

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

Susan Douglas-Scott CBE
Chair



Gordon James

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:

- V**aluing dignity and respect
- A** can do attitude
- L**eading commitment to quality
- U**nderstanding our responsibilities
- E**ffectively working together

Together with our staff, we are currently reviewing our values as part of our work to continue to enhance our working environment. This will ensure 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.

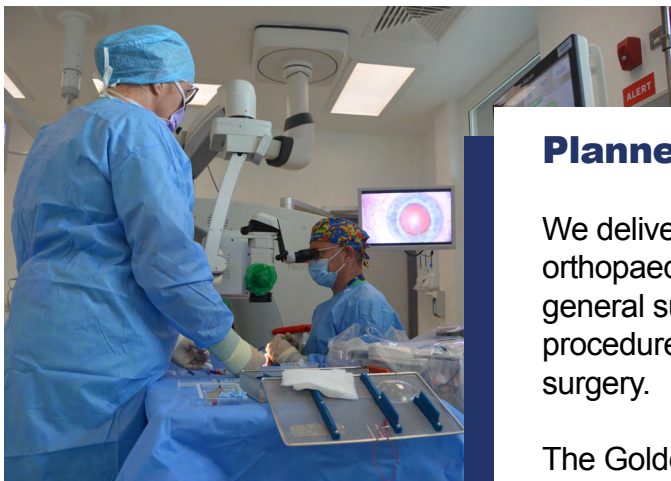
NHS Golden Jubilee is a unique national institution within NHSScotland, operated by its own NHS Board. Located in Clydebank, the Golden Jubilee campus is a hub of excellence that integrates healthcare, research, education, and hospitality to deliver a wide range of services.

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.



Golden Jubilee University National Hospital

At the heart of NHS Golden Jubilee is the Golden Jubilee University National Hospital (GJUNH), a flagship facility that provides high-quality specialist services across Scotland. The Golden Jubilee University National Hospital is renowned for its expertise in heart, lung, orthopaedic, ophthalmic, and diagnostic services. It is a leader in reducing patient waiting times in planned care services, as well as offering emergency heart care to meet the diverse needs of Scotland's population.



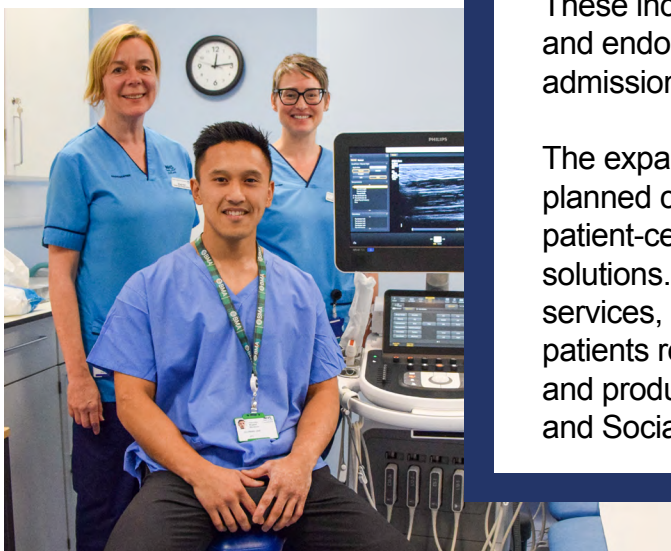
Planned Care

We deliver a range of planned care procedures including orthopaedic and ophthalmic surgeries, endoscopy and general surgery. We also carry out a range of planned procedures in cardiology, cardiac surgery and thoracic surgery.

The Golden Jubilee University National Hospital is home to Scotland's largest ophthalmology centre, delivering essential services such as high volume, high quality cataract surgeries. It also features one of Europe's largest elective orthopaedic centres, specialising in joint replacements and other surgeries that improve mobility and quality of life. Additionally, our diagnostic imaging services play a crucial role in ensuring timely and accurate care pathways for patients. Our highly successful ultrasound academy provides access to ultrasound scans whilst providing high quality training for clinicians from across Scotland.

