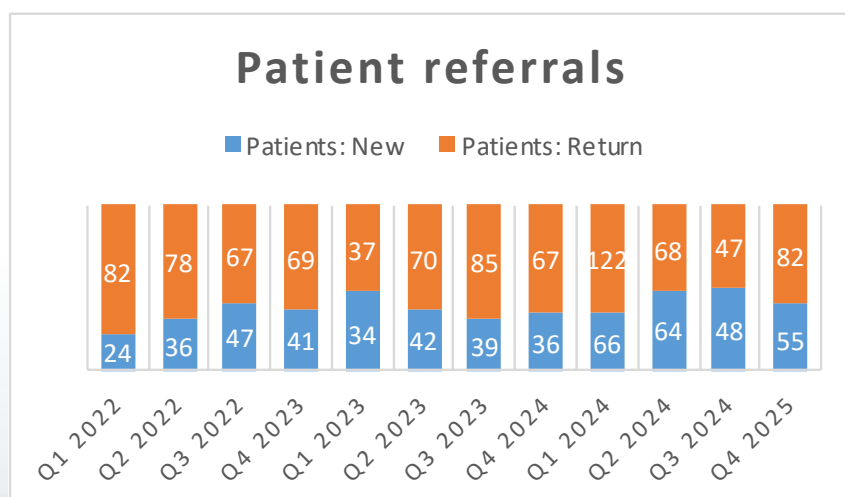


Table 1



Carers / Significant Others

We have always been mindful of how illness, sudden or otherwise, can have a profound effect on significant others. It is encouraging to note that, since 2022 our engagement with significant others has increased by 121%. This year our interaction with significant others has increased by 3%.

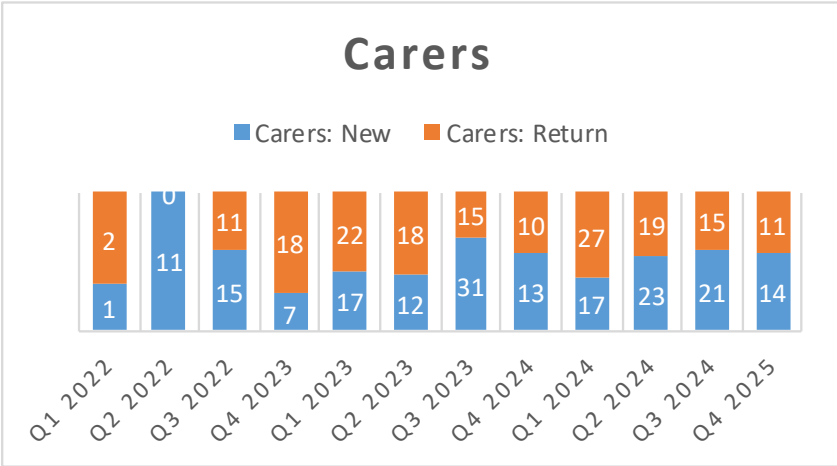


Table 2

Staff

We provide a Listening Ear Service for staff whenever they want to talk about something that is concerning them. As shown in Table 3, we record both new referrals and when staff return for continued support. In the last few months of the last year we also started to record chance encounters. This is where staff share how they are, beyond the ‘hellos’ in the corridor.

Staff wellbeing is one of our key activities, so we are very pleased to see that new staff referrals to our Listening Ear Service have increased by 12% this year, (excluding chance encounters that we are now recording). Return visits are down 13% on last year, but this is not a concern, as each staff member who uses our services is offered up to 6 appointments. While 1 appointment is sometimes sufficient, others may choose to return for additional sessions depending on their needs. More generally, since launching our Spiritual Care Strategy, staff engagement with our Listening Ear Service has increased by 90%.

