

REFERENCE NUMBER: IN-542

VOLUNTEERING STRATEGY 2017 – 2020

Executive Summary

The Dorset HealthCare Volunteering Strategy 2017 - 2020 sets out the Trust's vision for volunteering and the programme of work to achieve this vision.

The strategy has been produced following engagement with existing volunteers and feedback from other partners.

NAME OF RESPONSIBLE COMMITTEE / INDIVIDUAL	Director of Organisational Development, Participation and Corporate Affairs	
NAME OF ORIGINATOR / AUTHOR	Public, Patients and Carers Engagement Manager and Volunteer Coordinator	
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Volunteering Strategy 2017 - 2020



Contents

	Page
Our vision	4
1. Purpose	5
2. Context	5
3. Current position	6
4. Consistently improving and embedding volunteering across the Trust	7
5. Evaluation and monitoring	8
6. References	9
Appendix 1: Volunteer survey 2016	10
Appendix 2: Friends of / League of Friends memorandum of understanding	15



Better Everyday

To lead and inspire through
excellence, compassion and **expertise** in all we do

Make a difference... ...volunteer with Dorset HealthCare

Our vision for volunteering is to enhance the experience of people using our services, and help shape the care we provide.

Our ambition is that volunteers have a personally rewarding experience, know they are making a real difference and are recognised for their contribution.



Sue Howshall talking about her volunteer public governor role, at the 2017 volunteers' celebration event hosted by the Chair of Dorset HealthCare

1. Purpose

The purpose of this strategy is to:

- Describe our approach for promoting, recruiting and supporting volunteers now and in the future
- Build on existing good practice and seek to spread that across all of our services
- Help develop constructive partnerships between all volunteers and the Trust

2. Context

Volunteers are widely recognised as an enabler to promote healthy communities as well as the improvement of healthcare services. (Social Action for Health & Wellbeing: Building Cooperative Communities - 2011).

According to a Kings Fund report (2013) 'Volunteering in health and care – securing a sustainable future', around three million people volunteer in health and social care nationally and innovative forms of volunteering are reaching out to new communities, engaging people in service delivery in new ways. They conclude that organisations without a strategic role for volunteering could miss opportunities.

The Government also recognises that volunteers make a tremendous contribution towards health and care services, and support within their communities, improving the quality and choice of services available in our country.

Being a volunteer enables people to learn new skills, make a difference to individuals, counteract loneliness, and to give something back to the community.

The Lampard Report (2015)* says that 'appropriate management of volunteers in NHS hospitals and the management of the risks associated with their work requires robust recruitment and selection, appropriate training, supervision and management of volunteers.'

This strategy is about maximising the potential of volunteering at Dorset HealthCare, making sure that we make the most of talent and kindness in the local community, doing all we can to bring that into our organisation. We want to see more volunteers across a wider range of our services, including our hospitals and community services, and appropriate volunteer services to support that. We want to become an inspiration for NHS volunteering, and for our patients and staff to know that wherever there are volunteers we are providing an enhanced service.

This strategy is a strand of the overarching Trust Organisational Development strategy (in draft as at August 2017) and works alongside a number of other corporate strategies including the Clinical Strategy, Participation strategy and Valuing Carers in Dorset strategy.

We make a firm commitment to volunteers and what we will do next to enhance and grow our volunteering opportunities. A working group including volunteers, front line staff and clinicians will develop the delivery plan for this strategy.



3. Current position

The 2017 census of volunteers tells us we have over 350 people volunteering with us as:

- Dorset HealthCare volunteers
- Friends of / League of Friends volunteers
- Other community group volunteers (e.g. PAT Dogs, WRVS)

The majority are volunteering in our hospitals befriending, helping at mealtimes, gardening and providing a trolley service or similar. A small group of services have strongly established patient and carer volunteer arrangements, including:

- The Dorset Community Pain Service
- Community Brain Injury Service
- Steps to Wellbeing

Our volunteers range from 16 year olds who want to get a taste of life in the NHS to our octogenarian volunteers still working within their local community hospitals. New volunteering opportunities for all are regularly developed within our services.