As part of the Scottish Government's National Treatment Centres programme, NHS Golden Jubilee is expanding its facilities to meet growing demand for elective procedures. These include enhanced general surgery, orthopaedics, and endoscopy capabilities, alongside new units for surgical admissions, recovery, day surgery, and diagnostics.

The expansion aims to address the growing need for planned care in the west of Scotland through innovative, patient-centred care models and sustainable workforce solutions. It also seeks to reduce reliance on private sector services, minimise surgical cancellations, and ensure patients receive timely care, all while improving efficiency and productivity in line with the Scottish Government's Health and Social Care Delivery Plan.





Critical and emergency care

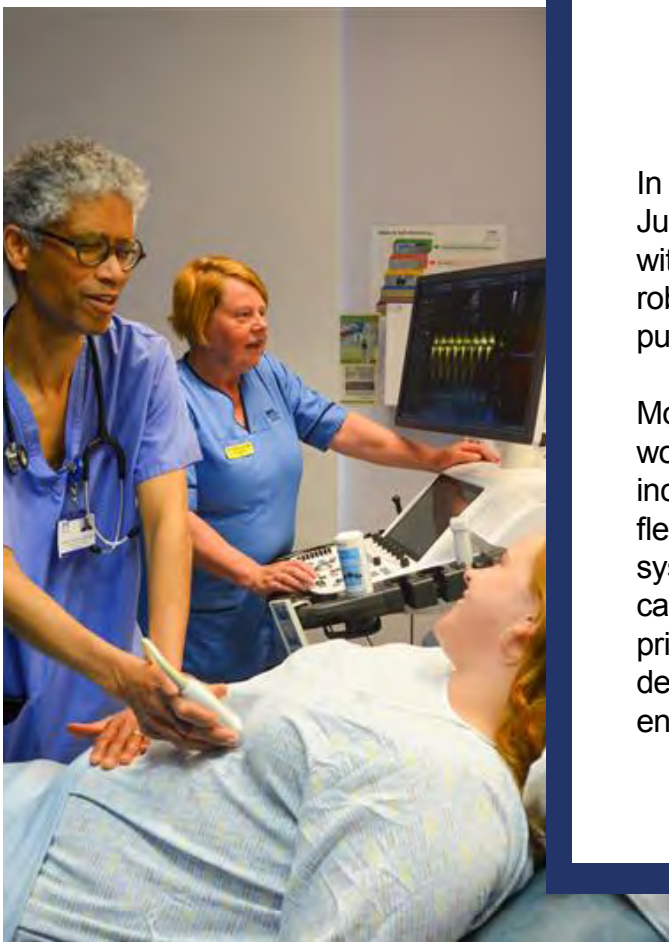
NHS Golden Jubilee carries out all Heart and Lung Surgeries for the west of Scotland. In addition we have an expanding and ambitious interventional cardiology service. One of the largest in the UK, this service delivers emergency heart attack care, minimally invasive heart valve replacements, complex pacemaker procedures and innovative solutions for heart rhythm problems for the patients of the west of Scotland.

We also play a pivotal role in Scotland's healthcare system, hosting 3 commissioned national services:

