

# People Team

## Highlight Report 2025/2026





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# Introduction

At NHS Golden Jubilee (NHSGJ) people are at the heart of everything we do. The People Directorate exists to support, develop and care for the colleagues and volunteers who make our services possible. This report shares highlights from across our nine services for 2025/2026, bringing to life the breadth of what we do and the difference it makes every day.

While each of our teams brings specialist expertise, our greatest impact comes from working together. Over the past year we have strengthened our focus on shared priorities and cross-team collaboration, recognising that the challenges and opportunities we face cannot be addressed in isolation. This has been particularly evident in how we are embedding a kinder, values-led culture and supporting wellbeing across the organisation.

Our Kindness Matters programme has been a defining influence this year. What began as a culture programme is now shaping how we think, work and lead—helping to embed our values into everyday practice. Importantly, this is not a one-year focus; it is laying the foundation for how we will continue to develop our culture in the years ahead, ensuring respect, kindness, learning and teamwork are consistently experienced by our people, patients and service users.

This year teams across the People Directorate were celebrated through award nominations and career progression, while also welcoming new colleagues—together recognising the positive difference our people make every day and their shared commitment to creating a kinder, more supportive workplace.

This report offers a snapshot of that contribution—of the work we have delivered, the partnerships we have strengthened and the difference our people make across NHSGJ.



**Laura Smith**

Deputy Chief Executive  
Executive Director of  
People and Culture

# Our year at a glance



57

Culture Champions



3

of our services  
nominated for staff  
awards and

**1 winner**



700+

Protecting Vulnerable Groups  
(PVG) checks completed



875

people  
on boarded



2,453

Occupational  
Health  
appointments



50

health and safety  
department audits  
completed



99%

increase in  
patients helped  
by volunteers



22,037

eLearning completions

**i Matter**

59% iMatter response  
rate, highest number of  
respondents to date



13

teams  
supported to  
build team  
effectiveness



40%

of departments  
implemented Optima  
e-Rostering



75%

of all Board-level Band 5  
Nursing reviews completed



500

people attended  
Equalities training and  
events



96

staff accessed one to one  
spiritual care support

# Equalities



## Who we are

The Equalities function helps NHSGJ become a more inclusive and equitable organisation for our people, patients, service users and customers.

We support the Board to meet its duties under the Equality Act 2010 and the Public Sector Equality Duty, while also helping to embed equality, diversity and inclusion in everyday practice. Our work includes equality outcomes, pay gap analysis, workforce equality monitoring, Equality Impact Assessments and support with reasonable adjustments.

We also provide advice and support across all protected characteristics, as well as work linked to socio-economic disadvantage through the Fairer Scotland Duty.





## Key highlights



Launched NHSGJ Equality Outcomes 2025 – 2029.



Launched the NHSGJ Anti-racism Action Plan 2025 – 2029.



Created a new non-executive board member Equalities Champion role.



Hosted the NHS Scotland Staff Disability Event.



Developed new Equality Essentials training for managers.



Delivered workshops on sexual harassment prevention and awareness.



Introduced an equalities monitoring tab within the Clinical Governance patient feedback template.



Introduced QR codes on Hotel bar/restaurant menus to improve accessibility.



Introduced equalities monitoring data collection within the Research Institute.



I've had consistently excellent support and guidance from the Equalities team in developing Equality Impact Assessments (EQIA) for my national programmes, which has significantly strengthened how we integrate Equality, Diversity and Inclusion principles within our work. Rob's expertise, responsiveness, and practical advice has made the process more accessible and meaningful, ensuring our pathways are developed with equity at the core, and I have been able to share this learning with my colleagues.



**Rosanne Macqueen**

National Improvement  
Advisor (MPPP)



## Our contribution to culture and wellbeing

We strengthen our focus on tackling inequality and promoting inclusion by developing and launching our Equality Outcomes 2025–2029 and the Anti-racism Action Plan. These plans set out a clear direction for improving how we work and supporting positive cultural change.

We also supported awareness and understanding through a range of training sessions, workshops and events, helping colleagues to build confidence and skills to include equality, diversity and inclusion in their everyday work.

Alongside this, we supported staff networks and created more opportunities for people to get involved. This has helped strengthen staff voice and connection, contributing to a workplace where people feel valued, respected and able to be themselves.



# Health and Safety

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## Who we are

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The Health and Safety Team provides impartial advice and practical support to staff, managers and teams across NHSGJ. We help people understand and apply good health and safety practice, meet legal requirements and create safer working environments.