We have a strong culture of Friends of / League of Friends that work tirelessly to fundraise and volunteer with us. The scope and scale of each group varies widely, with some groups in development, and some very established with retail income and significant membership. In 2017 we co-produced a memorandum of understanding (Appendix 1) with all the Friends of / League of Friends, which sets out a consistent approach to safely recruiting and supporting volunteers.

Currently a small team (1.3 WTE operational staff) within the OD, Participation and Communications Directorate, collectively known as 'the volunteer service', help staff promote, safely recruit and support volunteers. The return on this investment of around £38,000 is quite significant. It is nationally recognised through the Kings Fund that for every £1 invested in training and supporting volunteers, there is a return of £11 per hour.

Volunteers give an average of 3 hours per week (with some giving far more, others less active). Using this guide, our volunteers contribute over 4,500 hours per month representing an incredible resource of nearly £600,000 per year, with more scope still, to grow our volunteer service.

Following a 2016 satisfaction survey (Appendix 2) completed by 83 volunteers (46% response rate), we know that:

- 94% feel valued by our staff
- 96% think that their volunteering makes a difference to patient care
- 93% tell us they would recommend volunteering at Dorset HealthCare.

A quote that sums up the feelings of many of our volunteers - "I have gained more from volunteering than I could ever hope to put back in. I meet with so many inspirational people - staff and patients alike."

From one of our Matrons:

"Volunteers bring a lay perspective to the clinical environment, which supports us to enhance our service



delivery.” Anne Hiscock - Matron, Yeatman Hospital, Sherborne

The survey also highlighted areas for development, which are reflected in our plans.

- **Volunteering opportunities** – there needs to be more internal and external promotion of volunteering, with new roles created where need is identified.
- **Recruitment process** – volunteers and staff have told us the process needs to be more user friendly.
- **Networking/celebration events** – volunteers told us they really enjoy these and would like them situated at easily accessible locations.

4. Consistently improving and embedding volunteering across the Trust

A steering group including volunteers and staff will co-produce a plan detailing how we will implement this strategy across eight themes. Our aim is to build on the excellent work already underway, and transform the experience and impact of volunteering for patients, carers, visitors, staff, and volunteers. The plan will have the flexibility to respond to new evidence and understanding of good practice in NHS volunteering, changing Trust needs and priorities, and unique offers of support as they arise.

1. Volunteering culture

- 1.1 The Board and staff embrace a volunteering culture
- 1.2 We have a clear definition of volunteering and its role
- 1.3 We celebrate success and learning and it is shared internally and externally
- 1.4 We hold our networking and celebration events at easily accessible locations

2. A reputation for excellence in volunteering

- 2.1 We proactively communicate the quality and impact of volunteering
- 2.2 We clearly articulate what makes volunteering at the Trust unique

3. Volunteer management

- 3.1 Our data about current volunteers is clean and up to date.
- 3.2 We have a clear re-engagement plan and/or alternative options of support for volunteers that have lapsed
- 3.3 We enhance recruitment data about volunteers' goals, skills and availability
- 3.4 We have systems for matching volunteers to appropriate roles
- 3.5 We have volunteer tracking systems to gather time, activity and progress, that enables us to recognise and celebrate their contribution
- 3.6 We carry out an annual review with all volunteers
- 3.7 An online easily accessible toolkit is in place to support staff safely recruit and support volunteers
- 3.8 A user friendly toolkit is in place to support the Friends of / League of Friends safely recruit and support volunteers
- 3.9 We routinely communicate with all our volunteers

4. Identifying volunteering needs

- 4.1 We identify roles that will maximise impact for the volunteer, patient experience and patient outcomes
- 4.2 We have systems in place for identifying volunteering needs
- 4.3 We pilot new and innovative volunteering projects



5. Volunteer recruitment

- 5.1 We harness multi-media channels to target and extend recruitment to new and hard-to-reach audiences, both internally and externally
- 5.2 A user friendly and safe recruitment process is in place to ensure all volunteers are subject to a robust application process that includes: interview, DBS checks, references, identity checks and completion of mandatory training, in line with recommendations from the Lampard report (2015)* and guidelines from NHS Employers.
- 5.3 We engage with local business, education, voluntary and community sectors as sources of volunteering recruitment and support
- 5.4 We promote volunteering opportunities through our partnership with Bournemouth University
- 5.5 We extend our partnership arrangements with local volunteering networks/partners