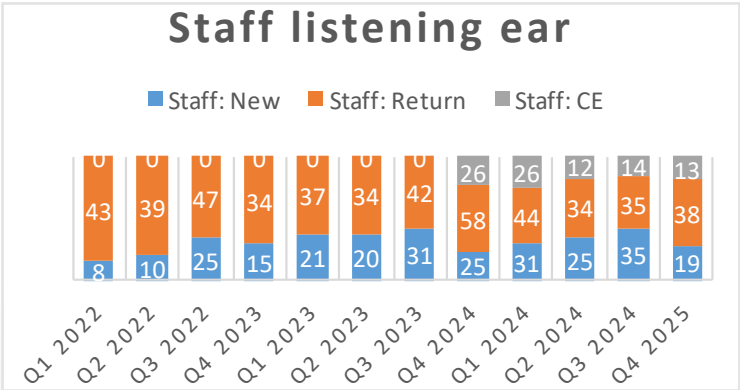


Table 3

Wellbeing support includes Mindfulness drop-in sessions in the Spiritual Care Centre, as well as a Mindfulness Course that is run yearly. We see staff as our best asset and support them in the challenging jobs that they do.



Our chaplains are involved in a number of interactions with staff that vary from: the Mindfulness activities in the Spiritual Care Centre; Staff Inductions; our Mindfulness course; supporting groups and contributing to wellbeing and resilience on Continuing Medical Education (CME) days. We believe that our engagement with our staff establishes a rapport that will lead to increased referrals to our Spiritual Care service.

Our staff group activity is down by 12% and our connection with staff members who attend our group sessions down by 15% on last year. This is essentially due to the end of the International Nurse Recruitment programme and our engagement with it in the first quarter of 2024. Looking at the bigger picture we are very pleased to note that staff group activity and our engagement with staff attending group activities has significantly increased since 2022, by 28% and 79% respectively.

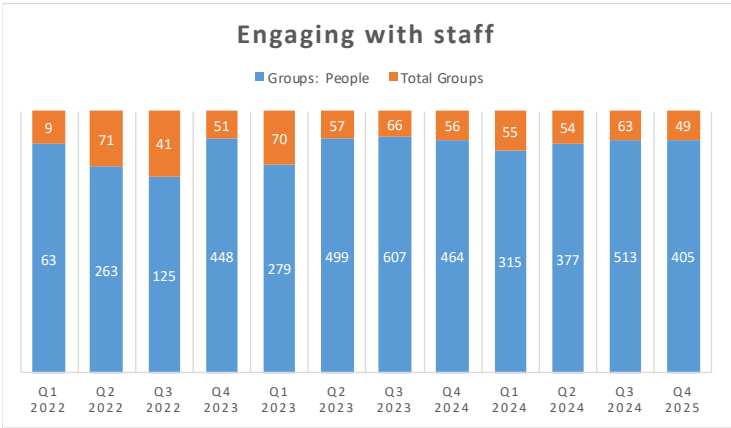


Table 4

National collaboration

The Head of Spiritual Care and Volunteer Services meets regularly with peers, as part of the Scottish Spiritual Care Professional Leads Group, to share good practice and contribute to the national agenda.

Part of the national agenda is moving forward on the recommendations of the Scottish Government’s National Framework, “Discovering Meaning, Purpose and Hope through Person-centred Wellbeing and Spiritual Care.”

Registered Chaplains, as healthcare providers, fall under the Health and Care (Staffing) (Scotland) Act 2019 that came in to effect in 2024. This provides a statutory basis for the provision of appropriate staff in health and care services.

What you can expect from us next year



We will continue to drive our Spiritual Care Strategy 2023-2026 towards completion at the end of December 2025. Thereafter, in the final quarter of 2025/2026 we will look towards the development of our new action plan for the year(s) ahead.



Volunteer Service

The Volunteer Service has been improving the patient experience in NHS Golden Jubilee for 21 years. Individuals of all ages and backgrounds dedicate their time to enhance the patient experience through welcoming and supporting them whether they are an outpatient or an inpatient.

The volunteer service operates Monday to Friday from 8am until 4pm.





Key highlights

We had **52** active volunteers during the year.

We have **9** volunteer services supporting staff in a range of areas of the hospital including **Welcome Guides in the Eye Centre** and **Meet and Greet Volunteers** and **Outpatient Support Volunteers** in both the **Surgical Centre** and main hospital.

