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| **Report to:** | Patient Experience Group | **Date:** | 8th May 2019 |
| **Subject:** | Volunteer Service Strategy | | |
| **Report of:** | Matron for Patient Experience & Quality Improvement | **Prepared by:** | Volunteer Manager |

**REPORT FOR APPROVAL**

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| **Corporate objective**  **ref:** |  | **Summary of Report**  The purpose of this strategy is to provide a context and framework to support our volunteers in working effectively alongside our staff and community partners to deliver excellent services and improve patient experience.  The group are asked to consider the contents of the strategy and finally approve. |
| **Board Assurance Framework ref:** | ----- |  |
| **CQC Registration Standards ref:** | Caring  Safe  Responsive  Effective |  |
| **Equality Impact Assessment:** | Completed  X Not required |  |

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| **Attachments:** |  | | |
| **This subject has previously been reported to:** | | Board of Directors  Council of Governors  Audit Committee  Executive Team  Quality Assurance Committee  Finance & Performance  Committee | People Performance  Committee  Charitable Funds Committee  Nominations Committee  Remuneration Committee  Joint Negotiating Council  X Other |

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| **1.** | **INTRODUCTION** |
| 1.1 | The contribution of volunteers to the work we do is immeasurable; volunteers at Stockport NHS Foundation Trust provide us with much more than their time, energy and commitment. The skills and knowledge they bring has a very positive effect on the lives of those who access our services.  Our vision going forwards is for our growing number of volunteers, that currently stands at 400, to work alongside our staff in improving our patient experience. Volunteers are crucial to achieving a better Health Service. If we are to succeed we must engage with all our volunteers and inspire many more to work with us. It is essential that volunteers are not seen as just ‘nice to have’, but as an integral part of our Trust family.  Volunteers have supported the Trust in delivering services for over 40 years and it goes without saying that our programme of volunteering has achieved so much. We have a wide range of inspiring volunteer roles. This said there is still more we can do to make volunteering a top priority for us. In the past, volunteering programmes have developed naturally to meet the needs of particular teams it is within these areas we are aspiring to fill gaps. As we move forward, we have a renewed commitment to thinking more strategically about volunteering across the organisation and thus being more creative in the roles we develop to maximise the skills and experience volunteers bring with them, as well as embedding and developing what has already been achieved. |
| **2.** | **BACKGROUND** |
| 2.1 | The strategy focuses on a number of improvement/recommendations as highlighted within the following documents; 1. The Volunteering England guide ‘**Volunteers across the NHS: Improving the patient experience and creating a patient-led service’** provides a framework for best practice for the management of volunteers within the NHS, 2. **The Lampard Enquiry**, organisations with patient care responsibilities need to demonstrate that they have the appropriate recruitment checks in place and ensure that all volunteers utilised by the Trust who come into contact with patients are authorised to do so, 3. A report commissioned by the **Royal Voluntary Service** and **Helpforce** in July 2018 recommended a volunteer strategy was in place and that all frontline staff are empowered and trained to have supportive working relationships with volunteers, alongside raising the profile of volunteers in hospitals as valued partners in health care.  The strategy has a series of objectives that we are progressing, some in partnership with external organisations, to create the conditions where volunteering activity can develop and flourish and where volunteering is open to anyone who wants to participate. |
| **3.** | **CURRENT SITUATION**  The Trust currently has the support of 415 volunteers working across the four divisional areas. Volunteers are aged between 16 and 88 years. The majority of volunteers commit for a 3 hour session once per week however we benefit from many working additional hours. The longest serving volunteer has been with us for just over 39 years.  We have experienced a steady increase in volunteer numbers from September 2017.  43% of our volunteers are Ward Helpers. Ward helpers have traditionally provided a drinks round, befriended and picked up additional duties such as running errands and taking on some small administrative duties. Of Ward Helpers 11% are Dining Companions who support patients and staff at meal times serving food, opening packets, providing a lunch companion and feeding patients as required.  13% of our volunteers are Breast Feeding Peer Supporters. Breast Feeding Peer Support Volunteers, parents who have Breast Fed themselves give help and support for new mums in the hospital and in the community.  9% of our volunteers are Guides, meeting, greeting and offering wheelchair services to visitors and patients arriving at the hospital.  **Our volunteering roles currently include:-**  Administration  Arts and crafts  Befriending  Chaplaincy volunteers  Children’s Services –Play Assistants  Courtesy Callers  Dementia Specialists  Emotional Support and Signposting in ED  Events helpers  Expert patient programme  Fundraising  Guides -meet and greet/welcomers  Hospital radio presenters  Interpreters  Ipad Surveys  Leaflets  Librarians  Maternity Breast Feeding Peer Support  Memory Café Assistant and Dressed is Best Support Worker  Occupational therapy activities assistants  Outpatients Assistants  Pathology assistants  Reception/Information/Enquiry  desk/Welcome desk  Retail shop, café  Social events organisers/helpers  Support and awareness raising assistants for specific health  conditions  Trolley Library service  Trust Governors  Ward helpers and department volunteers  (various, including A&E,  Outpatients, X-ray)  Wheelchair pushers |
| 3.1 | This Strategy will support the trust’s priorities which are to focus on providing high quality, safe services which are all about people – patients, carers, staff and partners.  Our vision is that Volunteers will enhance the experiences of people using the services of Stockport NHS Foundation Trust, and their unique perspectives of health care will help shape the care provided.  Our key strategic priorities will support in developing up to date policy and practice for volunteer services in line with current legislation and good practice. With excellent policies in place we will be in a position to create additional volunteer roles. It is our aim that we recruit a diverse volunteer workforce to enrich the services we offer including working closely with local colleges in providing a variety of new and innovative activities to enrich our patient experience. In creating new roles there will be the need to ensure the health and safety of our volunteer staff and the patients they care for. We will therefore work toward providing a variety of Mandatory and specialist training courses to meet needs.  We have a large number of volunteers, many who work independently. Strengthening local line management arrangements will ensure all volunteers will benefit from support and supervision regardless of role. Regular meetings will strengthen and improve communication between our volunteers and the front line staff they work alongside. Volunteers should benefit from a greater belonging to a team being kept informed and consulted in regards to Trust and department plans.  An annual action plan will ensure roll out of our strategy |
| **4.**  4.1 | **RECOMMENDATIONS**  The Patient Experience Group has a responsibility for monitoring implementation of the objectives via the associated action plan and will ensure actions are updated annually to reflect progress and additional identified needs. This monitoring system is reported to the Trust board of directors. |