6. Volunteer learning and development

- 6.1 We have mandatory training in place for volunteers
- 6.2 Our volunteers feel empowered in their role through gaining knowledge, skills and experience
- 6.3 We support volunteers to actively seek opportunities for further development appropriate to their role

7. Funding and resources

- 7.1 We understand funding and resources needed for an ambitious volunteering programme
- 7.2 We identify and proactively compete for sources of funding and other investment

8. Evaluation for improvement

- 8.1 We use evaluation data to drive the quality of the volunteering experience
- 8.2 We maximise existing patient experience data to demonstrate impact of volunteering
- 8.3 We use volunteers' unique insights as a driver to improve patient experience
- 8.4 We understand and support staff experience of engaging with volunteers

5. Evaluation and monitoring

Evaluating and measuring the impact of volunteering is not straightforward. Our evaluation will include the numbers and look beyond for cultural and satisfaction measures of success, such as the percentage of volunteers who would recommend volunteering with the Trust, alongside staff and patient feedback.

A steering group including volunteers and clinical staff will support the implementation of this strategy, and will report annually on progress.

The report will also highlight:

- Outcomes of an annual Volunteer Survey. We aim to achieve:
 - At least 94% of volunteers feel valued by the trust
 - At least 93% of volunteers would recommend volunteering at Dorset HealthCare
 - At least 96% of volunteers feel they are having a positive impact on patient care
- Case studies to demonstrate improvements in patient, staff and visitor experiences through volunteering, and the personal impact to volunteers themselves
- Details of year on year increases in the number of local businesses, community and voluntary organisations engaging with the Trust through volunteering
- Details of how we have tracked and monitored our planned increase in volunteers, volunteering hours and the range of roles undertaken



- Impact of volunteers gathered through existing sources of patient experience monitoring, such as the Friends and Family Test
- How we safeguard our volunteers, patients and staff thought this programme

6. References

Social Action for Health & Wellbeing: Building Cooperative Communities - 2011

Department of Health strategic vision for volunteering 2013

Lampard K and Marsden E (2015) 'Themes and lessons learned from NHS investigations into matters relating to Jimmy Savile'

Kings Fund report (2013) 'Volunteering in health and care – securing a sustainable future'



Appendix 1

Memorandum of Understanding between Dorset HealthCare University NHS Foundation Trust and Friends of / League of Friends Recruiting and supporting volunteers

The Trust values the support the Friends of /League of Friends ('Friends') provide through volunteers, and both acknowledge the beneficial effect for patients / service users / carers and the wider community.

'Volunteers' referred to in this MoU are those people who volunteer on hospital premises. It does not refer to those who carry out valuable fundraising activities, are using the hospital to only attend meetings, or volunteer outside of the hospital e.g. in a shop etc.

The Trust and the Friends understand the important role the Friends play in the organisation. Both the Trust and the Friends acknowledge that relationships should have clear boundaries so that both parties benefit and neither is adversely affected.

The following sets out the Memorandum of Understanding between Dorset HealthCare and the Friends with regard to volunteering activity undertaken. It takes into account:

- The Disclosure and Barring Service (DBS) Code of Practice (reference 3) (2012 – reviewed 2015), that applies to all registered bodies (Dorset HealthCare) of the Disclosure and Barring Service (DBS), and recipients of update service information under section 116A of the Police Act 1997. This includes those registered bodies that provide an umbrella function to non-registered organisations.
- The 'Lampard Report' - Lampard K and Marsden E (2015) 'Themes and lessons learned from NHS investigations into matters relating to Jimmy Savile'.
- Dorset HealthCare 'Volunteer policy for staff, patients and Trust visitors' (IN334 issued 2013 reviewed June 2016).

The Friends organisations can differ enormously in size and in the infrastructures they have in place to support the valuable work they do. This document bears this in mind, reflecting the diversity of the Friends associated with Dorset HealthCare services.

