

Summary Board Strategy

2025-2030

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Values, vision and voice

As we look ahead to the next 5 years, we are keen to set out a clear purpose and vision for the NHS Golden Jubilee. As we will continue to deliver high quality services for the people of Scotland, our strategy seeks to play to our strengths, building on our strong foundations and the progress we have made as an organisation, within our expanded portfolio.

We are not complacent, fully acknowledging the challenges that lie ahead. We remain ambitious, seeking to deliver the best outcomes for more patients. At the same time it is very important to us that we offer a positive and rewarding working environment for our dedicated colleagues, ensuring they are treated with kindness and respect. We aim to achieve all this by working collaboratively across the NHS and beyond to build a better future. The voice of our colleagues, partners and patients matter, and we are always keen to both listen and learn. With all these positive elements in place, we remain optimistic, facing the future with confidence.

Our plan is centred around the key themes of patients and public, people, and partnerships, providing clarity on our strategic intent. This approach defines the difference we aim to make while offering the flexibility to shape detailed delivery plans collaboratively through our Annual Delivery Plans (ADP) and Strategic Plans.

We understand the growing importance of our organisation in delivering Scotland's healthcare future. We remain mindful of the need for financial sustainability, ensuring that our ambitious agenda is delivered within our fiscal plan.

As always, our focus is firmly aligned with the priorities of NHSScotland: supporting transformation and reform in NHS services, advancing specialist surgical and diagnostic services, and strengthening the NHS workforce through initiatives such as the NHS Scotland Academy. Through the Centre for Sustainable Delivery, we are committed to driving national improvement programmes, while our Conference Centre Hotel continues to serve as a hub for innovation, learning, and collaboration.

At the heart of our strategy are the dedicated staff and volunteers whose compassion, expertise, and commitment bring our vision to life. Together, we will continue to deliver high quality values-based care that is both person-centred and evidence-based, drive forward improvements, innovate to meet future demands, and contribute to a resilient and sustainable healthcare system for Scotland.

This strategy reflects both our intent and our collective ambition to deliver excellence and make a lasting difference to patients, colleagues, and communities across Scotland. We hope this strategy inspires you, and provides clarity on our desire and determination to work collectively and collaboratively to build a brighter, healthier future for Scotland.



Susan Douglas-Scott CBE
Chair



Gordon James
Chief Executive

Our vision, mission and values



Vision

Our vision statement describes the ultimate aspiration for the NHS Golden Jubilee, outlining where we want to be by 2030. This is our 'north star' and provides a unifying, long-term direction for our staff, stakeholders and partners.



Achieving excellence by improving how we deliver healthcare services for the people of Scotland.



Mission

Our mission statement acts as our 'compass' to ensure we are travelling in the right direction in the actions we take in order to deliver our vision.



We will provide exceptional national specialist care by living our values with kindness and compassion, working as a team and focusing on innovation, learning and research, all while making the best use of our resources.



Values

Everything we do is underpinned by the NHS Golden Jubilee values, these are:

- **Respect**
- **Kindness**
- **Teamwork**
- **Learning**

Together with our staff, we have now completed a review of our values as part of our work to continue to enhance our working environment. This ensures they fully reflect the culture we want to create and maintain to support this strategy.

Our approach

This strategy was created together with input from a wide range of individuals and groups within the NHS Golden Jubilee. It also reflects feedback from outside of the organisation, highlighting strengths and identifying areas for improvement and development. We will keep working in this collaborative way, using service design principles, as we work to deliver on the ambitions set out in this strategy. This has allowed us to produce a set of priorities that cover 3 themes:



Our patients and the public



Our people



Our partnerships

Background



What we do:

Our national role in NHSScotland



Since 2002, NHS Golden Jubilee has been providing exceptional care through collaboration for people across Scotland.

Our facilities include the:

- Golden Jubilee University National Hospital;
- Golden Jubilee Research Institute;
- Golden Jubilee Conference Hotel;
- NHS Scotland Academy; and
- Centre for Sustainable Delivery.

We work with global colleagues from industry to academia to ensure the highest quality of person-centred care. As a national resource as well as a west of Scotland regional planning partner, we firmly believe that working across traditional boundaries is critical to building person-centred and sustainable services that meet the needs of the people of Scotland.

