

# Equality Outcomes

2025-2029



## Our 2025-2029 mission

NHS Golden Jubilee is committed to delivering an ambitious set of equality outcomes between the reporting period 2025 to 2029 to build on our long-standing reputation as a progressive organisation that is focused on maintaining an inclusive culture for our patients, service users, customers, staff, and volunteers.

We recognise the immense value that a diverse workforce brings by offering different perspectives on how we deliver high-quality, safe, effective and person-centred care. This diversity helps to foster a healthy, vibrant, and inclusive culture throughout our organisation. Alongside this, we are also deeply committed to the ongoing development of the care and services we provide to patients, ensuring equality of access for the diverse population of Scotland we proudly serve.

## Adopting a co-design approach

Our new set of outcomes have been developed using the core principles of service design, incorporating multiple engagement methodologies including service user and organisation-wide surveys, focus groups and workshops with our staff networks. This approach ensures that we capture the lived experience of our stakeholders to deliver targeted and meaningful outcomes to mainstream equalities across the organisation based on the ethos of person-centred care.

## Our journey so far

Within our previous set of Equality Outcomes (2021 to 2025) we have made significant steps to mainstream equalities across the organisation for patients, service users, staff and volunteers with specific reference to the following achievements:

Executive leads for Protected Characteristics.	Introduction of Reasonable Adjustment Passport for staff.	First healthcare provider globally to launch WelcoMe for disabled service users.
Launch of 7 new staff networks.	Hidden Disabilities Sunflower scheme membership.	Installation of a new Changing Places Toilet (CPT).
Free sanitary products within female staff toilets.	Launch of NHSGJ Pride Progress Rainbow lanyards.	Embedding inclusive design principles throughout our hospital expansion programme.
16 Anti-racism workshops for executives, senior leaders and medics.	9 Neurodiversity workshops attended by all staffing groups.	Host Board – Glasgow Centre for Inclusive Living (GCIL) Equality Academy graduates.
Introduction of new reasonable adjustment policy.	Inclusion of unconscious bias and preferred behavioural styles within mandatory diversity training.	Strengthened equality, diversity and inclusion (EDI) governance and developed a new user friendly equality impact assessment (EQIA) process.
4 deaf awareness training workshops attended by staff from all hospital functions.	Learn to sign course attended by key patient facing functions	Staff network Equality Calendar events rolled out across the year.



In addition to these achievements, we are also proud to have established several partnerships and award recognitions with the following organisations:

- Disability Confident Leader status since 2018 – recredited in 2024.
- Partner organisation with Glasgow Centre for Inclusive Living (GCIL) Equality Academy graduate trainee programme since 2016.
- Former Stonewall Diversity Champion / Top 100 employer.
- Investor in Young People Gold Award.
- Police Scotland partnership against domestic abuse.

## The legislative context

Equality outcomes are underpinned by our legislative responsibilities as defined by the Equality Act 2010 and associated legal responsibilities under the Public Sector Equality Duties to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

## Our 2025-2029 outcomes

Our Outcomes have been separated into 2 categories, focusing on mainstreaming equalities for our service users (patients and customers) and our people (workforce/volunteers).

Our patients and customers		Our people	
Theme A	Theme B	Theme C	Theme D
Continue to improve onsite facilities to establish an exemplar environment for accessibility and inclusion.	Focus on person centred interaction, communication and engagement to promote independence and reduce health inequalities.	Cultivating an inclusive culture and rebalancing our workforce and volunteer profile to reflect demographic diversity within society.	Establishing an ethos of intersectional harmonisation and creating a culture of acceptance, trust, transparency and respect.
<b>Outcome 1:</b> Deliver a programme of improvement works across NHS Golden Jubilee to reduce health inequalities and enhance inclusivity for patients and customers with a focus on the protected characteristics of disability and age.	<b>Outcome 2:</b> Implement an enhanced accessible communications strategy to mainstream equalities and advance equality of opportunity across all protected characteristics.	<b>Outcome 3:</b> Increase applications, onboarding, quality of data and retention of people with protected characteristics with a focus on age, disability, race, an sexual orientation.	<b>Outcome 4:</b> Deliver targeted interventions to mainstream equalities for staff and volunteers adopting a holistic intersectional approach.

