

VOLUNTARY SERVICES STRATEGY

2016-2019

“I get a lot of personal satisfaction knowing that I am helping people and knowing that the patients and staff appreciate me. Volunteering is a two way thing, it gets me out the house and I believe that I am of use to the community”.

J.Duggins – Ward, Discharge Lounge, Chaplaincy and Wheelchair Trainer

“Having been retired for some time, volunteering enables me to feel of use to the community again and I enjoy being busy and talking and interacting with patients and relatives”.

C.Snow – Outpatients Department Volunteer.



“I really enjoy volunteering and believe that the patients really appreciate me giving my time to help out. I feel of use again, through chatting to everyone and being a friendly face to patients and relatives”.

V.James – Coffee Shop Volunteer

Volunteering is defined as:

‘An activity undertaken freely that involves spending time, unpaid, doing something that aims to benefit the environment or individuals or groups other than (or in addition to) close relatives.’

Patricia Hiley - winner ULHT Volunteer of the year award 2016

Pat works in the chemotherapy suite at Pilgrim Hospital and was nominated for being a calm, friendly, polite and supportive person who quietly goes about her business of making life easier for the patients and staff. Pat volunteers two days per week on the unit as well as at patient support group meetings, ensuring patients have a constant supply of drinks and snacks to make them more comfortable.



FOREWORD

How do we articulate the value of volunteers? The kind words, someone to sit with you, listen and talk to you, someone to help you find your way when you are lost? All of us are patients or relatives of a patient at some stage in our lives and we all know how much we would appreciate a volunteer beside us.

Our volunteers are often hidden heroes and heroines; they often want to blend into the background and give their time selflessly not for thanks or praise – and as an organisation we fully appreciate this and thank them for this; however on the other side we need to ensure that our volunteers feel valued and treasured.

This strategy is an important document for our organisation; it sets out our aspirations and how we will value our volunteers, how we will ensure they are welcomed and appreciated within our “family” and how we as an organisation will set out to achieve this.

Volunteers are not with us to replace staff; nor are they there to fill staffing gaps and undertake roles that staff should be doing; they have a unique and distinct role supporting our staff and services and most importantly our patients. In a changing NHS world we have an exciting opportunity to consider new and widened volunteer roles, to be creative and to build the service on what our volunteers, patients and staff tell us what is needed. They can also help us by looking at what we do through fresh and independent eyes and so help us improve how we care and treat our patients.

On behalf of the executive team and the Trust I wholeheartedly support this strategy and will ensure that we do all we can as an organisation to support and deliver the ultimate aim of having a volunteer on every ward and in all our major departments every day. Together we can build and provide an even better NHS.



Jan Sobieraj. Chief Executive

VOLUNTEER STRATEGY 2016 - 2019

CONTENTS

		Page
1	Introduction	5
2	Our Vision	5
3	Aims & Objectives	6
4	2016 Current position	7
5	Priorities for development	9
6	Strategic actions	10
7	Implementation	11
8	Quality indicators and monitoring	11
9	Governance and accountability	11

1. INTRODUCTION

Nationally the value of volunteering has grown significantly over recent years and particularly as a legacy of the 2012 Olympic Games. The Department of Health in 2011 issued a 'call for action' to promote volunteering and the Kings Fund in 2013 published the only known benchmarking exercise of volunteering in acute hospitals which concluded:

Volunteers add significant value to the work of paid professionals, and are a critical but often under-appreciated part of the health and social care workforce; they play an important role in improving people's experience of care, building stronger relationships between services and communities, supporting integrated care, improving public health and reducing health inequalities. The support that volunteers provide can be of particular value to those who rely most heavily on services, such as people with multiple long-term conditions or mental health problems.

As a Trust we recognise the important role that volunteers can play in improving the experience of patients and complementing the work of our staff. Promoting volunteering is an opportunity to enhance quality, reduce inequalities and improve outcomes in health, public health and social care. Involving volunteers has the potential to deliver a number of benefits to health and social care organisations including creating services that are more responsive to local needs, engaging 'hard-to-reach' communities more effectively, filling gaps in provision and facilitating improvements in professional patient relationships and interactions.

As a result we are committed to further involving local people in helping us to provide and shape services that meet the needs of our local community. The Trust supports and encourages the efforts of the voluntary sector in ensuring that our patients have a positive experience during their stay in hospital. It is recognised that volunteers are not only an essential resource in helping us to achieve our vision and priorities, but that by providing opportunities for, and supporting volunteering, it helps to promote active citizenship and social inclusion.

It is the intention of this strategy to promote volunteering as a valued and integral service across the Trust that is aligned to our corporate vision and objectives.