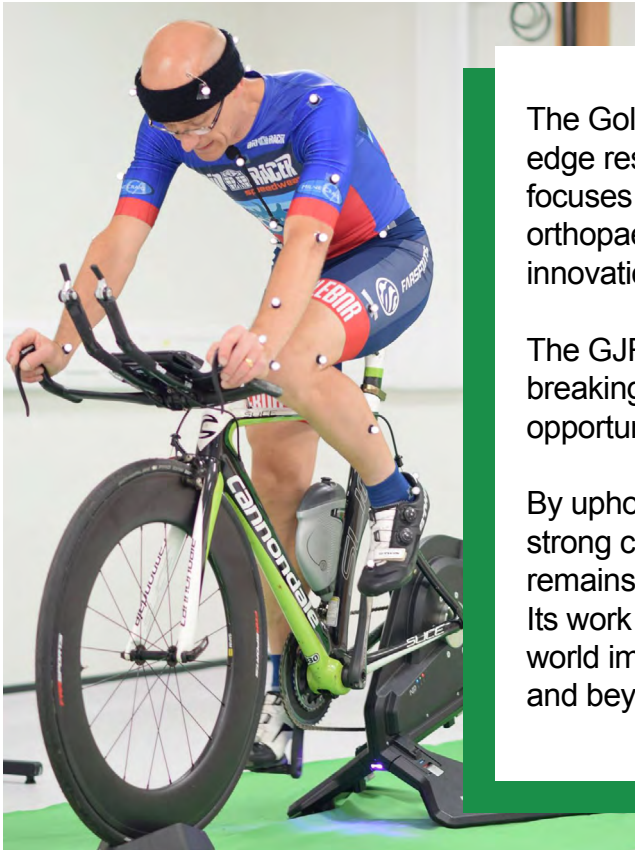
- Scottish National Advanced Heart Failure Service (SNAHFS): Providing advanced heart failure treatments, including Scotland's only adult heart transplant programme.
- Scottish Pulmonary Vascular Unit (SPVU): Specialising in the management of pulmonary hypertension.
- Scottish Adult Congenital Cardiac Service (SACCS): Focused on lifelong care for patients with congenital heart conditions transitioning from paediatric to adult services.

In addition to emergency services, NHS Golden Jubilee provides diagnostic and interventional care, with state-of-the-art imaging facilities, cath labs and a robust focus on early detection of cardiovascular and pulmonary conditions.

More broadly, NHS Golden Jubilee is committed to working collaboratively with other Health Boards, including, where capacity is available, providing flexible and responsive support in meeting wider system demand pressures. Any decisions to offer capacity or other support will be guided by clinical priorities and the availability of our workforce. All decisions are made with careful consideration to ensure the best outcome for patients.



Golden Jubilee Research Institute

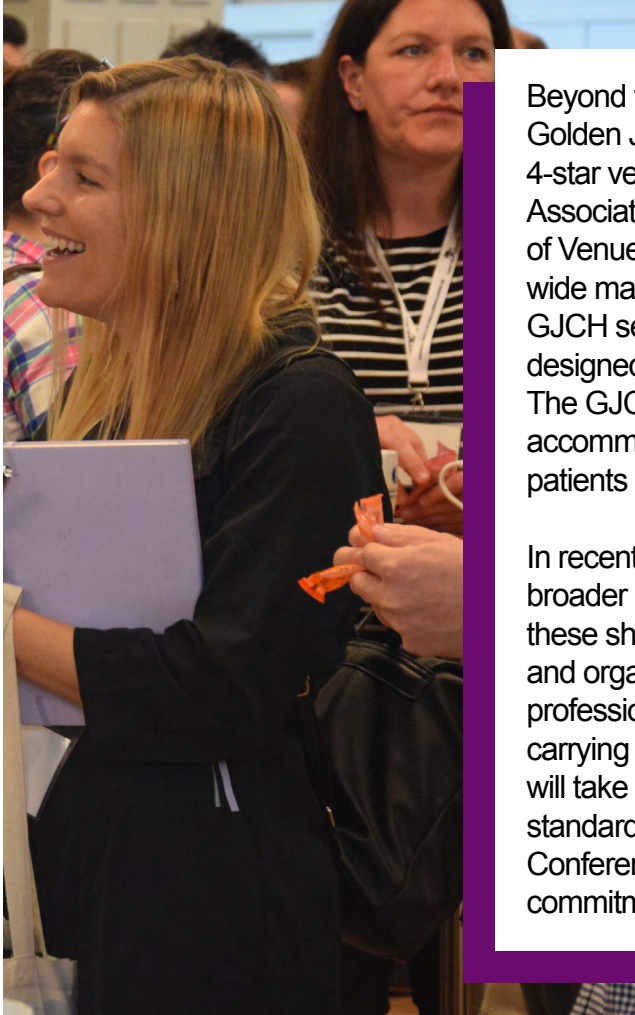


The Golden Jubilee Research Institute (GJRI) drives cutting-edge research in collaboration with academia and industry. It focuses on clinical specialties such as interventional cardiology, orthopaedics, and pulmonary vascular disease, ensuring that innovations directly benefit patient care.