We are fortunate that previous patients return to volunteer and offer Patient Peer Support to patients on our heart wards. Our Pastoral Care Volunteers spend time visiting patients, listening to them and offering the Spiritual Care and Chaplaincy Service. The other volunteers who have patient interaction are our Care Experience Volunteers who gather information on Viewpoint to provide staff with immediate results which they can action.

On a monthly basis statistics are collated for Scottish Government which are reported through Healthcare Improvement Scotland. The number of volunteer sessions, the total number of volunteer hours, and the number of patients helped are recorded monthly.

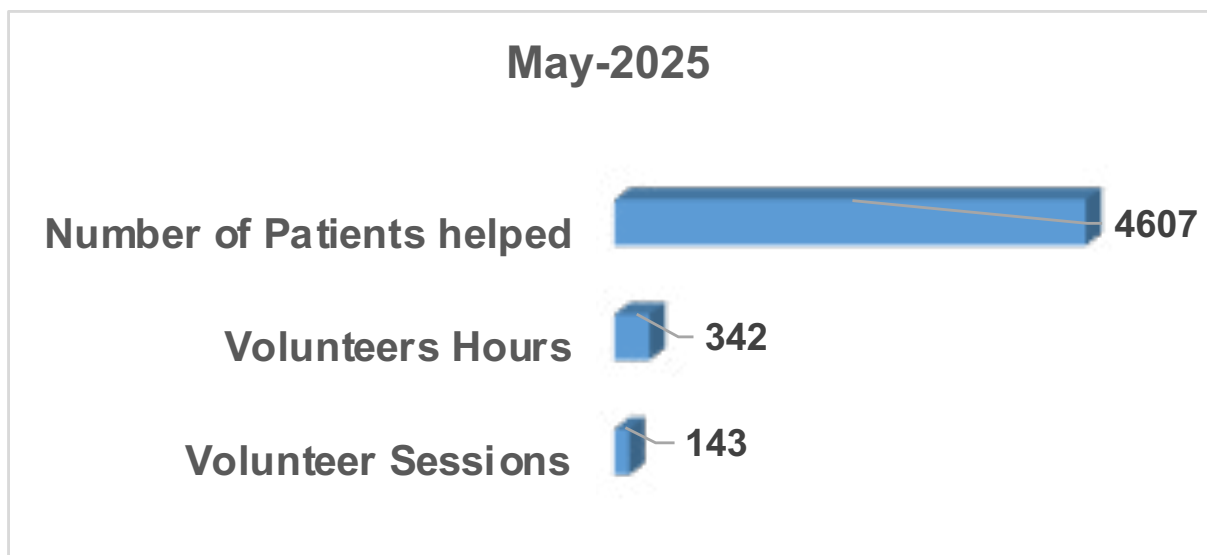


Table 1



Number of patients helped last year

We recorded the highest number of patients helped in March. This is testimony to the many loyal volunteers who give up 3 hours each week to help our patients.