**Volunteer Strategy**

**2019-2022**







**Authors:** Yvonne Hewitt **Revision Date**: February 2022

The purpose of this strategy is to provide a context and framework to support our volunteers in working effectively alongside our staff to deliver excellent services and improve patient experience.

Our volunteering strategy sets out a clear plan to enable our volunteers to make a real difference. We want to make sure our volunteers have a great experience and that they feel welcomed, inspired, supported and valued.

The strategy, which is accompanied by an action plan, aims to create the conditions under which volunteering activity can develop and flourish.

The strategy focuses its key areas of improvement as highlighted within a number of high profile reports and additionally an internal audit report;

1. The Volunteering England guide ‘Volunteers across the NHS: Improving the patient experience and creating a patient-led service’.

This report provides a framework for best practice for the management of volunteers within the NHS. Volunteers do not have the same legal status as paid employees and the existence of formal policies and procedures is vital as organisations owe a duty of care to volunteers especially in relation to health and safety matters.

2. The Lampard Enquiry,

The Lampard Enquiry states that there is a greater need for organisations charged with the responsibility and care of patients to demonstrate that they have the appropriate recruitment checks in place to ensure that all volunteers utilised by the Trust who come into contact with patients are authorised to do so.

3. The role of volunteers in the NHS Views from the front line

A report was commissioned by **Royal Voluntary Service** and **Helpforce** in July 2018 sets out recommendations to Leaders in NHS hospitals ensuring a volunteer strategy is in place and that all frontline staff are empowered and trained to have supportive working relationships with volunteers, and raising the profile of volunteers in hospitals as valued partners in health care.

4. HR Processes: Voluntary Services Assignment Report 2018/19

An internal audit was carried out in September 2018. The report highlighted the need for a Volunteer Policy and Standard Operating Procedures to be put in place to support the daily operation of the department ensuring procedures are effective and robust.

Our Commitment to volunteering is set out within our Volunteer Charter which has been developed in consultation with our volunteers and compliments our Trust Values.