The GJRI also plays a key role in offering access to ground-breaking treatments through clinical trials, providing patients with opportunities to benefit from novel drugs and medical devices.

By upholding rigorous governance standards and fostering strong collaborations, GJRI ensures that NHS Golden Jubilee remains at the forefront of healthcare research and innovation. Its work both advances medical knowledge and delivers real-world impact, improving outcomes for patients across Scotland and beyond.

Golden Jubilee Conference Hotel



Beyond the hospital, the NHS Golden Jubilee campus includes the Golden Jubilee Conference Hotel (GJCH), a multi award-winning 4-star venue. As Scotland's only member of the International Association of Conference Centres (IACC), and a proud member of Venues of Excellence with Accreditation in Meetings, an industry wide mark of excellence, from the Meetings Industry Association, the GJCH seamlessly combines hospitality with cutting-edge facilities designed for successful conferences, training sessions, and meetings. The GJCH is integral to the NHS Golden Jubilee campus, offering accommodation for patients and their families, supporting access for patients across Scotland.

In recent years, market conditions for GJCH have fluctuated, reflecting broader changes in the economic and operational landscape. Despite these shifts, our primary focus remains on supporting the public sector and organisations closely connected to the NHS, such as trade unions, professional organisations and academic institutions. We are currently carrying out a strategic review of our Conference Hotel facilities, which will take place over the lifetime of this Strategy. By maintaining high standards and adapting to evolving market trends, the Golden Jubilee Conference Hotel remains a vital component of NHS Golden Jubilee's commitment to excellence.

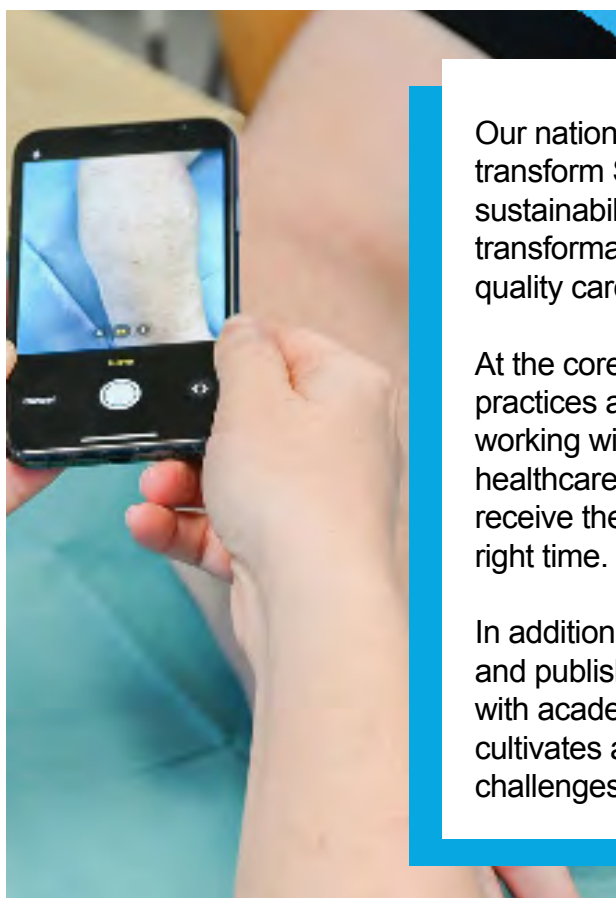
NHS Scotland Academy



The NHS Scotland Academy (NHSSA) is a joint venture with NHS Education for Scotland. It delivers accelerated learning programmes designed to address workforce challenges in healthcare. By combining clinical expertise with state-of-the-art simulation facilities, the Academy ensures the healthcare workforce is equipped to meet Scotland's evolving needs.