This strategy offers us the opportunity to become an example of 'Best Practice' in the management of volunteers and renowned for delivering a personally rewarding experience for every volunteer in line with their personal goals. It represents step by step changes in volunteer recruitment, partnership working with specialist voluntary organisations and innovative approaches to branding, technology, role design, staff engagement, community engagement and communications so that our volunteer recruitment is targeted, scalable and sustainable for the long-term. It will consolidate and increase the impact of volunteering, transforming hospital life by investing their time, talents and commitment for the benefit of patients, carers, staff and visitors.

2. OUR VISION

To further develop and champion a voluntary service that offers a wide range of benefits to our patients, their families and friends, to staff and of course to our volunteers themselves. Our volunteers will complement and enhance the services provided by Trust staff and will thereby improve the experience of our patients. Through our approach to volunteering we will increase the involvement of and contribution to our local communities.

3. AIMS & OBJECTIVES

The aim of this strategy is to identify and deliver realistic, sustainable and innovative plans for the resource, recruitment, management and mobilisation of volunteers and volunteering over the next three years. To achieve this, the strategy will:

- Identify the infrastructure, leadership and resources required to deliver this work.
- Set out the strategic aims and objectives for volunteering over the next three years.
- Explore the need for new roles and projects where volunteering will directly impact and improve the quality of patient experience and compliment the overall ULHT hospitals outcomes.
- Define high quality volunteering and what makes our volunteering offer great.
- Identify targeted audiences for volunteering to ensure our volunteers reflect our local population and patient demographic.
- Champion an organisational culture that welcomes and celebrates volunteers as an integral part of UHLT.

We will achieve our vision through a set of objectives that will deliver best practice in the recruitment, management, placement and ongoing support of volunteers for maximum impact across the trust. We will:

- Increase the number and diversity of our volunteers through targeted recruitment and being proactive in engaging local communities.
- Discover and apply innovative forms of volunteering to increase the flexibility and accessibility of our volunteering placements.
- Deliver a high quality volunteer experience that maximises the reciprocal benefits for ULHT and volunteers.
- Develop and empower volunteers to achieve their roles safely and effectively.
- Build flexible and innovative community partnerships and projects that attract new assets (people, time, skills, funding, services etc) to ULHT through volunteering.
- Recognise and celebrate the value and impact of volunteering through evaluation.
- Create an organisational volunteering culture that encourages, promotes and supports volunteering through leadership and staff engagement at all levels across the trust.
- Strengthen the voice of volunteers in our governance, organisational planning and improvement mechanisms.
- Maintain the right policies and procedures to enable safe, legal and accessible hospital volunteering, ensuring training around safeguarding arrangements for children and vulnerable adults in particular, comply with relevant policies and procedures and adhered to.

An annual workplan will be developed to deliver the above objectives monitored and reported through the Patient Experience Committee.

4. 2016 CURRENT POSITION

The service

The Voluntary Services Manager works 4 days a week supported by a part time administrator and the service reports to the Deputy Chief Nurse for Patient Experience. Currently the service is stretched supporting 250 volunteers aged 18 to 87 across the 3 main hospital sites, at Louth Community Hospital and also offsite in local community hubs. External voluntary/charitable organisation (EVCO) partnership agreements are in place with 8 specialist voluntary organisations who deliver services across the Trust including the Blind Society who provides information and leaflets and the Royal Voluntary Service who operate a bespoke transport scheme for patients and visitors. The Trust currently works with 61 different departments across the organisation in supporting volunteers.

Our volunteers

Many of our volunteers have been with the Trust for over 5 years, with several in excess of 15 years' service and they work anything from 2 to 30 hours per week often between 2 or 3 roles across the hospitals.

The roles and scope of our volunteers is clear from both our Trust procedures and from the terms and conditions of their appointment; they provide a complementary service for our patients and staff but cannot be involved in nor give advice or opinion in relation to clinical care; they can however offer their life skills, expertise, knowledge and experience on a completely unpaid basis, in their own time and of their own choice.

The range of activities are too numerous to list, but have been summarised below. These represent roles ranging from reception to ward-based volunteers, such as dining companions and chaplaincy volunteers. Almost 65% support Inpatients, demonstrating the popularity and integrity of roles that interface directly with patients, carers and staff working in the clinical ward environment. This portfolio of roles is evolving each year with new volunteering placements developed on a regular basis in response to requests from staff and suggestions from volunteers themselves.