Our work includes advice and guidance, training, policy development, audit, incident support and specialist input such as manual handling.





## Key highlights



Joined the People Directorate, creating stronger links with specialist teams that provide support to staff and volunteers.



Launched a digitised Health and Safety Audit and Inspection programme.



Audited 50 departments in the first year.



Assigned and trained more than 100 users to carry out inspections.



Generated more than 500 action plans for improvement.



Increased regular local inspections from less than 10% to more than 50%.



Implementation of the Once for Scotland Managing Health at Work policies.



Increased awareness raising and communication across a wide range of health and safety topics.



Developed Health and Safety SharePoint content to improve access to practical resources for staff and managers.



Delivered 5 new training courses - Mask Fit: Train the Tester, Sharps Awareness, Departmental Stress Risk Assessment, Risk Assessment Essentials and Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).



## Our contribution to culture and wellbeing

We ran Stress Awareness campaigns, supported by workshops, communications and activities across the organisation. This helped raise awareness, improve understanding and encourage simple, practical ways to manage stress.

The team also focused on recognising good work and building a positive culture. This included introducing a weekly “GREATix of the week” to highlight health and safety contributions and recognise colleagues’ efforts.

Alongside this, we continued to improve safety processes, raise awareness of risks and support compliance. This helps staff feel safe, supported and confident at work, and contributes to a positive working culture.



**They might be a small team, but they make a big impact—working closely with colleagues (especially Estates) to keep everyone safe and supported. Always approachable, practical, and ready to help, they play a huge part in creating a safe place for both staff and patients.**

**In addition to collaboration in forums and committees, we’ve built a strong relationship allowing us to support each other in assessing risk and ensuring the right controls are in place. Whether it’s water safety, ventilation, or critical infrastructure, Health and Safety provide a valuable perspective that strengthens our decision-making.**

**David Dell**  
Head of Estates



# Human Resources



## Who we are

Human Resources is made up of four main areas: e-Rostering, Data and Analytics, Workforce Planning, and Employee Relations.

Together, we help make sure staff are supported in a safe and effective way across NHSGJ. We make sure our systems, policies and processes are clear, practical and focused on people.

We support managers to make informed decisions, help staff through change and attendance processes, improve how we use workforce data, and plan for future staffing needs.

In simple terms, we look after our people so they can look after our patients and the people who use our services.





## Key highlights



Supported implementation of the final reduction in Agenda for Change contractual hours to 36 hours from 1 April 2026.



Implemented and rolled out several Once for Scotland workforce policies, including Managing Health at Work, Equalities and Employment Contract policies.



Introduced a new system to help us track and manage Employee Relations cases more clearly, and to improve how we report on them.



Introduced a quarterly review of attendance data to identify trends and target support where it is needed.



Improved workforce data and analytics to support evidence-based decision making.



Implemented Optima e-Rostering and Rota across 40% of departments.



Recruited additional resources to strengthen delivery and support progress towards payroll integration for all staff by March 2028.



Progressed 75% of all Board-level Band 5 Nursing reviews received by May 2026, whilst continuing mainstream job evaluation activity.



Developed training to support management capability in people management.



Recruited 3 new colleagues in our e-Rostering team and appointed a Workforce Planning and Information Lead.





## Our contribution to culture and wellbeing

We supported staff wellbeing, attendance and workforce effectiveness by providing practical advice, guidance and support at every stage of their employment. This included contributing to health-related meetings, advising on reasonable adjustments and supporting a compassionate and consistent approach to attendance management.

We also helped build leadership skills through programmes such as Clinician to Leader and wider management development activity, giving individuals the confidence and skills they need to support both performance and culture.

Working with colleagues across the People Directorate, we supported Stress Awareness activity and wider wellbeing initiatives and played an important role in the Kindness Matters culture programme. By working collaboratively, we helped make sure our policies, processes and ways of working support a positive culture where staff feel supported and able to thrive.



**The Human Resources team provide a wide range of services to enable our teams and ensure they are supported at work. I find the team friendly, approachable and always willing to try to help any way they can.**



**Christine Divers**

Director of Operations



# Learning and Organisational Development

## Learning and Development



### Who we are

Learning and Development is part of the Learning and Organisational Development (L and OD) service. We support staff and volunteers across NHSGJ to build the knowledge, skills and confidence they need to deliver high-quality care and services.

We work closely with managers and subject matter experts to understand individual and organisational learning needs and design learning opportunities that support these.