Our facilities enable immersive and hands-on training experiences, allowing healthcare professionals to refine their skills in a controlled, realistic environment. The NHSSA's programmes are aligned with Scotland's broader healthcare goals, supporting recruitment, career progression, and the development of new capabilities within the workforce.

Centre for Sustainable Delivery



Our national Centre for Sustainable Delivery (CfSD) works to transform Scotland's healthcare system through innovation, sustainability, and collaboration. It implements national redesign and transformation programmes, ensuring that patients receive high-quality care through efficient and equitable pathways.

At the core of CfSD's mission is its commitment to embedding best practices and new models of care (e.g. digital health pathways), working with experts and patients across Scotland to make our healthcare system the best in the world and ensuring that people receive the right care, from the right people, in the right place, at the right time.

In addition to its role in system redesign, CfSD conducts research and publishes evidence-based findings. By promoting partnerships with academia, industry, and third-sector organisations, the Centre cultivates a network of expertise to tackle complex healthcare challenges.

Together, these organisations form the NHS Golden Jubilee, a beacon of innovation and excellence committed to advancing healthcare delivery in Scotland. By fostering collaboration, embracing cutting-edge technology, and prioritising individualised care, NHS Golden Jubilee aims to continually improve to enhance the wellbeing of our patients, while strengthening the resilience of Scotland's healthcare system.

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

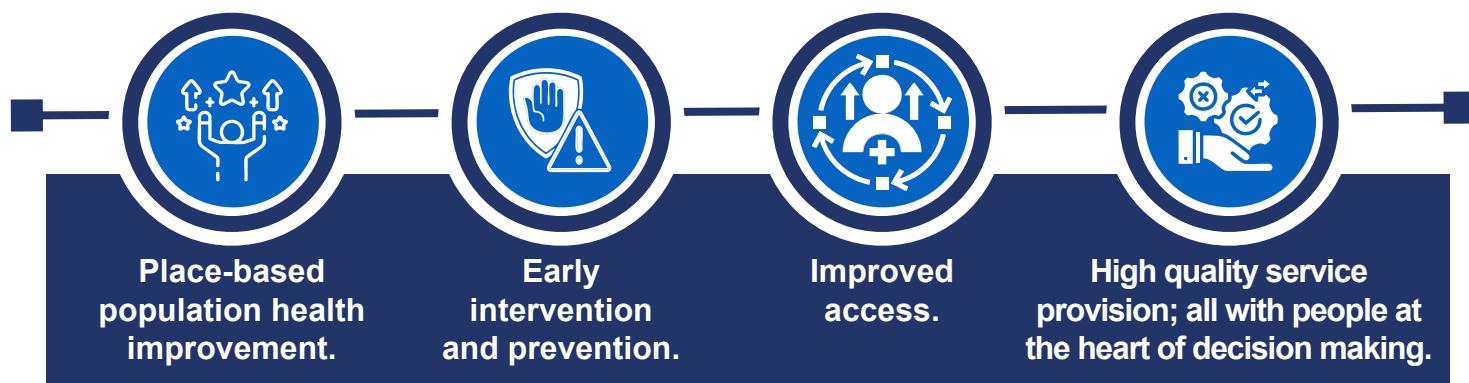


- **170** spacious bedrooms for guests and delegates
- Only Scottish residential member of Venues of Excellence and International Association of Conference Centres

Wider policy context

To provide a 21st-century health service and realise the vision for health and social care in Scotland – a Scotland where people live longer, healthier, and more fulfilling lives – the Scottish Government has outlined its vision for reform.

The vision is underpinned by the 4 key areas of:



Through the emerging National Clinical Framework, reform of NHSScotland acute services will:



Drive person-centred values through connected care.



Drive further integration with primary care, community health and social care, delivering holistic care in the community.



Improve quality and safety.



Create centres of excellence which will attract and retain the best talent.



Feed innovation hubs that will not only serve Scotland but develop economic opportunities for Scottish enterprise.



Drive common approaches to digital technologies and innovation.

Implementation of the requirements within the recently published Director's Letter for Health Planning (The Scottish Government, December 2024): "A renewed approach to population based planning for services across NHSScotland" will maximise the collective power of delivering once for Scotland whilst increasing agility in responding to local population need, with a focus on delivering sustainable services.