Our Trust values;- **‘Quality and Safety, Communication, and Service’** are at the heart of everything we do and come from our ‘Your Health. Our Priority’ promise. The values and behaviours are linked to our volunteer interview process and are promoted at induction and through training programmes.

These values are about working together to deliver great patient experience more consistently. Our volunteer workforce goes a long way to improving patient care.

To help us achieve our aims we have developed 6 key strategic goals:

* To develop up to date policy and practice for volunteer services in line with current legislation and good practice
* To broaden our volunteering opportunities
* To increase the number and diversity of volunteers.
* To develop a programme of Training and Development to meet needs.
* To develop a structure of support/supervision for individual/groups of volunteers
* To develop clear lines of communication between hospital volunteer services and frontline staff teams.

**Monitoring and reporting of the patient, family and friends experience strategy**

The Patient Experience Group (PEG) has responsibility for monitoring this standard and will produce an annual work plan based on the elements of the patient journey: reputation; arrival, patient and family involvement, stay, treatment and leaving hospital to support compliance with the standard. This monitoring system is reported to the Trust board of directors.

**Delivering our ambitions:**

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| **Priority 1: To** Develop up to date policy and practice for volunteer services in line with current legislation and good practice  **To achieve this priority we will?**  **We will** write a new volunteer policy.  The policy will be designed to ensure the Trust applies standards of best practice in relation to the recruitment, selection, management, support and training of all volunteers at Stockport NHS Foundation Trust, ensuring that legislation and guidance in relation to volunteers is adhered to.  The policy will detail responsibilities of departments/managers in relation to the volunteers to ensure they are supported during their time with us.  The policy will include volunteer services standard operating procedures to ensure the smooth running of the department.  **We will** Implement new recruitment procedures including a new recruitment checklist.  **We will** develop new role descriptors which ensure the appropriate DBS check is carried out for each position.  **We will** ensure that proof of identity is sought for all applicants for voluntary positions and placed in the volunteers personal file.  **We will** meet regularly with the HR and the Recruitment team to keep up to date with current legislation and good practice.  **We will** sign up for regular Workforce Bulletins from NHS Employers to keep up to date with NHS standards.  **We will** modernise and bring our systems in-line with Trust recruitment services by changing to electronic files for all new volunteers.  We will measure this by   * The policy draft will be reviewed and authorised by The People and Performance Committee. * Miaa will reviewactions taken to ensure that new processes are being implemented. * Regular meetings will be taking place with HR and Recruitment teams * Access to electronic volunteer personal files on line |

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| **Priority 2:** Broadening our volunteering opportunities  **To achieve this priority we will?**  **We will** design volunteer roles in partnership with ward managers as well as look to identify short term and long term volunteer role requirements that will enhance patient experience and maximise the impact on patient outcomes  **We will** review existing volunteer roles and develop new opportunities.  **We will** establish systems that enable services to be creative in the provision of innovative volunteering projects, that are subsequently, described, approved, resourced and rolled out  **We will** work closely with local colleges and other partners to gain a variety of input to offer a range of activities to improve patient care.  **We will** consult with volunteers as to where they feel their skills are best utilised.  **We will** work closely with other NHS Trusts to learn from best practice.  **We will** apply for additional funding externally via the Iwillfund# to develop new roles  **We will** apply for internal Charitable funds to provide resources to enable the volunteers to offer a variety of activities.  **We will** design, monitor and evaluate volunteer activities to measure impact for both patients and services  **We will measure our success by:**   * an increase in the range/variety of volunteer roles available * successful applications for funding to resource projects * seek feedback from our staff on the difference that volunteers make to   patient experience   * Successful role out of new volunteer initiatives in partnership with local colleges |

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| **Priority 3:** Increase the number and diversity of volunteers.  **To achieve this priority we will?**  **We will** identify and target services where there is the greatest need for volunteers and filling vacancies  **We will** ensure all services consider how those who use our services might become volunteers and recruit them where and when appropriate.  **We will** evaluate services currently involving volunteers to assess capacity to involve more volunteers in current roles and what new volunteer roles can be created.  **We will**, promote opportunities at local recruitment fairs and advertise volunteer opportunities across the community.  **We will** develop multi-media channels to extend recruitment to new and hard-to-reach audiences  **We will** focus on youth volunteering programmes working with local colleges  **We will** develop a Honorary Contract for organisations that support volunteers with disabilities/impairments.  **We will measure our success by:**   * Campaign metrics – hits to website, enquiries, numbers of volunteers recruited * Volunteers reporting ease of access, through volunteer survey, * Increased diversity of our volunteer team through quarterly monitoring * Increase in number of volunteers or roles developed through partnership working * Volunteer retention * Exit interviews |