Our work includes a wide range of learning programmes, including digital learning, as well as appraisal support and access to further education funding. We also provide the systems and guidance that help colleagues find, access and track learning across the organisation.





## Key highlights



Supported the introduction of Protected Learning Time for all staff.



Introduction of 9 new national Once for Scotland mandatory eLearning modules.



Reviewed 34 eLearning modules to improve accessibility.



22,037 eLearning courses were completed, an increase of 2,371 on the previous year.



Delivered a variety of training workshops including; Assertive Communication, Kinder Feedback Skills and Building Self Awareness with a total of 83 staff attending.



Facilitated management development programmes, attended by 39 managers.



Developed a 'Managers Essentials' learning resource.



Awarded £13,173.96 in further and higher education funding to 11 colleagues.



Finalist for Non-Clinical Team of the Year!



## Our contribution to culture and wellbeing

This year, through the implementation of Protected Learning Time, we strengthened understanding of the Board's responsibility to provide staff with dedicated time to engage in learning—reinforcing the importance of learning as part of everyday work. Alongside this, we supported management development, helping to build confidence and capability in supporting staff experience.

We reviewed and updated our learning to make sure it reflects our organisational values. We've built these values and behaviours into how our training is designed and delivered. We've also introduced new "Kinder Feedback" modules to help colleagues learn practical ways to give helpful, supportive feedback.

Together, these approaches helped ensure learning supports not only individual development, but also the wider culture of the organisation.



**I have found the support from the L and OD team to be invaluable throughout my professional journey. The leadership development programmes have significantly strengthened my confidence and decision-making, and the guidance I received during my interview preparation played a key role in helping me progress into my current Senior Charge Nurse role. As I've transitioned into this post, the ongoing coaching and support have been instrumental, not only in my own development but also in enabling me to effectively lead and support my wider team. The team's continued availability, practical advice, and commitment to staff development truly make a positive difference within the clinical environment.**



**Gary Howson**

Senior Charge Nurse  
Ward 2 West Complex  
Orthopaedics



# Organisational Development

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## Who we are

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Organisational Development (OD) is part of the L and OD service. We focus on creating the conditions that help people and teams do their best work.

We work with leaders, managers, teams and individuals to strengthen effectiveness, improve engagement, support a positive working culture and develop leadership capability at all levels. Our work is closely connected to the Kindness Matters culture programme and supports the organisation to live its values in everyday practice.

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## Key highlights



Recruited and trained 57 Culture Champions and established a Culture Champions Network.



Supported the organisation to achieve an iMatter 59% response rate, the highest number of respondents to date.



Designed and launched the new Clinician to Leader programme.



Supported 13 teams with team development focusing on a range of needs including communication, relationships, clarity of roles and ways of working.



Developed an online OD request form with the aim of providing targeted, and prioritised, support to individuals and teams.



Invested in ourselves to become qualified Insights practitioners offering individuals and teams the opportunity to build self-awareness through a recognised psychometric tool.



Led a new initiative to build in-house Human Factors capability for Theatres staff.



Trained more facilitators to roll-out CAKE a digital tool, designed to help team effectiveness and support wellbeing in the workplace.



Launched the Team Health and Wellbeing Micro-Grant, awarding grants of up to £500 to support wellbeing in teams.



Supported 7 requests for formal coaching and invested in supervision to support and strengthen the capability and quality of our very own internal coach bank.



## Our contribution to culture and wellbeing

The Kindness Matters Programme progressed from a scoping phase in early 2025, where we engaged staff, volunteers, patients, customers and the public through workshops and surveys, to analysis between April and June. This work informed a shared set of Board values, reflecting how care and interactions should be experienced.

These values and behaviours were introduced in August 2025 as part of our new Values and Behaviours Framework. Managers helped share this with their teams and started putting the values into everyday work.

We also provided a range of support to help with this, including a 'Kindness into Action' workshop, and collaborated with our Quality Improvement colleagues to encourage more use of GREATix for positive feedback and recognition

An in-person Kindness Connect event was also held in November, creating space for colleagues to come together, reflect and engage in conversations about culture.

Alongside these formal activities, the Culture Champions Network continued to play an important role in raising awareness and encouraging a kinder culture through everyday interactions and local initiatives.

In early 2026, work began to scope a longer-term culture transformation plan.