Dorset HealthCare will:

- invite the Friends to become Members of the Trust, if they are not already
- invite the Friends to celebratory events held for volunteers with the Trust
- invite the Friends to the Annual Members' Meeting and volunteers' event
- involve the Friends when the Trust conducts any public and patient/carer consultation
- promote volunteering through the Trust website and recruitment campaigns



- provide an individual webpage for each of the Friends
- publicise the Friends' events to staff through its communication channels
- support the Friends' volunteer recruitment process as set out below by providing expertise and guidance

The Friends will:

- promote volunteering through their communication channels
- obtain a completed volunteer application form containing a declaration regarding criminal convictions (see note 1)
- interview all their prospective volunteers
- complete an identification check of all prospective volunteers for eligibility to volunteer in the UK against photo identification, date of birth and address history (see note 1a)
- carry out a Disclosure and Barring (DBS) check for all volunteers volunteering within the hospital premises (see note 1a)
- obtain two references from someone who has known the volunteer for at least 2 years, but is not a relative or partner (see note 2)
- organise health clearance for all accepted volunteers via Dorset HealthCare occupational health department or service (see note 3)
- meet their obligations with regard to health and safety legislation including appropriate risk assessments and ensure that volunteers work within their specified roles (see note 4)
- complete volunteer mandatory training (approx. 1 hour total) via the Trust e-hub system which allows volunteers to access the training via a secure electronic link. Or, complete the using the training booklet (see note 5)
- ensure that volunteers are covered by a current appropriate insurance policy
- ensure that volunteers have a signed statement of understanding for their volunteer role and responsibilities with regard to information governance, and wear a security/ID badge/uniform.
- meet volunteer expenses according to their policy
- adopt a fair and equitable approach to problem solving and incident reporting (note 6)
- provide information on volunteering activity and volunteers to the Trust's volunteer services team as agreed by both parties. Provide regular opportunities for contact between the Trust's Volunteer Coordinator and the Friends (see note 7)

This agreement will be reviewed by the Friends and Dorset HealthCare every 2 years.



Note 1: Protection of children and vulnerable adults

The NHS has a duty to ensure the safety of its patients / service users. Volunteer posts in the NHS are therefore exempt from the Rehabilitation of Offenders Act 1974. When the Friends become aware of information regarding criminal convictions they should assess the risk to their own organisation and to the Trust. Advice on how to carry out a risk assessment can be available from the Trust's Volunteer Coordinator.

Note 1a: Disclosure and Barring (DBS) Applications

The Disclosure and Barring Service (DBS) Code of Practice requires organisations who use the DBS service to include a policy on the recruitment of volunteers – Dorset Healthcare policy requires all volunteers to have a DBS check. If there is any uncertainty about the level of disclosure required, the Trust's Volunteer Coordinator will be able to advise.

Dorset HealthCare has the facilities to act as an umbrella body for organisations that are unable to process their own DBS applications.

If the Friends elect to use the Trust as an umbrella body, and where the disclosure shows criminal history, the Volunteer Coordinator will discuss the content with the Friends and ask them to carry out a risk assessment for consideration. The outcome of the risk assessment will determine whether or not the volunteer is offered a place. The Trust will retain the right to refuse the services of anyone it considers to be a risk to the organisation. Under these circumstances the Trust may bear some responsibility for the recruitment decision.

Note 2: References

If the prospective volunteer is, or has recently been in employment or been involved with voluntary activities, one reference should be from that organisation. Where this is not possible a character reference should be sought from personal acquaintances, aged 18 and over, who have known the applicant for more than two years and are not related to or involved in any financial arrangements with the applicant.

Note 3: Occupational Health Check

Due to the nature of the patient / service user group that the volunteer may come into contact with as part of their activities, it is essential that the Trust Occupational Health Department (OHD) is involved in deciding the process to be followed when recruiting volunteers. This may involve the Trust OHD completing the relevant health clearance via a telephone consultation.