# Theme A

## Our patients and customers:

Continue to improve onsite facilities to establish an exemplar environment for accessibility and inclusion.

### Equality Act 2010:

- Advance equality of opportunity between people who share a protected characteristic and those who don't.

### Outcome 1:

Deliver a programme of improvement works across NHS Golden Jubilee to reduce health inequalities and enhance inclusivity for patients and customers with a focus on the protected characteristics of disability and age.



## Disability

### Design for learning disability



Implementation of holistic care for SACCS inpatients with additional support needs by 2029.

- Development of minimum 1 room within each SACCS patient ward area that could be dedicated to patients with a Learning Disability.
- Introduction of sensory gift packs.
- Creation of bright and colourful 'What matters to me' posters.
- Purchase of projector lights for patient/ investigation rooms.
- Purchase of fold down beds to allow for parents/ carers/ siblings to stay in the room with patients in appropriate areas (out with critical care).
- Allocation of a named SACCS Nurse for patients on surgical waiting lists to support communication and specific needs.

### Accessible toilets upgrade

Upgrade existing accessible public WC toilet fixtures and fittings (Main hospital building, level 1) by 2029 to conform to best practice guidance for accessibility.

- Grab rails, toilet seats, fixtures and fittings – min 30 LRV points difference.

### Signage and wayfinding

Implement an inclusive wayfinding strategy on level 1 Main Street and lift lobby directories (levels 2-4) by 2029.

- Accessible high contrast signage installations.

### Hotel inclusive design upgrade

Implement a programme of inclusive design upgrade works across the hotel to enhance accessibility for disabled customers with a focus on visual impairment, dementia, learning disability and neurodivergent conditions.

- Upgrade works to include hotel rooms, conference, recreation and leisure facilities and circulation routes.

## Age

### Design for dementia



Provide dementia-friendly accommodation within level 4 ward upgrade with scope to expand to existing wards on levels 2 and 3 by 2029

- In accordance with Design for Dementia strategy.

# Theme B

## Our patients and customers:

Focus on person-centred interaction, communication and engagement to promote independence and mitigate health inequalities.

### Equality Act 2010:

- Advance equality of opportunity between people who share a protected characteristic and those who don't
- Foster good relations between people who share a protected characteristic and those who don't.

### Outcome 2:

Implement an enhanced accessible communications strategy to mainstream equalities and advance equality of opportunity across all protected characteristics.





## Digital access guides

Deliver detailed digital access guides outlining wayfinding and available facilities for all hospital functions by 2029.

- Creation of new webpages for all patients facing hospital functions containing QR codes providing access to maps' and key wayfinding markers.
- Scope potential integration of smartphone/wayfinding beacon technology.

## Accessible communication policy

Develop new Accessible Communications policy to enhance inclusivity.

- Deployment of new Accessibility Standards to assist people with visual impairment, learning disability, autism and dyslexia.

## Feedback / complaints

Implement a digital capture system to record and theme patient feedback by protected characteristic to identify and address emerging themes by 2029.

- Additional tab provided within Clinical Governance database to record EDI based feedback.

## Alternative formats – patient / hotel guest registration forms

Generate onsite supply of alternative format patient / Hotel guest registration forms available across all functions by 2026.

- Production of large print, Braille and alternative languages.

## Alternative formats – hotel bar / restaurant menus

Generate onsite supply of alternative format bar / restaurant menus by 2027.

- Production of large print, braille and alternative languages.
- Provide QR code on menus to access digital versions compatible with assistive technology.

## Question sets – patient registration forms

Upgrade Patient Registration forms to provide best practice question sets to gather equalities data.

- Introduce new best practice question sets in conjunction with Trakcare upgrade.

## Protected characteristic data collection

Research Institute – Protected characteristic data of patients to be collected prior to clinical trials.

- Introduction of demographic question sets to collate and analyse protected characteristic data.

## Spiritual Care Strategy

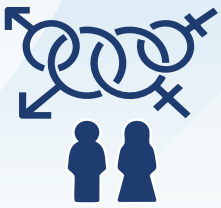
Implementation of targeted communication outreach initiatives.

- Patient information leaflet.
- Spiritual Care webpage update.
- Bereavement counselling leaflet.