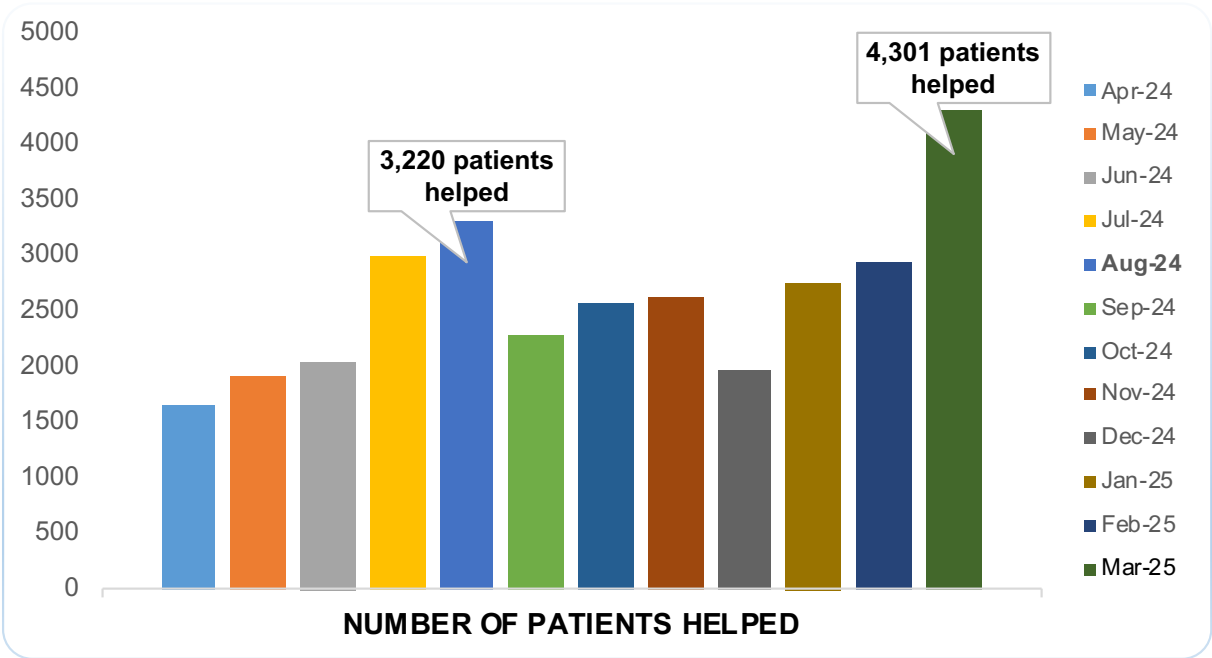


Table 2

Please note that there is a variance between the 2 significant figures. This is explained by the variation of outpatient and inpatient interaction due to clinical services but also as volunteers opt to take leave during the festive period in particular.

Meet and Greet Service

From January to May 2024 our Meet and Greet volunteers helped 2,256 patients which rose to 7,528 for the same period in 2025 which is a 234% increase.

This improvement is due to:

- increased number of Meet and Greet Volunteers
- opening the Meet and Greet Service in the Surgical Centre as well as the main hospital building
- introducing a Meet and Greet “Here to Help” stand
- volunteers being placed closer to reception for patients arriving



Building the Volunteer Service

Comparing January to May 2024 with the same period in 2025, volunteer sessions are reduced 4% and volunteer hours reduced by 3% with 7 months remaining. However, for the same period the number of patients helped has increased by 38% which reflects a substantial effort by the Volunteer Manager to recruit and retain volunteers to enhance the patient journey.

We were delighted to reintroduce the Quality Walk Round Service in October 2024, which has now been renamed Care Experience. Volunteers carry out monthly audits in Critical Care to produce real time reports for management.

The Volunteer Manager works in partnership with third sector organisations in our local community to support the needs of people with complex needs while providing opportunities for young people considering a career with the NHS.

The number of volunteers fluctuates throughout the year. During April and May 2025, 7 of our volunteers left in preparation for exams or moving onto university.

What you can expect from us next year



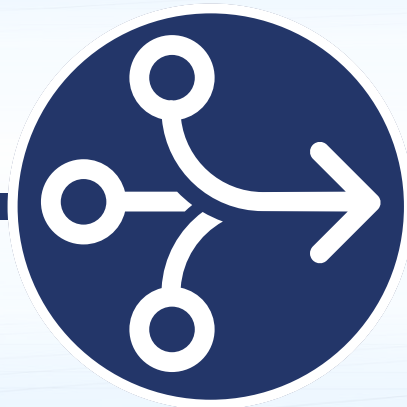
Our focus for the last quarter is completion of all the deliverables in our [Volunteer Strategy 2023-2026](#) and publishing a final report on the impact. These deliverables are based on the key milestones identified in the [National Framework for Volunteering](#).

Future activity will be identified via an action plan. Our principal aim continues to be enhancing patient experience and increasing the number of volunteers from diverse backgrounds.

A new Volunteer Management System will be introduced to replace the existing national database, allowing service impact in Boards to be measured and compared. This will undergo testing in pilot Boards before being rolled out across NHS Scotland.







NHS Golden Jubilee

Beardmore Street, Clydebank, Glasgow, G81 4HX

 **0141 951 5000**

 **enquiries@gjnh.scot.nhs.uk**

 **nhsgoldenjubilee.co.uk**