NHS Golden Jubilee is a unique national institution within NHSScotland, operated by its own NHS Board. Located in Clydebank, the Golden Jubilee campus is a hub of excellence that integrates healthcare, research, education, and hospitality to deliver a wide range of services.

Since our establishment, we have become a cornerstone for innovation and collaboration in Scotland's healthcare system, offering outstanding care and services to patients across the country.



Key facts

Number of
colleagues



2604 colleagues

Our diagnostic
facilities



In 2025/26 we will have:

4 MRI scanners
3 CT scanners
3 Ultrasound rooms

Number of
operating theatres



When Phase 2 is fully opened, there will be:

26 Operating theatres

Number of
cath labs



5 cath labs

Number of beds



220 staffed beds

Endoscopy
procedure rooms



5 endoscopy procedure rooms, with **2**
designed for advanced training through the NHS
Scotland Academy

NHS Scotland
Academy learners



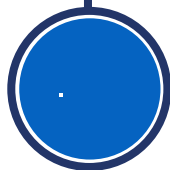
7,309 learners are expected to participate in
NHSSA programmes in 2025/26

Centre for
Sustainable
Delivery



To date **158,000** appointments have been
released through Active Clinical Referral Triage
(ACRT) and Patient Initiated Review (PIR)
Outpatient Redesign during 2024/25. Health Boards
are on track to deliver **210,000** appointments
by 2024/25 year end.

Golden Jubilee
Research Institute



120 active projects within the research portfolio

Golden Jubilee
Conference Hotel



- **170** spacious bedrooms for guests and delegates
- Only Scottish residential member of Venues of Excellence and International Association of Conference Centres