I have enjoyed the Culture Champion role so far. I am naturally a chatty and talkative person so being able to meet and interact with people from out with my own immediate area has been amazing. Karen Black and Catherine Fox have provided fantastic support with this programme. I have accessed several of the webinars which have been promoted via the MSTeams channel. These have been a great resource, and I know my colleagues are also hoping to watch them when able. I have also attended the Signposting Skills Workshop and Coaching/Mentoring Workshop which have helped within my job role and completed the online e-learning modules 'Kindness into action'. The L and OD team also kindly purchased some 'Kinder Conversation' books and this allowed me to borrow a copy to read at my own pace.

I have enjoyed being a part of this programme and am hoping changes will start to filter through to the wider hospital as more Culture Champions are recruited and the network increases in size. It is an excellent opportunity to improve the culture within NHSGJ and make us a place people would like to work and remain long term for their careers.

**Tanya McGavin**

Clinical Educator, Theatres



# Occupational Health



## Who we are

The Occupational Health service plays an important role in promoting and protecting the health, safety and wellbeing of staff across NHSGJ.

The team provides health checks before people start working for us, support managers with referrals, and offers a confidential self-referral service for staff who need help.

The service also gives quick advice after sharps or needle stick injuries. The team work closely with managers and People Directorate colleagues to support attendance, plans to return to work, and put any needed adjustments in place.

Occupational Health also leads and contributes to health promotion activity and wider wellbeing initiatives designed to support a healthy and engaged workforce.





## Key highlights



Delivered 2,453 appointments and assessments in 2025/2026, an increase of 321 on the previous year.



Processed 446 management referrals, an increase of 168.



Completed 888 pre-placement assessments.



Coordinated and delivered 28 on-site winter vaccination clinics between October and December 2025.



Delivered vaccination through pre-booked, drop-in, mobile, roving and peer vaccination models.



Administered 867 winter vaccinations, compared with 557 in 2024/2025.



Hosted a range of health promotion events covering sleep health, cardiovascular health, mental health and diabetes awareness.





## Our contribution to culture and wellbeing

We supported staff health and wellbeing by providing easy to access, timely and confidential support for a range of needs.

Through referrals from managers and a self-referral option, we helped staff stay in work or return safely, focusing on practical solutions such as reasonable adjustments and individual support plans. This contributes to a culture where wellbeing is a priority and support is easy to access and available.

A key development this year was introducing an early support approach for mental health, including the recruitment of a dedicated nurse. This will provide early help for staff experiencing stress or mental health concerns, helping to promote wellbeing and prevent issues from getting worse.

Alongside this, Occupational Health led and contributed to a range of health promotion campaigns and initiatives, while also supporting the implementation of the Employee Assistance Programme. These efforts, alongside ongoing collaboration with wider People Directorate colleagues, helped strengthen a culture that supports both physical and mental wellbeing.



As a senior charge nurse on 4 East I have referred many employees to Occupational Health for assessment, support and guidance over the last year. These have been for health concerns and absence support. The team have always been given appointments quickly after the referral is made and reviews are always completed in a reasonable timescale. After these assessments the communication back to myself with the reports have been timely with adequate information included.

The team also report to me that Occupational Health are very supportive during these reviews. When an employee has returned to work from a long-term absence the advice for workplace adjustments has always been reasonable and able to be put into practice in the service. I have not had any failed returns to work whilst following the Occupational Health team advice.

I find all the team approachable and supportive for both the team member and myself as a manager. I have also found the new referral system to be easy to use with good and prompt reports back following the appointment. I value the input, support and advice of Occupational Health and have a low threshold for referring employees to the service as I know they will find benefit following their appointment.

**Rachael McCreddie**  
Senior Charge Nurse



# Recruitment



## Who we are

The Recruitment Team plays an important role in shaping our workforce. We support the whole recruitment journey, from when a job is approved to when a new colleague starts with us.

We carry out essential pre-employment checks to make sure appointments are safe, fair and thorough. We also support managers and candidates at every stage, including helping with Jobtrain and giving advice throughout the process.

Our employability work focuses on creating opportunities for our local community, especially young people, lone parents, armed forces veterans and their families. We work with local authority and third sector partners to make a positive difference for people in West Dunbartonshire.





## Key highlights



Completed Phase 1 of the PVG scheme, carrying out more than 700 additional checks.



Onboarded 875 individuals into roles across the organisation, including 543 substantive staff, 300 bank staff and 32 volunteers.



Supported recruitment activity linked to the Reduced Working Week.



Delivered improvements to recruitment processes and candidate experience.