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| **Priority 4:** Develop a programme of Training and Development to meet needs.  **To achieve this priority we will?**  **We will** provide a range of high-quality information for volunteers about their role, what is expected of them and where they can find out more  **We will** review existing Mandatory training and specialist training to identify gaps.  **We will** work closely with specialist clinicians to support in the delivery of bespoke training programmes.  **We will** ensure all services regularly review service-specific volunteer training.  **We will** ensure training materials are shared across the Trust wherever possible.  **We will** Invite volunteers to participate in staff training when possible, to improve knowledge and skills and integrate volunteers into service teams.  **We will** create a database of free external training available for volunteers.  **We will** continue to monitor volunteer compliance with Mandatory training and participation at other sessions.  **We will measure our success by:**   * a survey to get feedback from volunteers about if they feel valued, * supported and have enough information to support them in their role * target: 95% feel valued, 95% would recommend the trust as * a place to volunteer * increase in number of volunteers who say volunteering has helped to improve their development, via survey * increase in number of volunteers who take part in training. |

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| **Priority 5:** Develop a structure of support/supervision for individual/groups of volunteers  **To achieve this priority we will?**  **We will** establish a positive and safe volunteering culture. All volunteering will be ‘owned’ across the whole Trust.  **We will** ensure relevant staff are trained and supported in dealing with volunteering issues.  **We will** create Job descriptions and person specifications for new staff include reference to volunteer supervision where appropriate.    **We will** createmore opportunities for staff and volunteers to openly discuss volunteering issues  **We will** Create volunteer champions within the volunteering community to support new volunteers.  **We will** look to develop volunteer supervisors to oversee groups of volunteers where appropriate.  **We will measure this by**   * Volunteers surveyed respond they feel supported within their divisions * Identification of volunteer responsibilities on job descriptions for relevant staff * Sign up to the volunteer champion scheme * Creation of volunteer supervisor positions |

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| **Priority 6:** Develop clear lines of communication between hospital volunteer services and frontline staff teams.  **To achieve this priority we will?**  **We will** give volunteers access to internal communications by emailing these out.  **We will** create more opportunities for volunteers to meet together with staff and other volunteers for training, mutual support, and networking  **We will** carry out an annual volunteer survey and act on and respond to survey feedback where possible.  **We will** ensure volunteers could be invited to team meetings with staff they work alongside.  **We will** provide a 6 monthly newsletter  **We will measure this by**   * Volunteers surveyed responded they feel communication has improved * Volunteers are aware of the lines of communication and feel they are kept up to date with departmental and Trust wide matters * Volunteers are being invited to team meetings. |