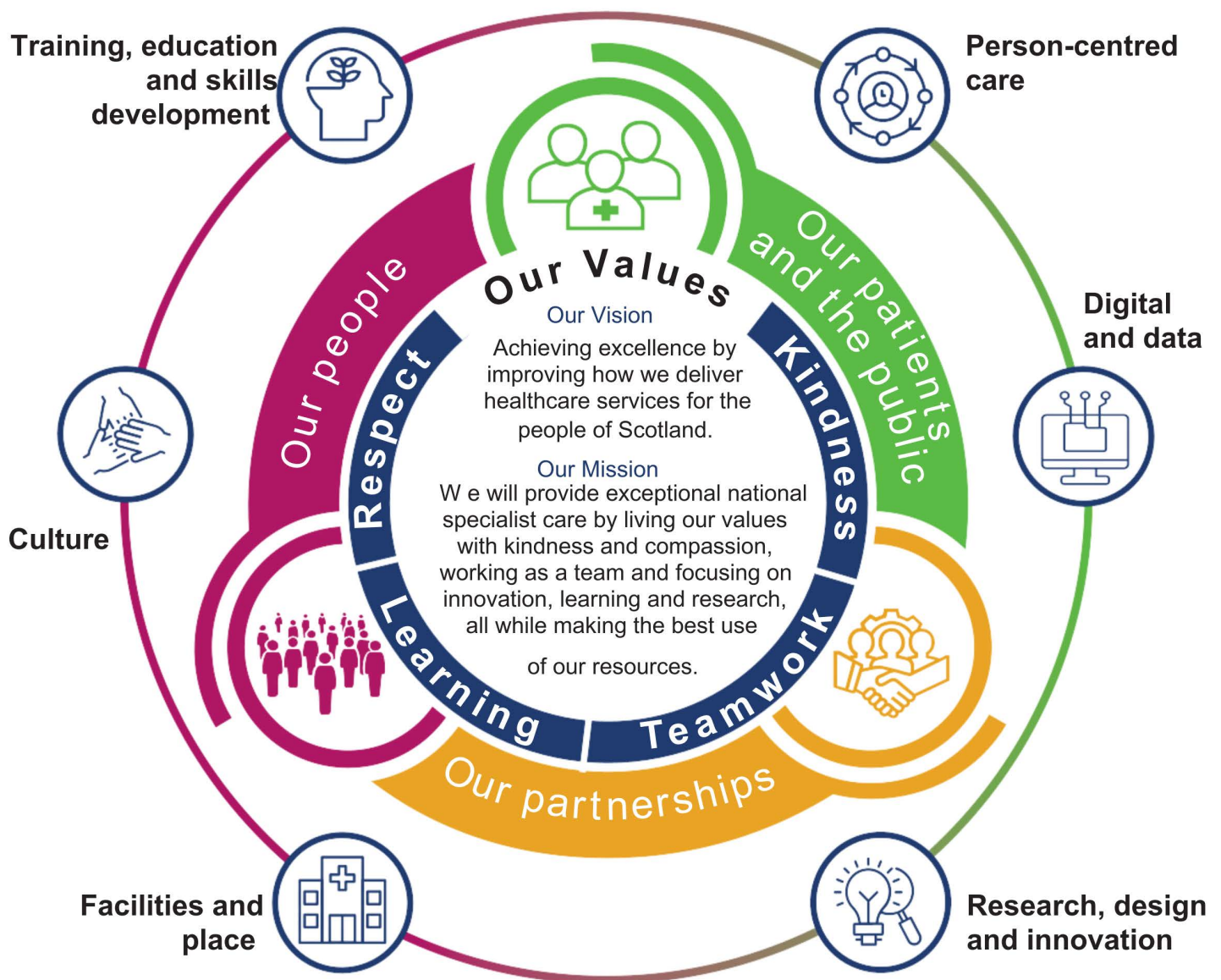
Our strategy

NHS Golden Jubilee actively embraces innovation and new approaches to enhance outcomes and experiences across its diverse campus of services.

By integrating emerging technologies and advancements from healthcare, research, and hospitality, we are ensuring this strategy and our objectives are forward-looking, aligning with how services can and should evolve to meet the needs of the people of Scotland over the next 5 years.

Strategy at a glance

The diagram below shows our strategy at a glance. At the centre of our strategy is our vision and mission. The middle circle shows our strategy priorities, and the outer circle shows the supporting themes to help us deliver our strategy.





Our patients and the public

We are committed to delivering safe, effective and person-centred services for the people of Scotland where we put patients at the heart of their own unique care journey. We have set out these objectives for the duration of our strategy:



Objectives

- We will involve patients in the design of new services and the continuous improvement of existing services, enabling the delivery of person-centred care where, when and how it works best for patients.
- We will provide additional national planned care capacity, delivering high volume and high complexity treatment to reduce waiting times and ensure high quality, safe, healthcare.
- We provide highly specialised, high volume, heart and lung services underpinned by strong leadership to ensure excellent patient experiences.
- We will maximise our diagnostic capacity to support timely access for patients and support current and future national screening programmes.
- We provide accessible, user-centred digital tools and services for patients to support digitally enabled care.
- We put patients at the heart of evidence-based pathway transformation and service redesign, and offer increased opportunity for patients to be involved in research while accessing innovative new treatments.
- Ensuring our facilities across the campus are safe, accessible and fit for purpose, enabling the delivery of high-quality services, meeting the needs of patients and staff.
- We will prioritise innovation and transformation in surgical and diagnostic care, investing in technology which supports effective, efficient care.





Our people

Colleagues working across the NHS Golden Jubilee campus are the backbone of our delivery of the highest quality of services to the people of Scotland. We will value our people, and their physical, emotional, and spiritual wellbeing so that they, in turn, are supported to deliver person-centred services. Through our investment in our people we are committed to ensuring:



Objectives

- ▶ Our internal digital services, systems and data are accessible and easy to use, and effectively support and enhance our work both internally and on a national level.
- ▶ Research, design and innovation are embedded, valued and practised across our organisation. We collaborate across departments to carry out research and design for the benefit of patients, and we have a streamlined process for the approval of innovations.
- ▶ We cultivate a supportive and high-quality learning environment, prioritising training and career development to attract new talent and retain our skilled teams. This approach ensures a resilient, future-ready workforce capable of delivering exceptional services.
- ▶ We foster an equitable and inclusive culture for our staff, led by kind, compassionate and authentic leadership, supporting staff to continuously deliver person-centred services to our patients.
- ▶ We reduce our environmental impact on-site through our culture and behaviour changes, careful planning and design.