Note 4: Risk assessment

Each activity that volunteers carry out should be risk assessed and risk assessments should be updated annually. This need not be an onerous process - where groups of volunteers undertake the same role, a generic risk assessment will suffice. However, volunteers under the age of 18 should have a risk assessment in line with the Health and Safety Executive’s guidelines for the safety and well-being of young people.

Note 5: Mandatory training

As a minimum, volunteers should follow the mandatory training accessible via the Trust’s E-Hub – this system also logs training and reminds when updates are required. The system can be accessed through any computer with internet access for example at home, the library or at the hospital. A training booklet is available for volunteers who prefer to read from paper.

Mandatory:	Updated:	Add on training
Fire Safety (this is a statutory requirement)	Every 3 years	for example: Dementia awareness Carer awareness etc.
Trust Vision, Values & behaviours	One off	
Information Governance	Annually	
Safeguarding Adults and Children	Every 3 years	
Infection Prevention and Control	Every 3 years	
Moving and handling - back awareness	Every 3 years	
Equality and Diversity	One off	

Note 6: Problem solving and incident reporting affecting Trust business

Complaints made about a volunteer registered with the Friends, or the activities undertaken by the Friends, should be dealt with in a fair and equitable manner and shared with the Volunteer Coordinator. In line with the recommendation of the Volunteer Rights Enquiry², it is recommended that the Friends have a ‘When something goes wrong / problem solving procedure’ in place.

The outcome of any investigation and the actions taken to resolve the problem should be shared with the Volunteer Coordinator.

Note 7: Communication

To continue providing excellent services to patients and service users, NHS Trusts would like to encourage communication with the Friends and promote information sharing.

As part of its duties to regulatory organisations such as NHS Improvement, Care Quality Commission, Health & Safety Executive, and the NHS Litigation Authority, the Trust must provide information relating to the number of volunteers active within the organisation and the training and other records. The Trust may ask the Friends to provide this information on a recurrent basis.

Any personal information about individual volunteers will only be provided with the volunteer’s knowledge and agreement in line with Data Protection and Information Governance.



1. [Guidelines for Induction, Statutory and Mandatory Training for Volunteers 2013.pdf](#)
2. [Volunteer Rights Enquiry, Volunteering England 2011](#)
3. <https://www.gov.uk/government/publications/dbs-code-of-practice>
4. <https://www.gov.uk/government/publications/jimmy-savile-nhs-investigations-lessons-learned>

Signed on behalf of the Friends of / League of Friends

Name:

Signature:

Position:

Signed on behalf of Dorset HealthCare

Name:

Signature:

Position:



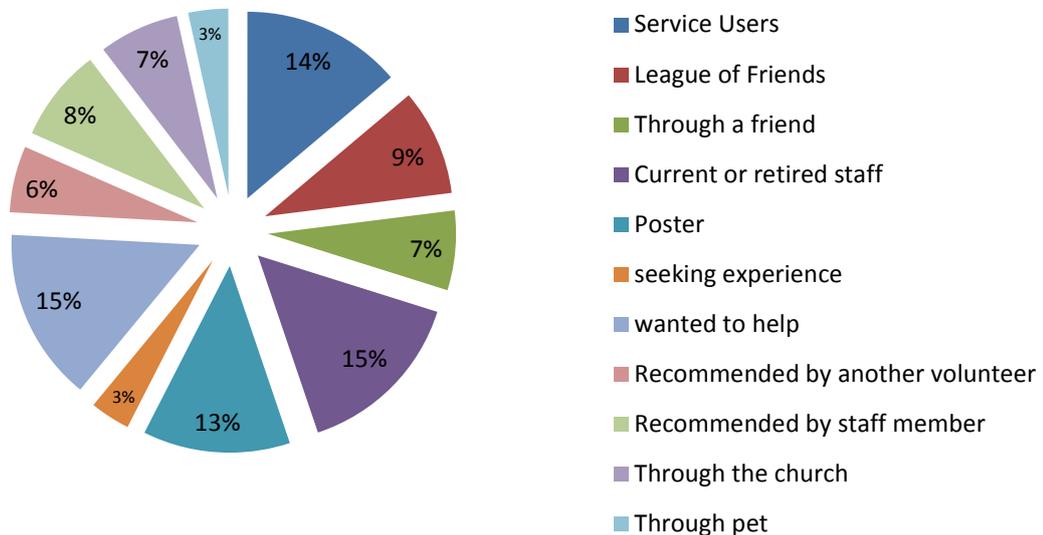
Appendix 2

Annual satisfaction survey of Dorset HealthCare volunteers 2016

This information will inform the volunteers' strategy and action plan and support further development of the volunteer service. 83 volunteers completed the survey, a 46% response rate.