## Volunteer Strategy

Providing volunteer support to patient services to enhance service user experience.

- Meet and Greet
- Pastoral Care
- Outpatient Support
- Care Experience
- Peer Support
- Sensory Care



# Theme C

## Our people:

Cultivating an inclusive culture and rebalancing our workforce and volunteer profile to reflect demographic diversity.

### Equality Act 2010:

- Foster good relations between people who share a protected characteristic and those who don't.


### Outcome 3:

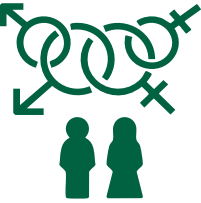
Increase applications, on-boarding, quality of data and retention of people with protected characteristics with a focus on age, disability, race, and sexual orientation.





Race	NHSGJ Anti-racism Action Plan
	<p>Implementation of NHSGJ Anti-racism Action plan to address racialized health inequalities and create a more equitable healthcare service.</p> <ul style="list-style-type: none"> <li>• Deliver targeted interventions associated with the 5 strands:             <ol style="list-style-type: none"> <li>1. Leadership and accountability</li> <li>2. Culture</li> <li>3. Equity of opportunity</li> <li>4. Using data to inform action</li> <li>5. Addressing concerns</li> </ol> </li> </ul>

Disability	On-boarding
	<p>Increase number of disabled workforce from 1.5% in 2024 to 3% by 2029.</p> <ul style="list-style-type: none"> <li>• Targeted recruitment activities.</li> <li>• Communications outreach – eESS.</li> <li>• Increase external case studies featuring staff with disabilities.</li> </ul>
	Retention / promotion
	<p>Increase representation of disabled workforce within senior management roles.</p> <ul style="list-style-type: none"> <li>• Targeted recruitment activities.</li> <li>• Communications outreach – eESS.</li> <li>• Increase external case studies featuring staff with disabilities.</li> </ul>
Quality of data	
<ul style="list-style-type: none"> <li>• Encourage existing workforce to feel safe to disclose they have a disability, encompassing all spectrums.</li> <li>• Reduce ‘prefer not to say’ disability reporting on eESS from 11.8% in 2024 to 8% by 2029.</li> </ul>	

LGBTQ+	Quality of data
	<p>Reduce ‘prefer not to say’ LGBTQ+ reporting on eESS from 9% in 2024 to 6% by 2029 and ‘no information provided’ from 12.9% in 2024 to 10% by 2029.</p> <ul style="list-style-type: none"> <li>• Communications outreach – eESS.</li> </ul>

# Theme D

## Our people:

Establishing an ethos of intersectional harmonisation and creating a culture of acceptance, trust, transparency and respect.


### Equality Act 2010:


- Advance equality of opportunity between people who share a protected characteristic and those who don't.
- Foster good relations between people who share a protected characteristic and those who don't.
- Eliminate unlawful discrimination, harassment and victimisation between people who share a protected characteristic and those who don't.

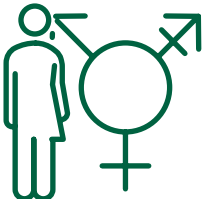
### Outcome 4:

Deliver targeted interventions to mainstream equalities for staff and volunteers adopting a holistic intersectional approach.




Age	Ageing workforce
	<p>Measurable improvement of staff wellbeing, retention and sickness absence rates by 2029.</p> <p>Expansion of Reasonable Adjustment Passport scheme to accommodate organisational demographics, focusing on age-related conditions including menopause.</p> <ul style="list-style-type: none"> <li>• Focus on menopause support.</li> <li>• Menopause training – Women’s Health Plan. – Women’s Health Hub TURAS Learn.</li> <li>• Reasonable Adjustment Passport scheme.</li> <li>• Absence management training to promote education and support for staff across the organisation.</li> </ul>

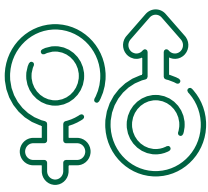
Disability	Reasonable Adjustment Passport
	<p>Improve the efficiency of the Reasonable Adjustment process for disabled staff via intelligence capture, resulting in measurable increased satisfaction rates focusing on implementation timelines and management support.</p> <ul style="list-style-type: none"> <li>• Create a database focusing on implementation timelines according to type of adjustment.</li> <li>• Communications outreach.</li> <li>• Training and education.</li> </ul>
<h3>Onsite provisions</h3>	
<p>Provide diabetic friendly products as part of onsite catering provision.</p> <ul style="list-style-type: none"> <li>• Stock full sugar drinks within vending and catering outlets.</li> </ul>	