Were nominated for Non-Clinical Team of the Year at the staff awards!



## Our contribution to culture and wellbeing

Recruitment has helped support a positive and inclusive culture by making the process fair, clear and supportive for both candidates and managers.

We have improved our guidance and processes, including updating Disability Confident training, to help make recruitment more inclusive and open to a wider range of applicants.

We also supported hiring managers by offering practical help, such as iManage workshops and additional guidance on immigration. This has helped build confidence and ensure a consistent and supportive approach to recruitment.

Alongside this, our employability work continued to play an important role in supporting opportunities within the local community, contributing to both social value and in helping to build a more inclusive workforce.



Since commencing in post last year, I have found the assistance from the recruitment team to be invaluable. They are always on hand to offer assistance and support particularly when you are new to the processes and procedures. Working alongside them to fill vacancies within the service is done in a fast and efficient manner and as part of the Operations Team we receive regular updates on our candidates and where they are in the recruitment process. An excellent team who are a credit to the Golden Jubilee.

In particular a special thanks to Rachael Fawcett for sharing her wealth of knowledge in recruitment and helping with the most complex issues and also to Nikki Brown and Simone Mullen (who always seem to get landed with my vacancies – apologies) for your endless support and good humour.

**Amanda Gardiner**  
Service Manager



# Spiritual Care



## Who we are

Spiritual Care and Chaplaincy offers pastoral support to patients, families, visitors, staff and volunteers.

Whether someone's approach to life is shaped by faith, belief or personal values, we are here to listen and support. Spiritual care is about meaning, purpose and hope. It is person-centred, compassionate and based on what matters most to the individual.





## Key highlights



The Spiritual Care Strategy 2023–2026 formally ended in March 2026, with key actions now being taken into our Action Plan 2026-27.



Continued to contribute to medical and nursing induction, helping new colleagues understand that spiritual care is everyone's business.



Supported nursing, midwifery and allied health professionals through wellbeing activity, including those in training.



Both chaplains are trained Schwartz Round Facilitators and continued to support Schwartz Rounds.



We continued to offer one to one support for staff, with 96 colleagues accessing this offer.



Our Healthcare Chaplain completed a Postgraduate Certificate in Healthcare Chaplaincy with distinction, leading to full registration with the Council of Professional Chaplains and Pastoral Carers.



A total of 811 staff attended one of our group training activities, including mindfulness, self-care, stress management, spiritual care assessment and values based reflective practice.



## Our contribution to culture and wellbeing

We continued to play an important role in supporting a compassionate culture across NHSGJ, offering support to individuals and teams during some of the most challenging moments in their working and personal lives.

The Listening Ear service is an important part of the support we offer. It helps patients, families, visitors and staff when they need someone to talk to the most.

Service use has changed slightly, with a small increase in patients using the service and fewer staff and partners using it. Overall, demand is still high, showing how important the service is as part of our wider wellbeing support.

Alongside this, we have continued to deliver a range of sanctuary and wellbeing activities, creating space for reflection, connection and support for colleagues across clinical and non-clinical areas.

We've also made sure more people know about Spiritual Care across the organisation. We want everyone to see that looking after wellbeing and showing compassion is the responsibility of all of us. To support this, we've worked closely with wellbeing teams and other services to make support easier to find and more joined up.

These insights, alongside the learning from the Spiritual Care Strategy, will inform our ongoing work to ensure our services continue to meet the needs of our people and support a positive and inclusive workplace culture.



**You were a godsend when I first received my diagnosis and was waiting for surgery. Your patience, time and support were appreciated.**

**Service user (patient)**



**Thank you so much for your kind words and support at times when it was needed most. Forever grateful.**

**Service user (staff member)**



# Volunteer Service

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## Who we are

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Our Volunteer Service recruits, trains and supports volunteers who help across different areas. Our volunteers make a real difference to the patient experience by giving their time, showing kindness and helping with practical tasks.

We support patients and visitors in many parts of the hospital, including the main hospital, the Eye Centre and the Surgical Centre.





## Key highlights



Supported up to 67 volunteers at different points during the year.



Continued to support younger people looking for experience before university.



Supported 6 volunteers to move into employment.



Continued to gather patient feedback in Critical Care through Care Experience Volunteers using View Point.



Began wider roll-out of this feedback approach across the hospital to support real-time learning and action.



Worked with Healthcare Improvement Scotland and TeamKinetic to begin implementation of a new Volunteer Management System.



Completed delivery of the Volunteer Strategy 2023–2026.