Volunteering has helped me in many different ways, from having a reason to get ready in the morning and go out of my house, to improving my self-esteem. Getting involved with people in interesting projects, feeling that my experience can help others, learning from professionals and people using the services, meeting people, having goals, having fun, feeling part of something I connected, etc. Volunteering has been a priceless experience for me.

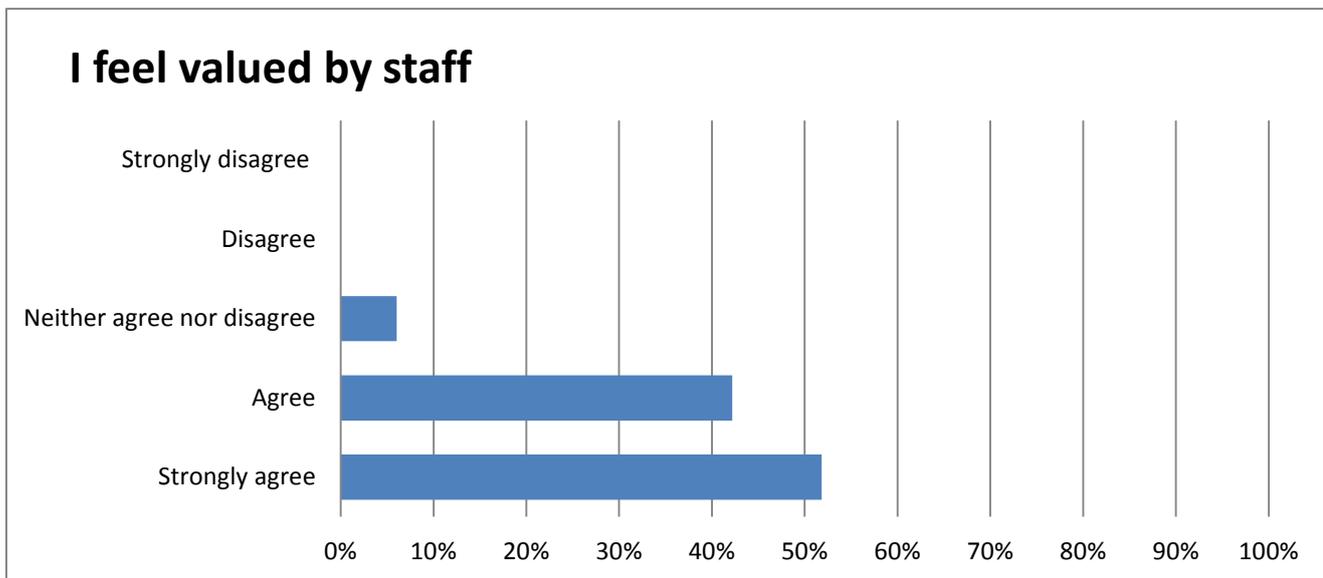
We asked 'How did you get into volunteering?'



- "I was a service user (Poole Pain Clinic). My life improved learning about self-management and feeling supported by the wonderful team, so I decided to give back and volunteer for the service"
- "My family and I over the past 50+ years have had enormous help from Swanage Hospital, following several years as Secretary to Chairman of 'league of friends' I heard there was a need for someone to organise/ arrange for a team of volunteers, for flowers arranging etc."
- "Introduced by a friend"

- “Retired from nursing but still wanted to do something so I enquired.”
- “Attended family members treatment sessions and responded to advertisement posted in waiting room at Shelley Road”
- “Wanted to gain personal experience for my career. Heard about a volunteering opportunity through a friend of my mum. These opportunities lead to other volunteering opportunities.”
- “I have always done different types of volunteering. I feel I am giving back to society and helping others and I enjoy it.”
- “A friend was already involved and I felt it was something I could help with to serve people who are often at a difficult and anxious time in their lives.”
- “My wife works for the Trust, informally I have volunteered for 16 years and thought we ought to make it official”
- “As an Anglican Priest, I took over chaplaincy duties when my colleague retired”
- “My dog loves people, so was registered as a PAT dog. I began volunteering as a Tawny Owl and have done lots of things over a lifetime - organised clubs, visited blind people, magistrate, resident of WI etc.”