The Scottish Burden of Disease study forecasts a 21% increase in the annual disease burden in Scotland over the next 20 years. An anticipated rise in a range of diseases including cancer, cardiovascular disease, diabetes and neurological conditions will inevitably place additional pressure on health and care services. Yet, the reform of health and care services alone will not be enough to stem the current tide of population health challenges in Scotland, as the breadth of factors that impact people's health and wellbeing go far beyond what the health and care system itself can influence. Development of a Population Health Framework seeks to bring together and join up cross- government and cross-sector preventative action to deliver whole system change to reverse the decline in life expectancy and reduce health inequalities in Scotland.

This NHS Golden Jubilee Strategy 2025-30 describes our strategic ambitions to support healthcare reform and population-based intervention within the scope of our function and services. The Population Health Framework for Scotland aims to improve health outcomes, reduce inequalities, and address worsening life expectancy through a whole-system approach. It focuses on prevention, early intervention, and equitable access to quality care, addressing key drivers like social determinants, community environments, healthy lifestyles, and fair healthcare access.

NHS Golden Jubilee will align our strategic objectives with this framework by embedding prevention-focused initiatives, creating equitable care pathways informed by realistic medicine, and leveraging our role as an anchor institution to address health inequalities and support local communities, contributing to Scotland's broader public health goals.

For NHS Golden Jubilee, this represents a significant opportunity to enhance our contribution to Scotland's healthcare system, particularly through nationally significant services in cardiothoracic surgery, orthopaedics, advanced heart failure management, and diagnostic imaging. These specialised areas make NHS Golden Jubilee a vital resource in addressing population health challenges, ensuring efficient, high-quality, and equitable care across the country.

As a key national board, NHS Golden Jubilee will play a central role in embedding our services into this collaborative framework, supporting regional and national priorities while maintaining our reputation for excellence in specialised care. The GJUNH's advanced cardiac services, including the Scottish National Advanced Heart Failure Service and the heart transplant programme, align closely with the framework's focus on optimising service delivery at appropriate population levels. We are committed to working with local and regional clinical teams to support patients receiving care through our national services.

Similarly, our orthopaedic centre, one of Europe's largest, and its cutting-edge diagnostic facilities will be integral to reducing waiting times and improving access across Scotland as part of the planned care national framework objective to maximise system capacity. The focus on whole- system infrastructure planning and the new prioritisation framework provides NHS Golden Jubilee with the tools to address challenges such as workforce sustainability, fluctuating service demand, and the integration of emerging technologies. By aligning its strategic objectives with this renewed planning approach, NHS Golden Jubilee can continue to lead in patient-centred innovation, foster cross-board collaboration, and contribute significantly to creating a resilient, sustainable, and equitable healthcare system for Scotland.



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.
- ▶ 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.
- ▶ 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.

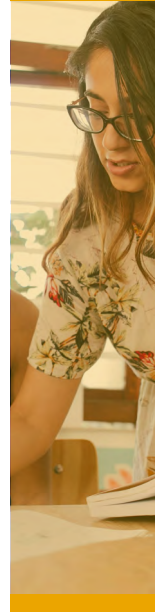
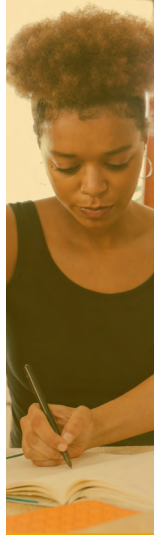
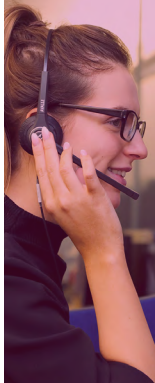
By embracing a mindset of inquiry, we analyse trends, patterns, and outcomes to identify opportunities for innovation and enhanced care delivery. This iterative process not only strengthens accountability but also empowers teams to refine practices, implement evidence-based solutions, and drive sustainable 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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