Saw a 17% increase in volunteer sessions and hours compared with the previous year.



Reported a 99% increase in the number of patients helped.



Continued to recognise and celebrate volunteer contribution, including success in the annual People Awards!



## Our contribution to culture and wellbeing

Through the contribution of our volunteers, we enhanced the experience of patients and visitors by providing a visible, friendly and supportive presence across a range of services. Our volunteers continued to offer practical help, reassurance and a listening ear, helping to create a positive and inclusive environment.

We also continued to create meaningful volunteering opportunities that support people to build confidence, develop skills and strengthen social connections. For many individuals, volunteering provided a sense of purpose and belonging, contributing to their overall wellbeing.

Regular wellbeing check-ins and volunteer forums helped us stay connected to our volunteers, ensuring they felt supported, valued and able to share their experiences. This ongoing engagement also helped shape and improve the volunteering experience.

Together, these contributions helped create a welcoming environment across the organisation, where kindness, connection and support are visible in everyday interactions.



**I live alone now following my husband's passing.  
Volunteering got me out and enjoying human contact again.**

**Volunteer**



# Collaborative working

Collaboration is a key part of how the People Directorate works. No single team delivers change alone, and many of this year's achievements were only possible through partnership working across the directorate, organisation and beyond.

Across the year, teams worked closely with colleagues across NHSGJ to improve the experience of staff, volunteers, patients, and service users. This included partnership working with managers, staff-side colleagues, Quality Performance Planning and Projects, Communications, Estates, Clinical Governance, Finance and Wellbeing leads.

## Examples include:



Supporting the onboarding, joiners, movers and leavers agenda.



Implementing Protected Learning Time.



Delivering Stress Awareness and wider wellbeing campaigns.



Supporting team development, employee relations and safe attendance.



Improving accessibility, equalities monitoring and inclusive practice.



Strengthening volunteer support and patient feedback processes.



Working together to roll out Kindness Matters.

# Regional collaboration

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Regional collaboration remained an important part of our work, particularly through leadership development and shared learning. This included joint delivery of the Regional Leadership 3 Programme with NHS Ayrshire and Arran, NHS Dumfries and Galloway, and the State Hospital.

## Conclusion

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This year has highlighted the breadth and impact of the People Directorate's contribution across NHSGJ. From developing leaders and supporting team effectiveness, to strengthening recruitment, improving staff wellbeing, enhancing safety and advancing equality, our teams continue to make a meaningful difference every day.

While each service brings its own expertise, what connects us is a shared commitment to people. Together, we are creating the conditions for staff and volunteers to feel supported, valued and able to thrive, and for patients and service users to experience compassionate, high-quality care.

The Kindness Matters programme has been central to this progress. It has shaped how we worked this year and is setting the direction for the future – helping ensure that our values are not just defined but consistently lived in everyday interactions and decisions.

As we move forward, we will continue to build on this strong foundation, working in partnership across teams, services and organisations. Our focus remains clear: to support our people, strengthen our culture and enable NHSGJ to deliver the best possible care and experience for all.



# How to connect with us

## Equalities



Level 5 East



Monday to Friday, 8.30am to 5pm



Robert.white@gjnh.scot.nhs.uk



## Health and Safety



Level 5 East



Monday to Friday, 8am to 4.30pm



GJNH.Health&Safety@gjnh.scot.nhs.uk



## Human Resources



Level 5 East



Monday to Friday, 8am to 5pm



Employment.services@gjnh.scot.nhs.uk or GJNH.erostering@gjnh.scot.nhs.uk



## Learning and Organisational Development



Level 5 East



Monday to Thursday 9am to 5pm  
Friday 9am to 4.30pm



GJNH.LAndODInfo@gjnh.scot.nhs.uk



## Occupational Health



Ground Floor



Monday to Friday, 8am to 4pm



Occ.Health@gjnh.scot.nhs.uk



## Recruitment



Level 5 East



Monday to Thursday 9am to 5pm  
Friday 9am to 4.30pm



GJNH.LAndODInfo@gjnh.scot.nhs.uk



## Spiritual Care Chaplain



Ground Floor



Monday to Friday 9am to 5pm



GJNH.SpiritualCare@gjnh.scot.nhs.uk



## Volunteers



Ground Floor



Monday to Thursday 8.30am to 4.30pm  
Friday 8.30am to 3pm



GJNH.Volunteering@gjnh.scot.nhs.uk





# NHS Golden Jubilee

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