- **Inpatients (Ward based):** volunteers directly interacting with patients on medical and surgical wards, providing a variety of befriending, social and therapeutic activities, reception and administrative support and specialist support, e.g. Dining Companions, Dementia Volunteers and supporting staff with non medical tasks e.g. replenishing water jugs and making refreshments, running errands, handing out meals and replenishing stocks.
- **Administration:** an important bank of volunteers supporting staff in complementary administrative functions e.g. PALS, Outpatient Clinics.
- **Outpatients:** volunteers supporting the smooth running of our busy Outpatient services in a varied role including front-of-house, supporting clinical staff, patient communication and patient wellbeing, e.g. assisting patient to clinic, booking a taxi for vulnerable individuals and assisting individuals to use Self Check- in machines.
- **Meet and Greeters:** covering Main Reception, and Outpatient entrance areas providing assistance for on screen 'Self Check In' and providing assistance to help those patients and visitors who are unsure where to go to find their way around the hospitals.

- **A&E:** improve patient experiences of A&E through offering emotional and practical patient support, supporting staff in non clinical tasks for e.g. prescription collection, replenishing store cupboard and running errands.
- **Catering:** covering the opening times of coffee shops in Lincoln Oncology and Maternity Wing, serving staff, patients and visitors.
- **Outreach:** volunteers supporting our Macmillan services, provide information at various local community hubs.
- **Macmillan:** Reception cover on information points, administration support and assisting in the breast units. We also have volunteers in Oncology supporting patients undergoing day therapy treatments
- **Chaplaincy:** Providing chaplaincy and befriending and support services in the wards, partaking in chapel services and escorting patients to the chapel for services.
- **Pharmacy:** Providing front counter cover and department support
- **Library:** Taking the library trolley around wards to enable patients to access reading materials.

Our baseline position

A new activity monitoring process has been developed and the following data shows the current position and activity for March 2016 as a benchmark for our future work.

- Active volunteers at the month end numbered 267.
- 159 (60%) are based at Lincoln
- 61 (23%) at Pilgrim
- 43(16%) at Grantham
- 4 (1%) at Louth.
- This number is expected to fall in the short term as the database data is reviewed.
- The number of hours achieved was 3143 for the month, equating to 83 Full Time Equivalent staff (@ 37.5 hours per week).
- This is a 238 hours (8%) increase on last month.
- The current 19% non-active levels record significant improvement on last month's 64% figure due to improvements in administration.
- 17 new applications during the month, of these 41% heard about volunteering through the ULHT website.
- 63 applications were currently being processed.
 - Of these 20 people had been interviewed and had not yet started, with an average wait time of 80 days since interview.
 - This is due to a number of factors, the main reasons are delays in DBS clearance and referrals made to Wards/Clinics etc, but not yet actioned.
- 35 roles are currently being advertised on the ULHT Website and at the local Volunteer Centres across the County.
- 15 Volunteers left during the month and this is mainly due to the Database cleansing exercise that is currently underway.

	Active Volunteers					Volunteer Hours		No Attendance Data		
	Last Month	New	Left	Active	%	By Site	%			
Lincoln	167	3	-11	159	60%	1747	56%	Lincoln	29	18%
Pilgrim	63	0	-2	61	23%	724	23%	Pilgrim	13	21%
Grantham	45	0	-2	43	16%	434	14%	Grantham	8	19%
Louth	4	0	0	4	1%	238	8%	Louth	0	0%
Total	279	3	-15	267		3143		Total	50	19%

Current Applications						Applications in Progress Status			
	Last Month	New	Started	Failed	In Progress	Awaiting References	Awaiting Interview	Not Yet Started	Total In Progress
Lincoln	30	12	3	1	38	24	4	10	38
Pilgrim	9	4	0	0	13	7	2	4	13
Grantham	10	1	0	0	11	2	3	6	11
Louth	1	0	0	0	1	1	0	0	1
Total	50	17	3	1	63	34	9	20	63

Active Volunteers				
	Lincoln	Pilgrim	Grantham	Louth
On Ward				
C/F	22	8	3	0
In	2	0	0	0
Left	0	0	0	0
Total	24	8	3	0
Day Wards				
C/F	26	10	8	1
In	0	0	0	0
Left	-3	0	-2	0
Total	23	10	6	1
OPD/Clinics				
C/F	22	13	5	2
In	0	1	0	0
Left	-1	0	0	0
Total	21	14	5	2

Leavers				Applications - Marketing Sources			
Reasons for leaving	Month	YTD	%		Month	YTD	
Unknown	3	14	48%	ULHT Website	7	10	
Deceased	1	1	3%	Volunteer Centre	2	4	
Moved	3	3	10%	Hospital Posters	1	1	
Health	1	3	10%	Family/Friends	5	7	
Family	2	3	10%	Current Volunteers			
Employment/Uni			0%	Local Media			
Other	5	5	17%	Other	2	2	
Unhappy @ULHT			0%				
	15	29			17	24	

5. Priorities for development

Our staff and services and Trust priorities have indicated where focus needs to be over the next three years and the associated annual workplan will indicate targets and performance indicators as we work towards these.