Our partnerships

Our relationships are broad and diverse, ranging from referring health boards and Scottish Government to academic and commercial/private sector partners and beyond to local authorities, communities and the third sector. Our partnerships are vital to our success.

Over the duration of this strategy, we will commit to:



Objectives

- ▶ Working as a trusted, impartial and influential voice on a national level, collaborating and cooperating across the system to work towards consistent, equitable, high quality care experiences for patients across Scotland.
- ▶ Managing and delivering services collaboratively with other boards and across the Scottish health and social care system (including primary, secondary and tertiary services). This enables the best use of resource and facilities across the system; the reduction of waiting lists; and equitable access to services for all patients in Scotland.
- ▶ Influencing change on a national level to achieve joined up, consistent NHSScotland digital services and systems that work across boards and effectively support our regional and national working. This will be achieved by facilitating the effective management of resource and delivery of services across the system, enabled by access to NHS Golden Jubilee data.
- ▶ Sharing and using our data internally and across the healthcare system, for the benefit of research, enhanced service delivery, and improved person-centred care experiences.
- ▶ Collaborating effectively with our partners to research and design new and existing services, addressing local challenges and tailoring core offerings to their unique contexts - to enhance national capability and capacity to deliver safe, effective person-centred care.
- ▶ Developing an adaptable and flexible financial model that allows us to expand our partnership working into the private sector, increasing income generation and benefiting research and innovation.
- ▶ Fostering local partnerships to make NHS Golden Jubilee and Clydebank a destination for NHS education and events, and benefit of our local community as an anchor organisation to promote local health, prosperity and a healthier environment.

Strategy delivery



Measuring and monitoring performance and delivery of our strategy

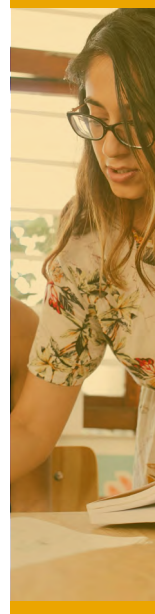
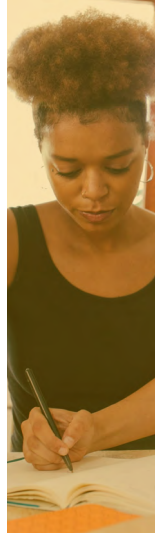
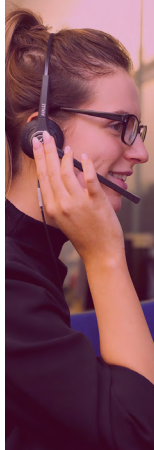
Building on the strategic objectives outlined in the previous section, this part of our strategy focuses on how we assess and ensure progress toward achieving our goals. As a learning organisation, NHS Golden Jubilee is committed to fostering a culture of curiosity-led, proactive continuous improvement. Our approach to performance management and governance extends beyond providing assurance; it is a cornerstone of our commitment to turning data and intelligence into actionable insights.

By embracing a mindset of inquiry, we analyse trends, patterns, and outcomes to identify opportunities for innovation and enhanced care delivery. This iterative process not only strengthens accountability but also empowers teams to refine practices, implement evidence-based solutions, and drive sustainable improvements. Through this, we ensure that our services remain responsive, effective, and aligned with the evolving needs of our patients and communities.

As part of this commitment, we actively integrate performance data with qualitative insights from staff, patients, and stakeholders, fostering a holistic understanding of outcomes and experiences.

By creating robust feedback loops, we ensure that learning is embedded at every level of the organisation. Our governance structures, which include formal Committees and also our 'Confirm and Challenge' accountability meetings are designed to not only monitor performance and offer senior advice and escalation, but also to support innovation and experimentation, enabling teams to test and refine approaches in a safe, supportive environment.

This alignment of performance management with our broader learning ethos ensures that NHS Golden Jubilee continually adapts to emerging challenges and opportunities, maintaining its role as a leader in delivering high-quality, person-centred care.



For further information on our work, visit our website by scanning the QR code with your smart device or by clicking on the link below.

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