Appendix 1 Action Plan

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| Priorities | Action Required | By Who | When | Rag & update on progress |
| **Priority 1: To** Develop up to date policy and practice for volunteer services in line with current legislation and good practice | **We will** write a new volunteer policy.  **We will** Implement new recruitment procedures including a new recruitment checklist.  **We will** develop new role descriptors which ensure the appropriate DBS check is carried out for each position.  **We will** ensure that proof of identity is sought for all applicants for voluntary positions and placed in the volunteers personal file.  **We will** meet regularly with the HR and the Recruitment team to keep up to date with current legislation and good practice.  **We will** sign up for regular Workforce Bulletins from NHS Employers to keep up to date with NHS standards.  **We will** modernise and bring our systems in-line with Trust recruitment services by changing to electronic files for all new volunteers. | YH  Volunteer Team  YH and CD  Volunteer Team  VA/YH/IH & CD  YH & Volunteer Team  Volunteer Team | February 2019  January 2019  January 2019  December 2018  From February 2019  From March 2019  June 2019 |  |
| **Priority 2:** Broadening our volunteering opportunities | **We will** design volunteer roles in partnership with ward managers as well as look to identify short term and long term volunteer role requirements  **We will** review existing volunteer roles and develop new opportunities.  **We will** establish systems that enable services to be creative in the provision of innovative volunteering projects, that are subsequently, described, approved, resourced and rolled out  **We will** work closely with local colleges and other partners to gain a variety of input to offer a range of activities to improve patient care.  **We will** consult with volunteers as to where they feel their skills are best utilised.  **We will** work closely with other NHS Trusts to learn from best practice.  **We will** apply for additional funding externally via the Iwillfund# to develop new roles  **We will** apply for internal Charitable funds to provide resources to enable the volunteers to offer a variety of activities.  **We will** design, monitor and evaluate volunteer activities to measure impact for both patients and services | YH  YH  YH/Ward Managers  YH  Volunteer Team  YH & Volunteer Team  YH and ER  YH  YH & Volunteer team | Consultation by November 2019  November 2019  September 2019  May 2019  April 2019 and on going  September 2019  June 2019  July 2019 |  |
| **Priority 3:** Increase the number and diversity of volunteers. | **We will** identify and target services where there is the greatest need for volunteers and filling vacancies  **We will** ensure all services consider how those who use our services might become volunteers and recruit them where and when appropriate.  **We will** evaluate services currently involving volunteers to assess capacity to involve more volunteers in current roles and what new volunteer roles can be created.  **We will**, promote opportunities at local recruitment fairs and advertise volunteer opportunities across the community.  **We will** develop multi-media channels to extend recruitment to new and hard-to-reach audiences  **We will** focus on youth volunteering programmes working with local colleges  **We will** develop a Honorary Contract for organisations that support volunteers with disabilities/impairments. | YH & Volunteer Team  Department Managers  YH & Ward Manages  YH/Education Team/Nursing Services team  Communications Team  YH/ER  YH | On going  On going  Nov 2019  On going  On going  March 2019 |  |
| **Priority 4:** Develop a programme of Training and Development to meet needs. | **We will** provide a range of high-quality information for volunteers about their role, what is expected of them and where they can find out more  **We will** review existing Mandatory training and specialist training to identify gaps.  **We will** work closely with specialist clinicians to support in the delivery of bespoke training progrmmes.  **We will** ensure all services regularly review service-specific volunteer training.  **We will** ensure training materials are shared across the Trust wherever possible.  **We will** Invite volunteers to participate in staff training when possible, to improve knowledge and skills and integrate volunteers into service teams.  **We will** create a database of free external training available for volunteers.  **We will** continue to monitor volunteer compliance with Mandatory training and participation at other sessions. | JH/YH  JH/YH  YH  Ward Managers/Supervisors  JH/YH  JH/YH  YH & Volunteer Team | On Going  On going  On going  April 2019 on wards  On going  On going  On going |  |
| **Priority 5:** Develop a structure of support/supervision for individual/groups of volunteers | **We will** establish a positive and safe volunteering culture. All volunteering will be ‘owned’ across the whole Trust.  **We will** Ensure relevant staff are trained and supported in dealing with volunteering issues.  **We will** create Job descriptions and person specifications for new staff include reference to volunteer supervision where appropriate.    **We will** createmore opportunities for staff and volunteers to openly discuss volunteering issues  **We will** Create Volunteer Champions within the volunteering community to support new volunteers  **We will** look to develop volunteer supervisors to oversee groups of volunteers | Ward Managers/YH/ER  Ward Managers/YH/ER  Divisional Managers/Ward Managers  Ward Managers/YH/ER  YH & Volunteer Team  YH | From April 2019  September 2019  October 2019  September 2019  September 2019  December 2019 |  |
| **Priority 6:** Develop clear lines of communication between hospital volunteer services and frontline staff teams. | **We will** give volunteers access to internal communications by emailing these out.  **We will** Create more opportunities for volunteers to meet together with staff and other volunteers for training, mutual support, and networking  **We will** carry out an annual volunteer survey. Act on and respond to survey feedback where  possible.  **We will** ensure volunteers are invited to team meetings with staff they work alongside.  **We will** provide a six monthly newsletter | YH & Volunteer Team  JH/YH/Ward Managers  YH & Volunteer Team  Ward Managers  Volunteer Services Team | April 2019  August 2019  May 2019  May 2019  January and July |  |
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