We asked volunteers if they felt valued, if they felt their role made a difference and would they recommend volunteering with Dorset HealthCare.



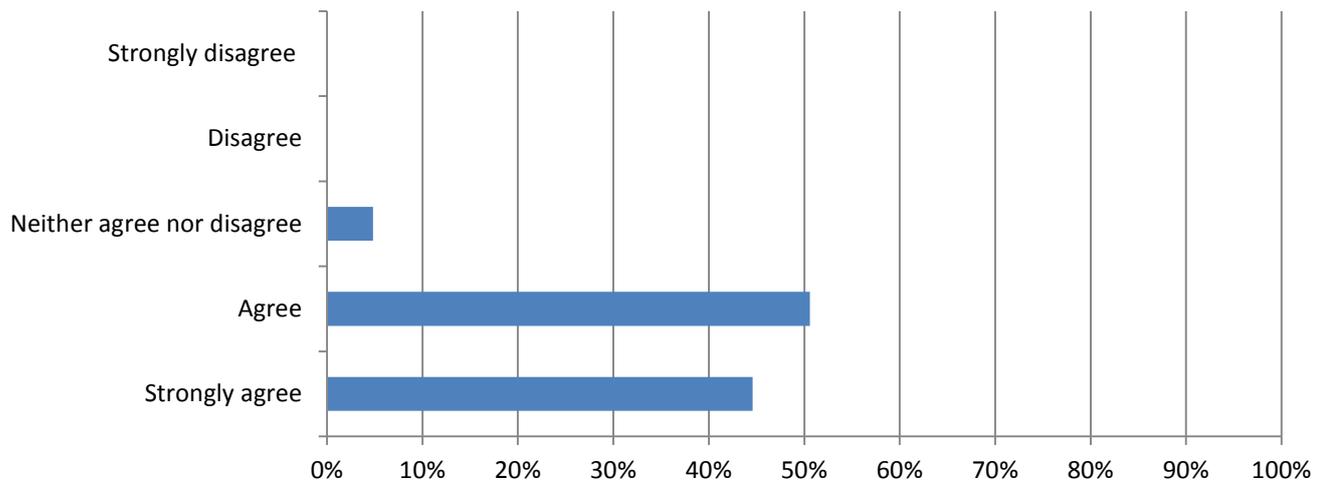
78

(94%) volunteers strongly agreed or agreed that they felt valued **with only 5 (6%)** neither agreeing or disagreeing and no one disagreeing or strongly disagreeing.