Gender reassignment	Gender neutral change facilities
	<p>Introduction of gender-neutral change facilities across all clinical functions by 2029.</p> <ul style="list-style-type: none"> <li>• Upgrade existing facilities to provide dedicated enclosed changing space/s.</li> </ul>



<b>Socio economic</b>	<b>NHSGJ Anchor Programme</b>
	<p>Align with NHSGJ Anchor Programme initiatives.</p> <ul style="list-style-type: none"> <li>• Implement targeted measures to rebalance socio-economic disadvantage within the local community linked to Employability plan.</li> </ul>
	<b>Training opportunities aligned with SIMD Index workforce review</b> <p>Analyse and review geographical SIMD status for staff in bands 2-4 and provide training/upskilling opportunities for self-development and career progression.</p> <ul style="list-style-type: none"> <li>• Carry out an audit to understand staffing profile linked to SIMD and AfC bands across NHS Golden Jubilee.</li> <li>• Explore opportunities to expand SVQs for hospitality and non-clinical staff in bands 2-4.</li> <li>• Development of training opportunities for healthcare support workers – dementia course/SVQ certificate.</li> </ul>
	<b>Hybrid Working policy</b> <p>Refresh of existing policy to provide support to reflect socioeconomic circumstance of our workforce.</p> <ul style="list-style-type: none"> <li>• Review existing organisational policy with a focus on The Fairer Scotland Duty to ensure that our staff are not financially disadvantaged as a consequence of hybrid working arrangements.</li> </ul>

<b>Maternity/ Pregnancy</b>	<b>Breastfeeding facilities</b>
	<p>Provide a dedicated onsite facility to enable female staff to express and store breast milk.</p> <ul style="list-style-type: none"> <li>• Designation of a dedicated breastfeeding room located on level 1 behind the Changing Places Toilet.</li> </ul>

<b>Sex</b>	<b>Worker Protection (Amendment of Equality Act 2010) Act 2023</b>
	<p>Implementation of Gender Equality Action Plan.</p> <ul style="list-style-type: none"> <li>• Development and deployment of targeted measures across 6 main strands: <ol style="list-style-type: none"> <li>1. Organisational cultural change</li> <li>2. Policies and guidelines</li> <li>3. Training and development</li> <li>4. Reporting channels and investigating</li> <li>5. People management capability</li> <li>6. Monitoring and review</li> </ol> </li> </ul>

## Religion and belief

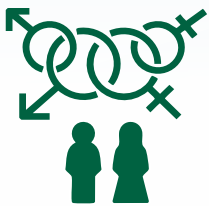


### Spiritual Care Strategy

Spiritual Care Centre providing 24/7 access to enable people to express their spirituality.

- Values-based reflective practice.
- Training and education.
- Spiritual Care assessments.
- Mindfulness activities.
- Listening Ear service.

## Intersectional



### Reverse mentoring Programme

Scope the feasibility of a Mentoring and Upskilling programme across all Board functions by 2029 to promote an inclusive culture of understanding and acceptance.

- Reverse mentoring programme for senior leaders and line managers.
- Upskill initiatives
- Leading to Change Allyship Hub.

### EQIA Champions

Creation of EQIA Champions across all organisational functions by 2029.

- Upskill identified staff within key departments/functions to champion EDI on a local level.

### Staff networks

Conduct a review of all 7 staff diversity networks (Ability, Ethnic Minority, LGBTQ+, Women's, Young Person's, Spiritual Care and Armed Forces) to maximise support and opportunities for all staff and volunteers with a protected characteristic, adopting an intersectional approach.

- Increased participation amongst staff from all job families.
- Exploration of collaborative opportunities with national and territorial boards.
- Expansion of existing network remit to focus on menopause / ageing workforce / carers.

### Volunteer strategy

Onboard a diverse cohort of volunteers to reflect demographic diversity within society.


- Focus on attracting applications from people representing the 9 protected characteristics.




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