Inpatient Volunteers

Inpatients Volunteers will be the major focus and priority for volunteer recruitment and role development. We will prioritise the recruitment, training and placement of volunteers in existing and new roles that have the greatest direct and tangible impact on the quality of patient experience for patients on our wards. To deliver this we will:

- Increase coverage of the dining companions and ward support across our 3 main sites.
- Develop and expand the dementia friend volunteer provision to support the implementation of the Dementia Strategy.

- Develop, test and evaluate new ways of involving volunteers to support patients and their families, e.g. an A&E or ICU project, involving specialist trained volunteers to provide practical and emotional support to patients and family members before, during and after treatment.
- Explore volunteer-led activities for priority patient groups e.g. arts & crafts, singing & music, patient support & information groups, friendship groups and games and involving other local organisations and charities where appropriate.

Outpatient Volunteers

Building on the success of existing outpatient volunteer roles, there is a proven need to increase existing volunteering capacity of meeter & greeter roles, supporting patients, assisting them to check in and directing and escorting to their appointments. The majority of meeter & greeter volunteers are trained to push wheelchairs.

This Voluntary Services Strategy will allow for flexibility in introducing and adapting to new and innovative projects and schemes to improve the Patient Experience.

6. Strategic actions

1. Strengthen the Voluntary Services Department

- Secure the centrally placed office and ensure it is visible and accessible for potential volunteers to drop in and enquire about joining and for staff to seek support and advice.
- Review the establishment of the service and ensure it is supported to meet the demand.
- Design and implement a monitoring and reporting process to enable an understanding of the service scope, performance and activity.

2. Identifying the need for volunteers

- Heighten awareness and 'exposure' of volunteers and voluntary services through building service level relationships and assurance through Patient Experience Committee.
- Work creatively to consider new roles that will maximise impact for patient experience.

3. Recruitment

- Improve processes and responsiveness to enhance recruitment and retention of volunteers.
- Enhance systems for matching volunteers to roles across the Trust.
- Use multimedia opportunities to extend recruitment reach to new audiences.
- Target recruitment to match specific roles.
- Maintain the simplicity of application but also the safety.
- Engage with local businesses, education providers and voluntary and community sectors who are rich sources for volunteering.
- Review and rethink the branding and visibility of volunteering to drive recruitment.

4. Developing a volunteering culture

- Engage widely across the Trust to consider the value of volunteers.
- Provide a clear definition of volunteering and its role within the organisation.
- Provide a clear understanding of the role of volunteer supervisors and the expectations therein.
- Celebrate and communicate the successes, achievements and learning that volunteers bring to services.
- Evidence within key Trust strategies and service models how volunteers can make a difference.

5. Volunteer learning and development

- Standardise and ensure delivery of core learning for volunteers.
- Inspire confidence in volunteers and their need for development and learning.
- Empower and encourage volunteers to progress in their roles proportionate to their skills and experience and within the confines of their roles.
- Facilitate sharing of skills, knowledge and experience within the volunteer community

6. Evaluation

- Design a process for evaluating volunteer impact and experience.
- Harness volunteer experience to highlight value and worth and recognise achievement and satisfaction.

7. Implementing the Volunteering Strategy

An annual workplan will be developed with objectives for the coming 12 months based around current need and priorities within the Trust underpinned by the strategic objectives. This workplan will be monitored and supported by Patient Experience Committee.

8. Quality Indicators & Monitoring

A new monthly report of activity will feature within the current Patient Experience Report. The following quality indicators will be developed and tracked:

- We will adapt or design a Friends & Family Volunteer Survey to understand the experience of our volunteers and we aim for:
 - 90% volunteers feel they are valued by the trust
 - 90% volunteers feeling confident to fulfil their roles
 - 90% achieving their goals/satisfaction through volunteering
 - 90% would recommend volunteering at ULHT to their peers
- Case studies and volunteer stories will be collated to demonstrate the contribution to the patient experience, staff support and the impact to volunteers themselves through volunteering.
- Annual increases in the number of local groups, community and voluntary organisations engaging in the hospital through volunteering will be achieved and reported through case studies.
- Increases to volunteer numbers, roles and hours will be tracked.
- Where applicable, existing sources of patient experience monitoring such as the Friends and Family Test will be utilised to assess the impact of volunteers.

9. Governance & Accountability

The Voluntary Services Manager reports to the Deputy Chief Nurse for Patient Experience and the service reports through Patient Experience Committee.