My Volunteering makes a difference to patient care

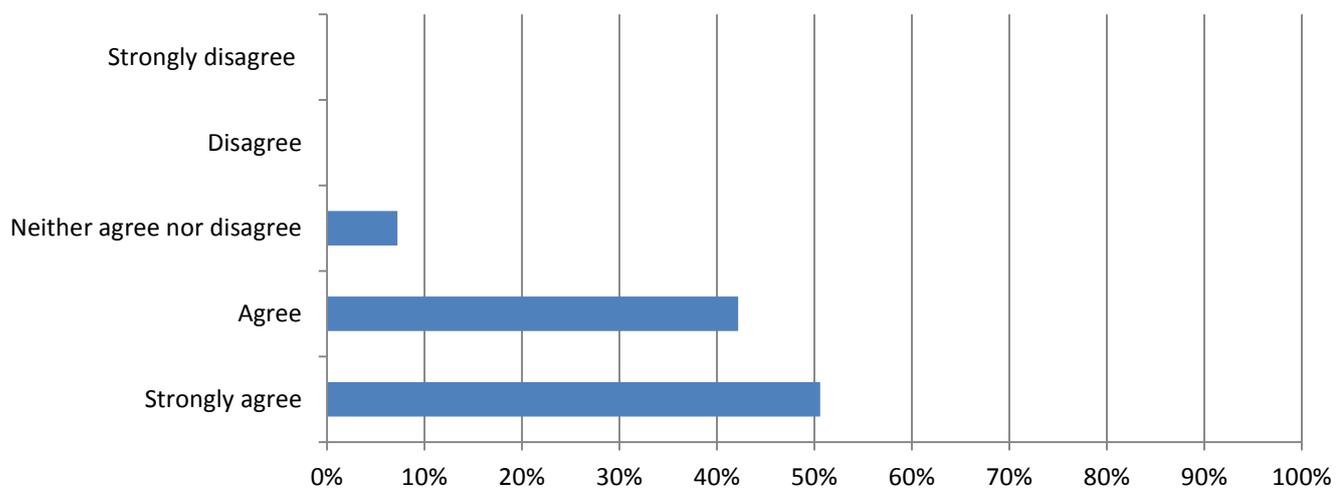
79



(96%) volunteers strongly agreed or agreed that their volunteering made a difference to patient care **with only 4 (5%)** neither agreeing or disagreeing and no one disagreeing or strongly disagreeing.

I would recommend volunteering with Dorset HealthCare

77



(93%) volunteers told us they would recommend volunteering at Dorset HealthCare **with only 6 (7%)** neither agreeing or disagreeing and no one disagreeing or strongly disagreeing.

Further Comments:

- “One of the most rewarding experiences of my life. I feel very privileged to have worked alongside many wonderful people who devote their time and skills for the benefit of others.”
- “I really enjoy my role and working with patients gardening painting and helping with social events. I can also see how it helps the staff.”
- “I have gained more from volunteering then I could ever hope to put back in. I meet with so many



inspirational people - staff and patients alike.”

- “My wife was a patient in Melcombe Day Hospital for about eight years and in that time I came to know the staff and the routines through the Carers Group that meets there. When my wife's mobility deteriorated to the extent that she was no longer able to attend and became wheelchair bound and subsequently bed ridden, my daughter helped out with the caring to give me respite and I started as a volunteer to give something back to the Day Hospital and give me contact and communication with other people. I have been a volunteer for three years now and still look forward to the days I am at the hospital, and the people I meet there.”
- “Volunteering gives you purpose in life to help others you help yourself, by caring for others while keeping positive and active.”
- “I must admit at the end of the day, that I come away feeling so happy that I am useful in my old age.”
- “Tuesday mornings are very special to me when the patients say we have really enjoyed you being here, can you come more than once a week, it really means a lot.”

There were also some helpful suggestions for improvement to consider:

Suggestion/Comment	Response / Learning
I have only recently become a volunteer with the Community Pain Service after what seemed like an interminable process of registering and screening as yet few opportunities have arisen to carry out my role which is a little frustrating. So I do not feel I have been able to contribute much so far.	In this case the volunteer submitted the incorrect identification information to enable the DBS to be carried out. The learning from this is to ensure that staff and volunteers are better aware of the process – action is to launch the V toolkit and update the ‘getting involved’ pages on the Trust website.
Though it took so long to get going (about 6 months) and I nearly lost the motivation, now I have started (music sessions with fiddle). It has been a satisfying experience and I feel I am helping to make a difference, with support from hospital chaplain Mike Oates at St Ann's hospital	In this particular case the volunteer wanted to volunteer in a specific service that originally didn't have an opening. The learning is how we better communicate to new and prospective volunteers the time factor when they express a specific preference for where they wish to volunteer.
I think the areas in which volunteers can get involved could be advertised more, perhaps in local magazines and free newspapers. At the present time it is up to the individual to do their own research and the process to become a volunteer can be protracted.	This is a very good point. We will look to incorporate this approach in the upcoming recruitment campaign in 2017
Can volunteer events be held at a more central location?	This is always a challenge in a large rural area, but we will try to vary the location of events, or as we did for celebration of volunteers' week, hold tea parties in both the east and west of the county.

